



40 YEARS OF BUILDING STRONG FOUNDATIONS



2022-2023 IN REVIEW • SPECIAL EDITION



40 years of building the best

Welcome to our special edition Annual Review for 2022/2023

This year marks an important milestone in our journey as we celebrate four decades of award-winning construction. From our early days as Watkins Pacific, we have grown to become a leading contractor in Australia and New Zealand, continuously delivering excellence in the construction industry. Our story merged with the international contracting giant, BESIX Group, nearly five years ago opening up new markets as the multidisciplinary contractor BESIX Watpac.

As we celebrate 40 years in business, we take pride in our strong foundations and reflect on our journey. While the company has been part of Australia's contracting fabric for nearly four decades, our story begins in the early 1900s when the Watkins family formed a building company in Cairns. In 1983, Gregory Douglas Watkins and a group of investors who were all highly respected in the construction industry founded Watkins Pacific, the small family-based Queensland construction company.

People have remained a key part of our success since these early days, as we built our strong national presence as Watpac and, now, as BESIX Watpac. We are deeply ingrained in the local construction landscape.

We also acknowledge the enduring partnerships our business is built on. Our order book continues to be more than 80 per cent repeat work, which is testament to the strength of our relationships and commitment to operational excellence.

We have always pushed the boundaries of construction to redefine what's possible. Since joining BESIX Group, our capability has accelerated by the support, experience and in-house engineering capability of our parent company. This means we bring expertise to each challenge no matter how complex and deliver solutions through innovation.

We're proud of our industry-leading achievements such as the first deep diaphragm construction building in Australia at the Gold Coast's 50 Cavill Avenue, Jubilee Place – the tallest diagrid building in the Southern Hemisphere, and delivering infrastructure for once-in-a-lifetime international events like the Commonwealth and Games and Olympics.

As we embark on the next phase of our journey, sustainability remains at the forefront of our agenda. We share BESIX's vision to create sustainable solutions for a better world. With this as our goal, we are excited about our journey over the next 40 years as a leading Australian and New Zealand construction company.

 Celebrating 40 years of BESIX Watpac



COVER: Photo credit - Christchurch City Council

40 YEARS OF BUILDING STRONG FOUNDATIONS



In 2023, BESIX Watpac celebrates four decades of award-winning local construction across multiple sectors backed by over a century of global expertise as part of BESIX Group. From humble beginnings we have evolved into a leading multidisciplinary contractor throughout Australia and New Zealand having delivered over \$25 billion worth of projects since 1983. As we mark our 40th year in business, we celebrate our strong foundations and set our sights on building a sustainable future.

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Watkins Pacific is registered with the Builders Board of Queensland.	Watpac lists on the Australian Stock Exchange.	Former Managing Director David Little sets business up for growth.	Works commence on Gold Coast's largest corporate tower, 50 Cavill Avenue.	The complex Terrica Place project kicks off.	Watpac wins the Northern Grandstand redevelopment at the Brisbane Cricket Ground heralding the start of another decade-long stadium partnership.	Building a marine infrastructure legacy – Couran Cove in Queensland kicks off.	Construction of major CBD projects in Brisbane commence.	A boon for Brisbane – Suncorp Stadium's major redevelopment opens.	Watpac is set to deliver the award-winning Robina Stadium on the Gold Coast. Works wrap up on two major buildings in Sydney Olympic Park.	BESIX Group completes the world's tallest building, the Burj Khalifa. Watpac commences works on Metricon Stadium and completes the Kardinia Park Premiership Stand.	The company wins its second project in SA. Completion of Queensland Institute of Medical Research and Sydney's Museum of Contemporary Art.	Significant project wins include Anna Meares Velodrome, QLD Schools PPP and Sydney's 333 George Street. Multiple projects win awards including VIC's Hume Global Learning Centre.	Construction commences on the transformative Queensland Country Bank Stadium.	The company is renamed to BESIX Watpac. Works start on our first heavy industrial project and we have major wins in NSW and VIC including Casey Hospital Expansion.	Our health portfolio is strengthened by six new hospital projects and ECIs. ACU St Teresa of Kolkata Building reaches completion.
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BESIX Group is founded in Europe. In the early 1900's, the Watkins family founds a small construction company in North Queensland.	Works commence on our first project, the Brisbane Entertainment Centre.	Watpac wins contract to deliver the Queensland Pavilion for World Expo '88 in Brisbane.	Works wrap up on Sheraton Marina Mirage Retail Centre and Sea World Nara Resort on the Gold Coast.	Watpac's first stadium project, Ballymore's Eastern Stand in Queensland, officially opens.	The Lang Park Grandstand opens - our first project in a two-decade long partnership at Suncorp Stadium.	Changing the landscape of Brisbane CBD with works completing at the Wintergarden and Admiralty Towers Stage 1.	Establishing a permanent North Queensland presence with the opening of the refurbished Townsville Entertainment and Convention Centre.	Several projects wrap up including the iconic Qantas Founders Museum – the first of two projects completed on this site.	Watpac enters NSW after acquiring Grant Constructions. Works wrap up on two northern NSW high school redevelopments and the prominent Macarthur Central in Brisbane.	Watpac expands into VIC through the acquisition of JA Dodd. The company wins significant health and commercial projects in in NSW and QLD including the Boggo Road Urban Village.	Watpac enters SA with Adelaide Airport Landside Infrastructure Project. New major projects won in education, defence, science, stadiums and residential sectors.	Watpac wins its first project in the NT as well as the first venue for the Gold Coast 2018 Commonwealth Games. Several landmark projects wrap up including the Translational Research Institute.	Anna Meares Velodrome takes out Master Builders National President's Award. Sydney's Overseas Passenger Terminal receives national safety award.	BESIX and Watpac join forces. Works start on four award-winning projects in NSW, SA and including Deakin Law School Building. Four stadiums built by BESIX Watpac are front and centre at Commonwealth Games.	BESIX Watpac formally enters NZ after converting the contract for the Te Kaha Multi-Use Arena. Works commence on Kangaroo Point Green Bridge. Works continue on the large-scale Barangaroo Metro Station.
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Mark Baker
CEO, BESIX Watpac

Message from the CEO

Celebrating the people who shape us, the projects that define us and the partnerships that unite us.

It is with immense pride that I present our special edition Annual Review, celebrating BESIX Watpac's remarkable 40-year journey of excellence in Australia and now New Zealand. I am particularly honoured to be Chief Executive Officer of this great company as we reflect on this significant milestone in our journey.

We have continued to navigate unprecedented market challenges with construction activities remaining at extremely high levels across the industry. Escalating material costs, disruptions in global supply chains, labour shortages, and extreme weather events have exerted extraordinary pressure on construction companies, suppliers, and projects. Despite these formidable industry hurdles, the BESIX Watpac team has exhibited unwavering resilience, working tirelessly throughout 2022 to ensure continuity and successful project delivery. This speaks to the calibre of our people who live and breathe our values of excellence, co-creation, respect, passion and unity.

Though 2022 tested our mettle, we adeptly capitalised on emerging opportunities. Since January 2023, we have converted multiple health tenders in Queensland and New South Wales and commenced works on a large biosciences facility in Victoria. We've also made progress on large-scale infrastructure and complex industrial projects in New South Wales. In South Australia, we secured new projects with our longest-standing client in the state. Additionally, we are preparing for the upcoming pipeline of stadium work as Brisbane gears up to host the 2032 Olympics and Paralympics. We are well-positioned for this work as it comes to market through our 40-year history as stadium experts. We have also strengthened our business and capability to maximise our ability to add value.

2022 also marked a year of focus on our people. We launched initiatives designed to build a positive work culture. This included a revitalised Awards & Recognition program, implementing flexible work arrangements, and actively participating in government-sponsored initiatives aimed at creating a more inclusive work environment. At the start of 2023, we committed to achieving a 25 per cent female workforce by 2025. We are taking a sustainable approach to this initiative and are adopting change at a grassroots level.

We also took strides towards our sustainability vision by transitioning to an environmental, social, and governance (ESG) model – additional steps were taken this year as we appointed our new National Sustainability Manager. We've also deepened our commitment to reconciliation, launching our Innovate Reconciliation Action Plan and embedding Indigenous targets into our subcontract agreements.

With people at the core of our business, we are now refocusing our efforts on operational excellence and reaffirming our identity as a trusted quality contractor. We are a multidisciplinary entity with the expertise to tackle complex projects across all sectors and we remain committed to delivering exceptional outcomes for our clients. Our unparalleled ability to overcome challenges and deliver quality results remains the hallmark of our positioning.

Mark Baker
Chief Executive Officer



Our Leadership

Last year marked a significant point in BESIX Watpac's journey with a strengthening of our leadership team.

Chief Executive Officer Mark Baker continued to lead the company as part of the Executive Committee with Executive Chairman Jean-Pol Bouharmont. Several key positions within BESIX Watpac were appointed to the Group Leadership Team (GLT) in 2022. Each will be instrumental in delivering the company's strategy and continued success into the future.

At a Group level, Pierre Sironval transitioned into the role of BESIX Group's Chief Executive Officer. Pierre has been on the BESIX Watpac Board since 2019.



Jean-Pol Bouharmont (left)
Mark Baker (centre) and
Pierre Sironval (right)

Board Directors



Jean-Pol Bouharmont
Executive Chairman



Julieanne Alroe
Non-Executive Director



Martin Monro
Non-Executive Director



Pierre Sironval
Non-Executive Director
CEO BESIX Group



Andrew Fraser
Non-Executive Director



Carlo Schreurs
Non-Executive Director

Group Leadership Team



From top left to right: Peter Bergin, Chief Financial Officer; Wade Cummins, General Manager Queensland, Northern Territory & New Zealand; Bram Gruwez, General Manager Operational Support; Katie O'Malley, Group Corporate Affairs Manager; Chris Woolnough, Group Commercial Manager; From bottom left to right: Melissa Da Silva, Group Contracts Manager; Peter Furlong, General Manager New South Wales and Australian Capital Territory; Barry Whewell, General Manager Victoria and South Australia; Mark Baker, Chief Executive Officer; Emily Brooks, National People Manager.

Setting strong foundations for the future

“We are proud of the approach we are taking to diversity and inclusion, and importantly we're taking a sustainable approach and seeking to implement changes that can help reshape the future at BESIX Watpac.”

Melissa Da Silva
BESIX Watpac, Group Contracts Manager



25%
Female workforce
by 2025

People are the heart of BESIX Watpac. In the last 18 months, this has been reflected in the GLT-led initiatives to build a workplace where everyone belongs such as committing to a 25 per cent female workforce by 2025. Since early 2022, female participation has increased by three per cent.



Strategy

In 2022, the GLT identified six key strategic focus areas that are essential to our ongoing success in the dynamic construction industry. Regular pulse checks and careful monitoring of the market led to further enhancement of our strategy in early 2023 to ensure its continued relevance and effectiveness.



People will always be central to our success. At the start of 2022, several people and culture initiatives were rolled out across the business. This has set a firm foundation as we strengthen our focus on operational excellence – that is delivering quality outcomes on the projects we deliver, every time. Our people are an important part of achieving this.

Collaboration and maintaining strong relationships with our clients, subcontractors, suppliers and other delivery partners is also essential to our success and sustainability. Projects such as Te Kaha in New Zealand, Kangaroo Point Green Bridge in Brisbane and the Sydney Ferry Wharves Upgrade program have all navigated complexities successfully through our strong collaborative approach. We are also continuing to explore opportunities to advance the application of digital technologies, especially on site, to ensure we achieve excellence.

Keeping our people safe is at the heart of everything we do. Our strong safety record continued and last year, we expanded our focus to formally include both physical and mental wellbeing. This led to several new initiatives such as implementing ways to monitor psychosocial risks. At the same time, we updated our sustainability approach, developing an ESG framework, and built partnerships with organisations such as the Greg Inglis Goanna Academy and the Tradie Institute. A record 800+ jobs have now also been created for Indigenous people through the company's projects since 2019.

As we look forward to the second half of 2023 and beyond, we continue to stay true to our roots as a quality contractor. This echoes BESIX Group's strategic focus to come back to its contracting core. We have continued to apply a selective 'quality over volume' approach to bidding and converting new projects. Disciplined pricing and risk allocation parameters were implemented alongside prioritising collaborative contracting models. We are well-positioned to capitalise on strategic opportunities and sustainable growth in the key sectors of health and biosciences, defence, stadium and large-scale complex infrastructure.

By fostering collaboration, building up our people and committing to quality at every step, BESIX Watpac is poised to achieve continued success into the future.



- International Women's Day 2023

“Living and breathing our values, looking after our people as well as acknowledging them and delivering quality on the projects is the collective number one thing we can do well to succeed as a business.”

Mark Baker
CEO BESIX Watpac



- Kangaroo Point Green Bridge Artist's impression
Brisbane, Queensland

BESIX GROUP IN 2023



BESIX WATPAC IN 2023



110+ Years of BESIX Group

BESIX Watpac's four decades of local experience is backed by over a century of global expertise through the award-winning international contracting giant, BESIX Group. In December this year, we will celebrate five years of integration with BESIX, which brings access to enhanced technical capability and greater financial strength. Founded in Europe in 1909, the Group has expanded to three international hubs including Australia, as well as diversifying into the real estate and concessions and assets markets – a strategy that has ensured a strong mix of diversity with contracting at the core. Our shared focus on operational excellence and people is driven by our united purpose to create sustainable solutions for a better world.

BESIX closed out several remarkable projects during the year such as the energy self-sufficient Sluishuis residential development in the Netherlands – also the recipient of a prestigious MIPIM award this year, and the luxurious Royal Atlantis in Dubai. Several extraordinary projects advanced towards completion including Dubai's Waste-to-Energy facility and the monumental Grand Egyptian Museum. One of the largest museum's of its kind, the project exemplifies BESIX's unwavering commitment to safety. The project celebrated 20 million construction hours without any lost time injuries.



Grand Egyptian Museum
Giza, Egypt



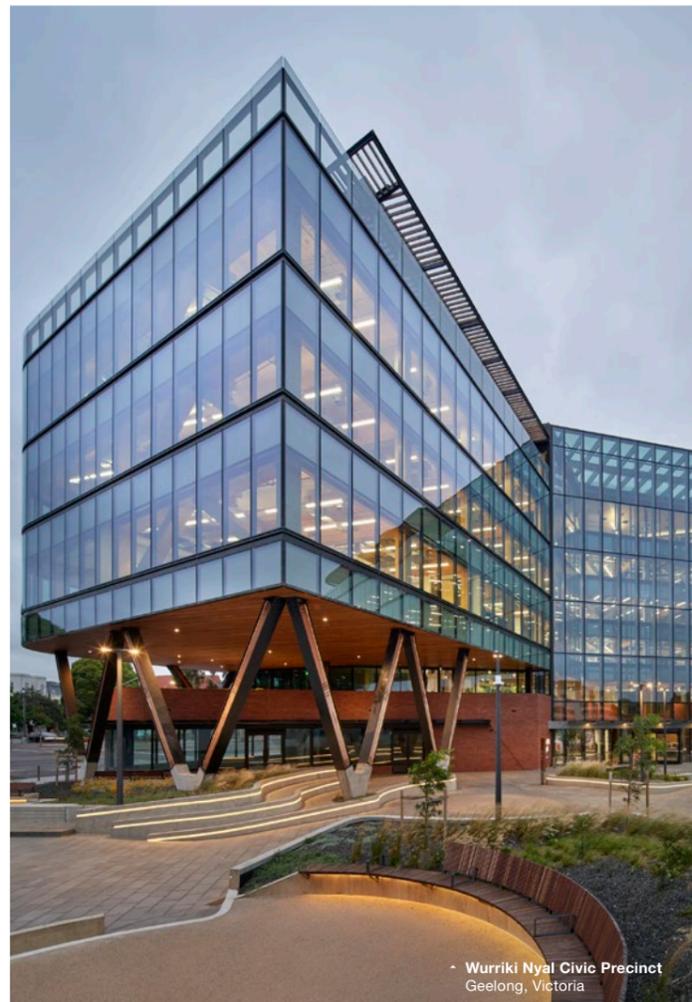
Sluishuis
Amsterdam, The Netherlands

BESIX Watpac Highlights CY 2022





↳ GPO Hotel Marriott
Adelaide, South Australia



↳ Wurriki Nyal Civic Precinct
Geelong, Victoria



↳ Poly Centre
Sydney, New South Wales



↳ Te Kaha Multi-use Arena
Christchurch, New Zealand



↳ James Cook University Technology Innovation Complex
Townsville, Queensland

Our reputation is built on four decades of quality. We are proud of the incredible work our teams continue to deliver across Australia and New Zealand today.

Milestones

2022

JANUARY

The preliminary design for Te Kaha, Canterbury's Multi-Use Arena in New Zealand is formally approved.

FEBRUARY

Major works commence at Kangaroo Point Green Bridge, one of the longest cable-stayed bridges in the world.

Works reach completion at the Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment in Sydney – our sixth project with Health Infrastructure.



MARCH

Construction works ramp up at GPO Hotel Marriott in Adelaide and the Tarakan Street Housing Development in Melbourne following the arrival of tower cranes on both sites.



BESIX Watpac's new Brisbane headquarters, the stunning 6 Star Green Star-rated Jubilee Place reaches practical completion. It is the tallest diagrid commercial building in the southern hemisphere.

APRIL

Australian Catholic University's St Teresa of Kolkata building located on the Melbourne campus tops out.

The Naval Guided Weapons Maintenance Facility in Orchard Hills, NSW officially opens. The project brought the manufacture of bespoke blast-resistant doors onto Australian shores for the first time.



MAY

The Surgical Treatment and Rehabilitation Service (STARS) building at Herston Quarter is named Best Health Facility at national Master Builders Awards.

The high-end residential development in Sydney, Natura, reaches practical completion.

Array, the new PCA A-grade office at Eden Park Drive in Sydney tops out.

JUNE

North Sydney Wharf, the first in a program of upgrades, is handed over ahead of schedule, on budget, and with minimal community disruption.



Singleton Mid-Term Refresh in New South Wales reaches practical completion following a seamless handover/takeover process.

JULY

Te Kaha, Canterbury's Multi-Use Arena, the design and construct contract for is officially approved, marking BESIX Watpac's entry into the New Zealand market.



BESIX Watpac teams up with H.Troon for the St John of God Ballarat Hospital redevelopment.

Welcome to Country and Smoking Ceremony at Kangaroo Point Green Bridge to bless the site for construction.

AUGUST

The CSL Seqirus Tullamarine Biopharmaceutical Facility vaccine manufacturing facility achieves its first major handover milestone – installing process wastewater tanks.

SEPTEMBER

Wurun Senior Campus, a multi-storey school in Victoria is named Best Project Education/Research by Engineering News Record (ENR).



The Banksia Apartments, a senior living development in Port Macquarie welcomes residents.

Brisbane Grammar School STEAM building hosts a Welcome to Country and Smoking Ceremony.

OCTOBER

Poly Centre, a contemporary commercial tower in Sydney's CBD reaches practical completion.



Sydney's Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment and Adelaide Airport win at National AIB Awards.

BESIX Watpac partners with Goanna Academy - Australia's first accredited and Indigenous-owned mental health organisation.

NOVEMBER

The pedestrian bridge at Queensland's Ipswich Hospital Mental Health Unit is lifted into place. The team completed this milestone in just two days.

DECEMBER

Garden Drive Microsoft Data Centre celebrates the start of construction with a site blessing and sod turning ceremony.

Our fifth contract with James Cook University is awarded for Stage 1 of the Cairns Tropical Enterprise Centre.

The exhibition space for the historic Vickers Vimy Aircraft at Adelaide Airport opens to the public.



2023

JANUARY

Celebrating four decades of building on strong foundations commences and a special 40-year website is launched.

BESIX Watpac celebrates four years of integration with BESIX Group.

FEBRUARY

The construction contract to deliver the third stage of the St George Hospital Redevelopment in Sydney is signed. This is BESIX Watpac's seventh project with Health Infrastructure.



The world's largest lifting capacity tower crane arrives at Kangaroo Point Green Bridge. Collaboration between the project team and our in-house engineers identified this crane as the most suitable for the project.

MARCH

BESIX Watpac announces its commitment to 25% female workforce by 2025 and 5% increase in females in management roles by the end of 2023.

The concrete structure of Te Kaha Multi-Use Arena in Christchurch begins to emerge from the ground.



APRIL

Works kick off with a smoking ceremony and sod turn at the Gold Coast University Hospital's new Secure Mental Health Facility following project award in January.

MAY

Australian Catholic University's St Teresa of Kolkata building reaches practical completion and opens its doors.



CSL Seqirus's innovative vaccine and anti-venom manufacturing facility in Melbourne tops out.

BESIX Watpac is awarded three early contractor involvement contracts with Queensland Health to deliver redevelopments at Mackay, Ipswich and Townsville hospitals.



JUNE

BESIX Watpac officially celebrates its 40th birthday on 15 June – marking four decades of building the best.



Global Strength

As part of BESIX Group, we have access to industry knowledge and capability that spans borders and covers all sectors. Over the last 12 months, we moved into new markets and cemented our reputation as a multidisciplinary contractor who is reliable, innovative and brings technical capability to each project.

Collaboration across borders

A focus for 2022 was improving knowledge sharing across the business. The launch of our new 'Lunch & Learn' event series provided teams opportunity to share personal accounts of project challenges and innovations through live, national broadcasts. Topics ranged from an engineering case study showcase to 'Dubai Uncovered – a tour of BESIX projects in the Middle East'. Our projects continued to benefit from our partnership with BESIX Group with access to their expertise and global networks. Collaboration with our international engineering team delivered benefits to several projects including concrete methodology expertise for Kangaroo Point Green Bridge and international experts assisting at Australian Catholic University St Teresa of Kolkata building project.

Expanding into new markets

BESIX Watpac is firmly established in the Australian market. 2022 marked a step change for the business as we entered New Zealand for the first time following the conversion of the design and construction contract for Te Kaha Multi-Use Arena. We also broadened our portfolio in complex marine projects securing the design contract for the Circular Quay renewal project. Additionally, new wharves were added to the Sydney Ferry Wharf Upgrade program as a result of our excellent performance to date.

Large and complex projects

Our enhanced technical capability means we can deliver de-risked and optimised solutions for even the most complex projects. Our engineering team added value to numerous projects and tenders, de-risking and investigating more efficient options. Barangaroo Metro Station in the heart of Sydney progressed well throughout 2022 despite numerous unprecedented challenges including ongoing inclement weather. Internationally, works began to wrap up on BESIX Group's project, the Grand Egyptian Museum. This museum is one of the largest of its kind in the world with an extremely complex concrete roof featuring 50,000 individual cascading triangular panels.

“As we move into the future, we are focused on adding even greater value on the incredible projects we deliver through innovation and quality.”

Mark Baker
CEO BESIX Watpac



^ Royal Atlantis Resort and Residences
Dubai, United Arab Emirates



^ CSL Seqirus Biopharmaceutical Facility
Tullamarine, Victoria

CASE STUDY

Delivering the next generation of pharmaceuticals: CSL Seqirus Tullamarine Biopharmaceutical Facility

Construction works commenced on CSL Seqirus's Tullamarine Biopharmaceutical Facility in 2022 following an extensive Early Contractor Involvement phase. This state-of-the-art vaccine and anti-venom manufacturing facility represents a renewed commitment towards public health in the wake of the COVID-19 pandemic. It will use innovative cell-based technology to produce influenza vaccines for use in both influenza pandemics and seasonal vaccination programs – and will be the only cell-based influenza vaccine manufacturing facility in the southern hemisphere. The facility will supply manufactured product for both local and export markets.

The ECI facilitated an early partnership with the client that led to the identification and evaluation of several value engineering opportunities across multiple disciplines to align with project budget. Additionally, the project team worked with our in-house engineering team during tender to model an alternative foundation system that would be the best option for the project. The project is also a model of collaborative contracting. BESIX Watpac staff and the CSL Seqirus team are co-located in a dedicated Project Management Office. The project has progressed well and has recently topped out.

The team positioned themselves as a true delivery partner by managing all aspects of construction including buildability advice and execution of the client's highly specialised design requirements.



^ CSL Seqirus Biopharmaceutical Facility
Tullamarine, Victoria



Local Experience

As we celebrate four decades of building strong foundations, we reflect on the projects that have defined us as a leading contractor in Australia and, recently, New Zealand, across all sectors and the partnerships that have united us. We embrace opportunities to inspire a new generation of workers throughout our communities.

Strong local partnerships

Our business is built on the strength of our long-standing partnerships with our clients, delivery partners and subcontractors. Forging strong local networks enables us to navigate challenges collaboratively to deliver the best outcome. An example is in Port Macquarie where we delivered two seniors living developments – the award-winning Banksia Apartments and Highfields Manor. Both projects were delivered at the height of the pandemic and subject to extraordinary wet weather. Our firmly established relationships with local subcontractors and suppliers were instrumental to successfully navigating external challenges to deliver award-winning facilities. Our partnerships have also contributed to increased local capability. In Brisbane, continued work with one of our local long-term subcontractors has contributed to the need for an upgrade of their facility so they can continue servicing large-scale projects.

Engaging the next generation

Creating opportunities to engage local young people on our projects is essential to tackle skills shortages in our industry. Many of our projects hosted local student tours on site including GMHBA stadium at Kardinia Park in Geelong and GPO Hotel Marriott in Adelaide. Sydney Metro Barangaroo Station has hosted multiple site tours including a group of female engineering students. We've also launched our Graduate and Early Career Program nationally and welcomed school-based trainees on projects such as Ipswich Hospital Mental Health Unit and the Cairns Hospital Upgrades. Our projects have also created learning opportunities through work experience including two projects on the doorstep of major universities. This includes Townsville's James Cook University Technology Innovation Complex and Kangaroo Point Green Bridge – which has engaged with Queensland University of Technology.

Sector expertise

We have built a solid reputation as a leader across multiple sectors in the local market. We reaffirmed our position as health infrastructure experts following the award of two projects and four ECI contracts for hospitals in Queensland and New South Wales earlier this year. These projects attest to our ability to work in complex live environments. We are also well-established as a leading stadiums and venues contractor – from our earliest project at the Brisbane Entertainment Centre to our many award-winning, international-standard stadiums. We are currently making good progress at Te Kaha Multi-Use Arena in New Zealand with the structure beginning to take shape. We are also focused on completing GMHBA stadium at Kardinia Park. In complex infrastructure, we continue to demonstrate excellence in the delivery of major projects including Kangaroo Point Green Bridge and Sydney Metro Barangaroo Station, which showcase our technical capability.



North Sydney Wharf, Ferry Wharf upgrade program, New South Wales



Hornsby Ku-ring-gai Hospital
Hornsby, NSW

CASE STUDY

Hospital first approach: Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment

In 2022, works wrapped up on the Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment. The collaborative relationship between BESIX Watpac and Health Infrastructure was the backbone to this project's success. Situated on a live brownfield hospital campus, collaboration was key to enabling remediation, demolition, and construction works to take place with minimal impact on the hospital's operations. The shared 'hospital first' approach ultimately safeguarded the hospital's operations and minimised any interruptions. Weekly communication meetings with project stakeholders were held to look ahead at upcoming high-risk activities for coordination around the hospital's operations. The result was recognised at both state and national industry awards.

- ✓ NSW's first public hospital robotic pharmacy
- ✓ Refurbished and expanded clinical services building including the intensive care unit
- ✓ Refurbished and expanded Emergency Department
- ✓ Education space with University of Sydney
- ✓ Achieved 5 per cent Indigenous participation
- ✓ 27 per cent of construction hours delivered by apprentices

This year we added to our portfolio, St George Hospital Stage 3 Redevelopment and the Moree Hospital ECI, our seventh and eight projects with Health Infrastructure NSW.





Redefining What's Possible

Since our earliest days, we have been driven to deliver quality on our projects no matter how complex. This has been enhanced by our integration with BESIX Group. We bring accelerated technical capability, readiness to explore new technologies and the ability to develop optimised solutions to provide our clients with the best outcomes for the project.

Technical expertise

Works wrapped up on ACU's St Teresa of Kolkata building in early 2023. Delivering this remarkable project in a live environment and on a constrained site presented a variety of logistical challenges which were carefully managed. The project included a significant heritage component to fully restore the façade of the Mary Glowrey building to Victorian heritage requirements. In South Australia, we are building the GPO Hotel Marriott. Construction of stage 1 – the new 15-level hotel 'tower' – takes place partly within and adjacent to the heritage-listed General Post Office. Months of rigorous planning and works continue to ensure the heritage structure is preserved during construction. Our technical capability expands to working in challenging live environments like the Underdale High School in South Australia where our team developed rigorous staging plans to refurbish 85 per cent of the school with minimal disruption.

Green buildings

We continued to deliver projects with strong green credentials such as Array, an A-Grade commercial building, and Axis Alexandria, a multi-storey industrial building in Sydney. Axis Alexandria is being built to be operationally carbon neutral, and includes a range of environmental features. We also completed several green credentialed buildings over the last 18 months including Poly Centre in Sydney and the Wurriki Nyal Civic Precinct in Geelong. This building features manufactured timber throughout and our teams extensively researched and consulted specialists to better understand mass timber construction. Internationally, BESIX Group commissioned its first electric 50 tonne telescopic crawler crane and tested a hydrogen powered generator.

Embracing technology

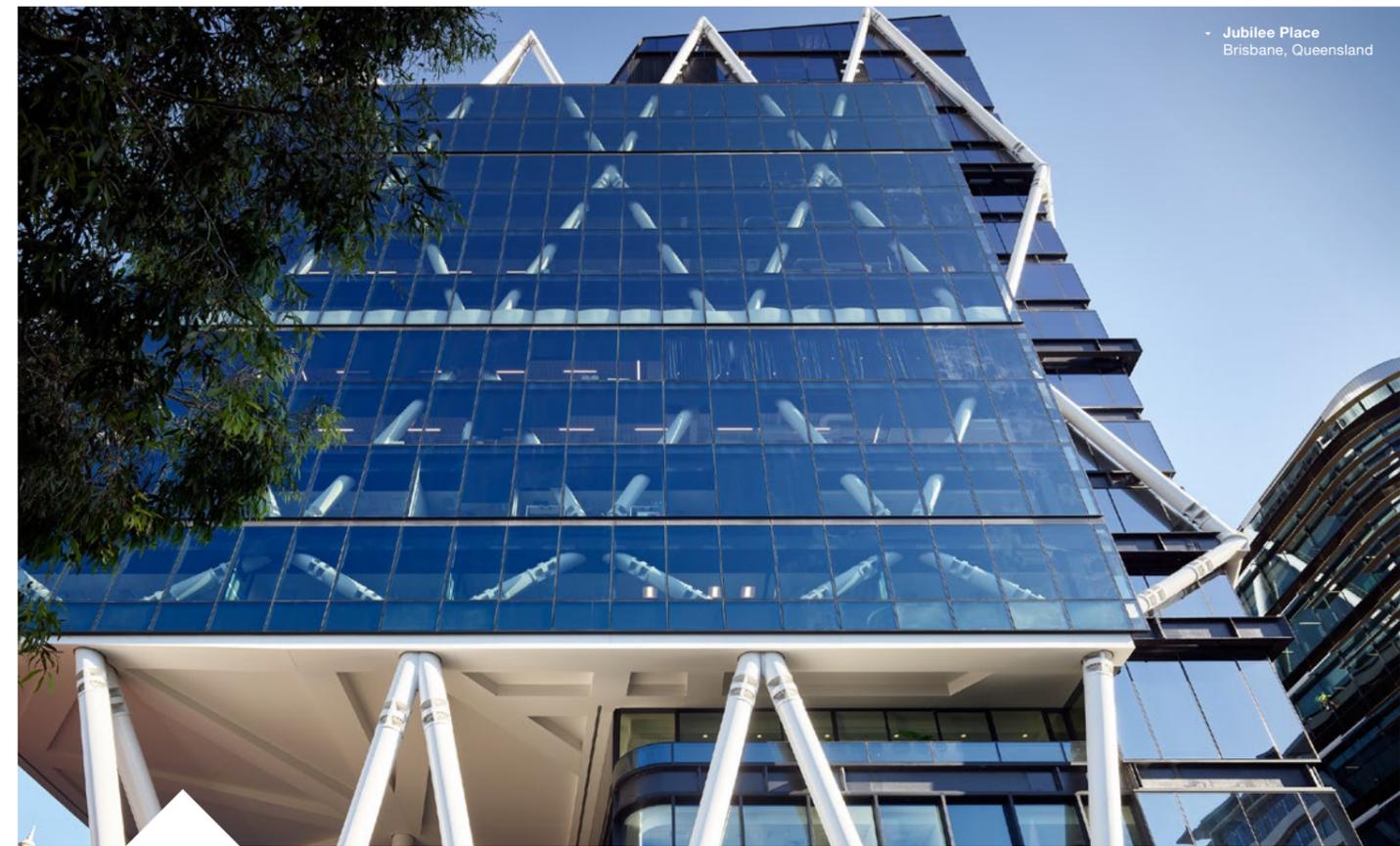
Embracing and exploring new technologies to add value to the projects we deliver is a significant focus area for our business. We've trialled hard hat-mounted wearable devices on multiple projects including the Brisbane Grammar School STEAM building. We are also increasingly using Building Information Modelling (BIM) on our projects. Using the 3D model as design evolves enables us to mitigate safety risks as early as possible in the project. We are also early adopters of relatively new technologies. On the Sydney Ferry Wharves upgrade, we're applying a hydraulic system that adjusts the platform depending on the approaching vessel – improving accessibility.

“We are continuing to invest in digital technologies and advancing our overall BIM capabilities to make our projects even more efficient, transparent and accessible for our clients, project partners and employees.”

Bram Gruwez
BESIX Watpac, General Manager Operational Support



^ Bram Gruwez
General Manager Operational Support, BESIX Watpac



Jubilee Place
Brisbane, Queensland

CASE STUDY

Building the complex: Jubilee Place

Completion of the iconic Jubilee Place in Brisbane was achieved in 2022 – a landmark project for BESIX Watpac. It showcases our expertise in complex construction methodologies together with the technical capability of our in-house engineers and close engagement with delivery partners and subcontractors. Not only was the commercial tower the tallest diagrid building of its kind in the southern hemisphere at the time of project completion, construction works took place in a challenging site adjacent to and over the heritage-listed Jubilee Hotel and immediately above the Clem7 tunnels.

The architect developed a lightweight structural steel diagrid solution to overcome these challenges by directing the weight of the building to its perimeter. The project demanded an innovative construction methodology led by BESIX Watpac, support from our in-house engineers and extensive collaboration with all stakeholders. For example, all structural steel elements underwent a rigorous design and shop drawing process to ensure they would achieve engineered tolerances of the bolted connections throughout the structure.

Jubilee Place has won 8 industry awards including Master Builders Queensland (Brisbane) 'Project of the Year'



Achieving the 6 Star Green Star Rating

The building's design incorporates many functional sustainable features as well low-e/high VLT glazing throughout the façade to enhance temperature control and improve clarity within the building. This was complemented by the use of sustainable materials throughout construction including verified sustainably sourced steel as well as special concrete mixes using recycled water.



Delivering Excellence

Operational excellence is the hallmark of our business. We work with our clients and partners to deliver exceptional outcomes. Through collaboration and thoroughly understanding both the project and our client's requirements, we achieve success. As a result, the projects we've delivered have been recognised at numerous industry awards.

Collaborative excellence

Our collaborative approach has been demonstrated throughout 2022. The 'hospital first' culture on the Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment enabled the project to be delivered in a challenging live environment with minimal disruption – a leading factor in the project receiving multiple industry awards. Notwithstanding external challenges, BESIX Watpac adopted a collaborative approach on the Kangaroo Point Green Bridge project in Brisbane, which enabled us to navigate alternative solutions for the project's initial phase. In Cairns, our trusted and collaborative relationship with long-term client JCU led to a change of their standard terms so we could be involved earlier in the project.

“We are there to work together and to find solutions together.”

Jean-Pol Bouharmont
BESIX Watpac, Executive Chairman

Innovating for better outcomes

As our integration with BESIX Group matures, we are further defining our business. While staying true to our heritage as reliable and smart builders, we consistently look for new ways to optimise delivery. The Sydney Metro Barangaroo Station team developed innovative design solutions and acceleration measures to ensure delivery of the project in advance of initial program phases. Finding ways to deliver projects safer has also led to numerous innovations. In 2022, the Wurriki Nyal team in Geelong received industry recognition for implementing a timber lifting methodology that optimised safety. The Townsville Bulk Sugar Terminal adopted a custom-designed and manufactured 'roof walker' platform as part of its installation that vastly improved safety of this high-risk activity.

Engineering value

Several projects reached practical completion that showcased the outcome of value engineering options introduced during tender or throughout project delivery. Poly Centre, an award-winning contemporary commercial tower in Sydney's CBD, reached completion. Most notably, we worked with Poly Global and the architect to value engineer a bespoke precast façade design solution resulting in considerable cost savings for the client. On the Singleton Mid-Term Refresh project for Defence, our team evolved the design of the temporary mess hall to use reusable and recyclable materials resulting in both cost savings and a sustainable alternative.



Singleton Mid-Term Refresh
Singleton, New South Wales

2022/2023 Award-winning projects

- Adelaide Airport Terminal Expansion
- Vickers Vimy Exhibition Space
- Hornsby Ku-ring-gai Hospital Stage 2 Redevelopment
- Underdale High School
- Wurriki Nyal Civic Precinct
- Wurun Senior Campus
- Deakin Universtiy Law School Building
- Herston Quarter STARS
- The Banksia Apartments
- Jubilee Place



Te Kaha Multi-use Arena
Christchurch, New Zealand

CASE STUDY

A model of collaboration: Te Kaha Multi-Use Arena

BESIX Watpac was engaged by Christchurch City Council in 2021 to work through an ECI with extended period for design and cost assessments for Te Kaha, Christchurch's new multi-use arena in New Zealand. We successfully worked with the client throughout the entire design phase to de-risk the project. This collaborative model has set the project up for success as the design and construct contract was converted in 2022 and works commenced. This process resulted in risk being allocated to the party best placed to take it.

The stadium is beginning to take shape following a series of milestones achieved in early 2023. The concrete columns have emerged from the ground and the first of the bowl's structural steel has been lifted into place. Ground improvement works were also completed ahead of schedule.

“We developed a fantastic, working relationship – the best I've ever seen in my career, where the whole team acted collaboratively with respect and trust.”

Mark Noonan
Christchurch City Council



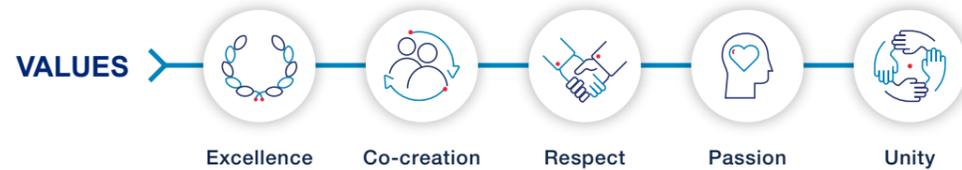
Local engagement

The project enabled the upgrade of facilities at a Christchurch-based engineering firm, delivering both local benefits as well as a more sustainable option for testing the buckling-restrained braces (BRB) – special structural steel elements designed to withstand seismic activity. The testing facility is now only one of two of its kind globally to test these very large steel members – the other being in Taiwan. It is now capable of facilitating the most comprehensive, project-specific BRB testing program in the world and has also reduced Te Kaha's environmental footprint by eliminating the need to ship the BRB's from the test facility in Taiwan.



People Who Drive Us

People and partnerships have always been at the heart of BESIX Watpac's business. Our organisation's success over the last 40 years, and into the future, can be attributed to our employees, workers and subcontractors. We are focused on ensuring BESIX Watpac is an inclusive, diverse and respectful workplace.



One team

Our teams are built on a culture of unity – we nurture our people, create opportunities for individual growth, and foster two-way knowledge sharing. We launched our Graduate and Early Career Program and currently have 27 young professionals participating across the country. An important element of this two-year program is partnering each graduate up with a buddy as well as offering support through our senior leaders. We also recognise the valuable contribution of our emerging leaders and have launched the Future Build Committee to connect operations with senior leadership. Elevate, our new learning management system has also been launched and provides our people with access to learning resources required for both work and interpersonal growth.



QUT students at Kangaroo Point Green Bridge Brisbane, Queensland

Diversity and inclusion

We proudly committed to a 25 per cent female workforce by 2025 and a five per cent increase of females in management roles by the end of this year. We are also implementing strategies to eliminate gender pay gaps and to support a more balanced workforce. Several people-focused initiatives were launched in 2022 along with initiatives like Lean-in Workshops in New South Wales and participating in Career Revive, a program that has helped us understand how to better attract and retain women returning from a career break. We have continued to support the National Association of Women in Construction (NAWIC) in both Australia and New Zealand. Our Brisbane office welcomed the TaskABLE team – an organisation that is creating rewarding work opportunities for people with disabilities.

Empowering future leaders

Three emerging female leaders participated in the Cultivate Sponsorship Program – which is a structured mentoring program that connects potential female leaders with senior leadership. Additionally, two employees joined over 25 international colleagues for the BESIX Potential Academy. The program aims to provide future leaders with the resources and learning experiences to develop within the company. We also launched our BESIX Watpac Awards and Recognition program. This program contributes to a workplace of respect as it encourages our leaders and people to acknowledge the exceptional talent within our company.



CASE STUDY

Career Revive: Supporting returners to work

In 2022, we joined the Government-led Career Revive Program to increase the representation of women and returners to the workforce across our business. Our involvement has created the opportunity to address industry-wide challenges around female participation. We are currently addressing several key actions to create a workplace that is more accommodating to employees who are returning to work. These range from policy reviews and setting company-wide targets to site facilities and processes to ease the transition to work.

As a result, we've recorded positive outcomes already including increased female participation, a broader lens on diversity, anticipated improvement in returning employees' experiences and identifying champions for change across our business.

We've received silver status from the Department of Employment and Workplace Relations for these outcomes.



Emily Brooks
National People Manager, BESIX Watpac

“We're proud to be involved in initiatives like the Career Revive Program and Cultivate. We're also focusing on working through how our goals can be realistically achieved. Our strategies include targeting 50% female representation for graduate recruitment and establishing a review committee to ensure female candidates are given equal opportunities within our recruitment processes.”

Emily Brooks
National People Manager





Sustainability

We share BESIX Group’s vision to excel in creating sustainable solutions for a better world. This drives our commitment to protecting and preserving our way of life. Over the last 18 months we have continued to explore ways to make our operations more sustainable to ensure a positive lasting legacy.

A sustainable future

In 2022, we established a robust ESG framework and strategic action plan. We continue to integrate practices driven by this commitment into our core business strategies to enhance our positive impact on the environment and within the community. We also formed a dedicated Sustainability Committee comprised of passionate individuals from within our organisation.

Since early 2022, we have implemented energy-efficient technologies, embraced renewable energy sources, reduced waste using circular economy principles, and prioritised the use of low embodied carbon materials. By doing so, we have not only reduced our environmental impact but also contributed to the overall wellbeing of the communities in which we operate.



Barangaroo Trainees
Barangaroo, New South Wales

Safe and healthy people

The health and wellbeing of our people will always be our top priority. Last year was a significant point in our journey as we adopted the psychosocial framework of safety. Mental wellbeing is equally as important as physical wellbeing and we were proud to support RU OK? Day across the business again. Our partnership with the Greg Inglis Goanna Academy – an organisation focused on breaking down the stigma of mental health, has brought mental wellbeing into heightened focus. Our teams have adopted the ‘A Safe Day Model’ and we joined BESIX Group’s Global Safety Timeout for the first time.

Stronger communities

We launched the BESIX Watpac Community Fund in 2022 and have supported numerous initiatives across the country. In Geelong where we are building the GMHBA stadium at Kardinia Park, we’ve injected more than \$56,000 into the community. We donated to more than eight organisations and our team contributed to charitable drives for Geelong Mums, GenU, Ladder and the Koori Aspirations and Career Day. The Tarakan Street Housing project has sponsored the social enterprise recruitment agency, Himilo Workforce. Our people have also been the driving force behind several impactful initiatives, from the national OzHarvest food drive to Australian Indigenous Education Foundation. A highlight was raising over \$35,000 for Movember to promote awareness around men’s health and suicide prevention.



Movember team
BESIX Watpac, New South Wales

“Keeping our people safe is our top priority. We’ve enhanced the way we look at safety to embrace both physical and mental wellbeing.”

Mark Baker
CEO BESIX Watpac



Axis Alexandria
Sydney, New South Wales

CASE STUDY

Reducing environmental footprint: Axis Alexandria

Axis Alexandria is a complex industrial warehouse and office pod facility consisting of 10 units on a prime 1.69-hectare greenfield site in Sydney. It’s the first multi-storey facility of its kind for Australia’s largest industrial developer, Goodman.

Early in the design phase of AXIS Alexandria’s development, the project team identified recycled steel as a key material that could be incorporated into the industrial facility’s construction.

Our partnership with a trusted supplier played a pivotal role in the successful execution of this initiative. Together, the teams navigated the complexities of sourcing and repurposing recycled steel, ensuring it met our stringent quality standards.

Throughout delivery, over 1,500 tonnes of 80 per cent recycled steel was incorporated into the main structure of the project. This saw significant cost efficiencies and displayed our dedication to closing the material loop to achieve a more circular construction model.

Sustainable features

- ✔ Targeting 5 Star Green Star Design and As Built 1.3 ratings
- ✔ Carpark with 4 electric vehicle (EV) charging options
- ✔ 410 kW of PV solar array
- ✔ Bike parking and end of trip facilities



Knowledge sharing across the business

Having successfully implemented the sustainable methodology on Axis Alexandria, this approach will be shared and incorporated onto other similar projects to help reduce our environmental footprint and take further steps toward our vision for a sustainable future.

Axis Alexandria
project update





Reconciliation

Creating lasting and rewarding employment, training and business opportunities for First Nations people is at the core of our reconciliation journey. We've embedded practices across the business to drive Indigenous participation on our projects and build cultural awareness.



Advancing our reconciliation journey

We are committed to a sustainable future for First Nations people and have made significant strides in fostering Indigenous engagement opportunities since launching our Reflect Reconciliation Action Plan (RAP) in 2020. We stepped up our commitment in 2022 with the launch of our Innovate RAP. The RAP outlines our actions and deliverables to be achieved over the next few years. We also embedded our new National Indigenous Participation Policy across our projects, launched our very first National Aboriginal and Torres Strait Islander Staff Network that currently includes seven First Nations employees, and continued to build our National Indigenous Business Supply Chain Register to include 61 businesses.



Smoking Ceremony
Kangaroo Point Green Bridge, Brisbane, Queensland

Embedding cultural awareness

A key milestone achieved this year was revising our Subcontractor Agreement with the insertion of an Indigenous Participation Clause. This means our participation targets are now a contractual obligation for future BESIX Watpac projects. These change management actions are part of our cultural journey to be a leader in Indigenous participation in construction and an employer of choice for First Nations people. We work with our subcontractors and undertake regular reporting to ensure targets are met.

Many of our projects held Welcome to Country and Smoking Ceremonies over the last 18 months including the Brisbane Grammar School STEAM building, Kangaroo Point Green Bridge, GMHBA stadium at Kardinia Park, Garden Drive Data Centre, Gold Coast Hospital Mental Health Unit and St George Hospital Stage 3 Redevelopment. At Sydney Metro Barangaroo Station, we've partnered with DIZ Footprints to create opportunities for Indigenous high school students and have employed 114 First Nations people.

Throughout 2022 and 2023, we conducted cultural awareness training across our projects and corporate offices, promoting a deeper understanding of Indigenous culture.



BESIX Watpac's Northern Area Manager Glen Watson and Project Assistant Breanne Saltner with NAIF's Ben Gertz and Ben Langtree.

Building futures: JCU Technology Innovation Complex

- ✓ 11.3% Indigenous participation
- ✓ 58 Indigenous people employed on project
- ✓ 89,166 total hours worked (22,878 Aboriginal and Torres Islander hours worked)
- ✓ 41,699 total training hours completed
- ✓ 63 Apprentices/Trainees

The James Cook University Technology Innovation Complex (TIC) project is situated on the land of the Bindal and Gurambilara Wulgurukaba peoples in Townsville and will provide cutting-edge STEM innovation, research, and educational facilities to the local and wider North Queensland communities.

The project set an aspirational target of achieving a 6% Indigenous participation rate and is supported by Northern Australia Infrastructure Facility (NAIF). Our collaborative relationship with our subcontractors, steering committee and the University combined with a highly committed team, BESIX Watpac continues to surpass this target and is currently employing 11.3% (58) Indigenous workers on the job site.



National Reconciliation Week 2023



Creating learning opportunities

We embrace the opportunity to engage the next generation of construction industry professionals through our projects. Many of our projects are creating pathways for young Indigenous workers.

At the GPO Hotel Marriott in Adelaide, our team hosted almost a dozen young Indigenous job seekers, inspiring the group about a career in construction. The tour was conducted in collaboration with MEGT (Australia), an organisation that works with employers, apprentices, trainees and job seekers, and highlighted the diversity of career paths available within the industry.

Our Financials

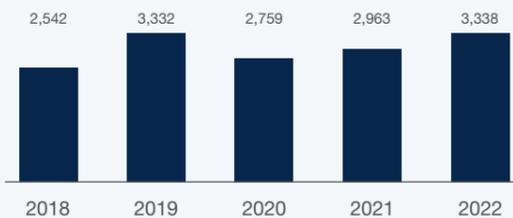
Kangaroo Point Green Bridge
Brisbane, Queensland

BESIX Group

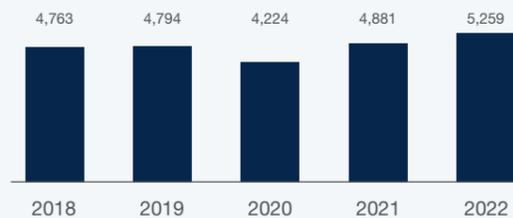
Amidst the difficult contracting conditions for the 2022 calendar year, BESIX Group's Concessions & Assets and Real Estate businesses were major contributors to the Group's strong financial performance.

BESIX Group's current contracting work book sits at over €5.2 billion (AUD\$8.3 billion). BESIX Watpac is an important part of the global company contributing to almost 20 per cent of the Group's annual revenue.

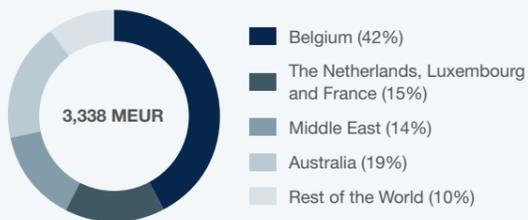
Evolution of Revenues (IN MEUR)



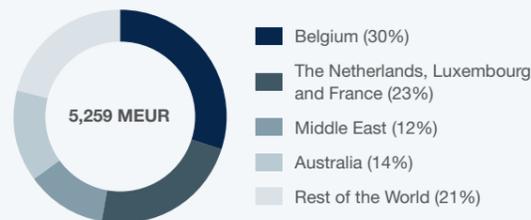
Evolution of Order Book (IN MEUR)



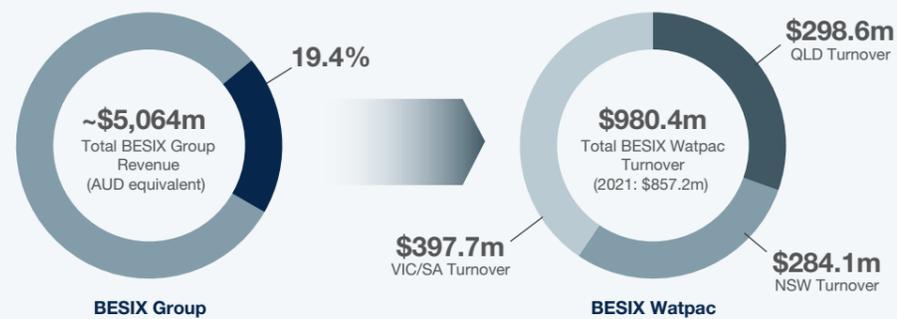
Revenues by Region (2022)



Order Book by Region (at 31/12/2022)



2022 Turnover Overview



BESIX Watpac

BESIX Watpac finished the reporting period with \$1.66B of work in hand, \$284.1M in cash and \$319.8M of headroom in bank guarantee and insurance bond facilities. The company therefore has strong liquidity and extensive capacity to provide required performance bonding on our strong pipeline of opportunities and robust order book for the years ahead.

We are also actively targeting potential investment opportunities that align to our core contracting business, to provide diversification and additional profit generating potential. Despite the broader industry challenges that we continued to experience during the reporting period, we are in a great position for future profitability.

BESIX Watpac Consolidated Statement of Financial Position

In thousands of AUD	As at	
	31 December 2022	31 December 2021
ASSETS		
Cash and cash deposits	284,065	316,428
Trade and other receivables	93,690	44,462
Property, plant and equipment	7,161	2,212
Right-of-use assets	19,536	6,198
Intangible assets	17,676	17,676
Deferred tax assets	11,974	11,938
Total assets	434,102	398,914
LIABILITIES		
Trade and other payables	220,628	210,591
Contract liabilities	61,068	25,533
Lease liabilities	26,042	2,975
Employee benefits	14,980	11,877
Total liabilities	322,718	269,835
Net assets	111,384	129,079

BESIX Watpac Consolidated Summary Statement of Profit or Loss

In thousands of AUD	For the year ended	
	31 December 2022	31 December 2021
Revenue from contracts with customers	980,418	857,177
Cost of sales	(947,525)	(760,003)
Gross profit	82,411	97,174
Other income	3,876	59
Administration expenses	(56,759)	(62,722)
Net finance income	2,239	1,265
Result from operating activities	31,767	35,776
Abnormal cost of sales from pricing escalation	(49,518)	(32,247)
Profit / (loss) before tax	(17,751)	3,529



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