CIVIL CONTRACTORS FEDERATION

FY2026 MARKET CAPACITY REPORT

SHIVENDRA & CO
WE HEAR YOUR FUTURE

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CCF

CIVIL CONTRACTORS FEDERATION

Civil Infrastructure in Transition

Australia's infrastructure market is undergoing a profound transition. The last decade was defined by record investment in transport, with motorways, rail tunnels and large metropolitan projects reshaping urban networks. The decade ahead will be defined by something different: the shift from movement to making, from roads and rail to the civil foundations of housing, energy and water.

Population growth, energy transition and regional expansion are redrawing the civil map. Demand for skilled labour and materials remains intense, but the composition of that demand is changing. The Civil Contractors Federation's annual industry survey, covering contractors across every state and territory, confirms that the industry is entering a new phase where traditional transport workloads are easing and new sectors are taking their place.

This shift is not occurring evenly. In some regions, capacity remains tied to transport projects nearing completion, while in others, new energy and housing infrastructure is emerging rapidly. Contractors are adapting to a landscape that is more dispersed, more complex and increasingly shaped by national priorities in housing affordability, renewable energy and climate resilience.

Transport: From Expansion to Consolidation

For more than a decade, transport infrastructure has been the cornerstone of Australia's public investment. Major projects such as motorway tunnels, metropolitan rail networks and large bridge upgrades have absorbed much of the nation's civil capacity.

That period is now stabilising. Many of the largest transport projects are approaching completion or entering maintenance phases. Investment remains significant but the pipeline is flattening as governments temper capital spending and redirect attention toward other priorities.

Contractors responding to the CCF's annual survey report that tender opportunities in the transport sector have moderated compared with previous years. Several noted that while competition remains strong, the size and number of new projects coming to market have begun to level out. Others observed that major road and rail programs launched in the late 2010s are now transitioning from build to operate and maintain phases, requiring a different skill mix and project structure.

This evolution marks a turning point. Transport will continue to dominate overall spend for several years, but it will no longer define the growth story of civil construction. The industry's centre of gravity is shifting geographically, technically and economically toward the sectors that will underpin Australia's next stage of development.

Energy: The New Growth Frontier

Renewable energy and grid infrastructure now represent the fastest growing segment of civil demand. Large solar farms, wind projects and battery installations are reshaping regional economies and drawing significant civil investment. Behind every project lies the same core requirement: roads, site preparation, drainage and transmission corridors that only the civil sector can deliver.

Contractors identify this as both an opportunity and a challenge. In the CCF survey, a majority of firms active in energy construction reported strong forward workloads but also greater volatility in scheduling and approvals. Many described stop–start project cycles linked to planning, financing and grid connection delays. Others cited difficulty mobilising heavy equipment and labour to remote locations without reliable supply chains or local accommodation.

Despite these challenges, energy infrastructure is the defining growth area for the decade ahead. It is drawing civil capability away from metropolitan transport hubs into regional zones where renewable resources, land availability and emerging industrial hubs coincide. For many contractors, this shift means diversifying their workforces, retraining staff for new technical requirements and managing longer distance logistics.

Energy projects are also more interconnected than the transport works they are replacing. Transmission lines link states, and storage assets depend on multi-jurisdictional planning. This creates complex sequencing and coordination demands that test existing capacity in new ways.

Housing and Community Infrastructure

Australia’s housing shortfall has become a central national issue, and with it, civil infrastructure has moved to the forefront of the policy conversation. Population growth of more than half a million people each year is colliding with a housing supply pipeline that has fallen to its lowest level in over a decade.

For civil contractors, housing-enabling works such as roads, subdivisions, water and sewerage are now a major driver of activity. In the latest CCF survey, over 70 per cent of respondents identified residential and community infrastructure as a growth area for their business over the next three years.

Unlike the billion-dollar transport projects of the previous decade, these are smaller, more distributed works often in outer-metropolitan and regional locations. They require agile delivery models, smaller workforces and a constant flow of approvals and connections. Contractors report that coordination between local governments, utilities and developers remains inconsistent, leading to delays that leave plant and personnel underutilised.

At the same time, investment in housing infrastructure has begun to lift modestly as governments recognise its link to affordability and liveability. The emerging focus on last-kilometre infrastructure, the connecting works that make new communities possible, is bringing renewed attention to local civil capacity. This shift represents not just a change in what is being built, but in how the industry must organise itself to meet distributed, smaller-scale demand.

Water and Resilience

Water security and resilience projects are re-emerging as a major component of Australia's civil investment. After several years of subdued activity, new dam, pipeline and recycling projects are entering planning and delivery stages in multiple states.

Rising climate volatility has placed renewed emphasis on water storage, flood management and urban drainage. Contractors note a growing number of tenders in these areas, particularly where regional population growth and extreme weather risk coincide. For many businesses, water infrastructure provides a steady, technically challenging workload that complements the more variable energy and housing sectors.

The skills required are familiar but specialised: earthworks, trenching and large-scale materials handling. However, regional delivery introduces logistical and workforce complexities similar to those found in the energy sector. The CCF survey found that 42 per cent of contractors engaged in water or utilities projects cited workforce mobility and housing for staff as their main operational constraint.

Investment in this area also reflects a policy rebalancing. While transport megaprojects dominated the 2010s, governments are now placing greater emphasis on the infrastructure that sustains communities such as reliable water, drainage and flood protection. These are works that often receive less public attention but are fundamental to long-term resilience and productivity.

The Changing Nature of Work

The transformation of Australia's civil market is changing the very nature of work within the sector. The project profile is becoming more regional, more diverse and more reliant on multi-disciplinary skills. Large centralised projects are giving way to multiple, concurrent works across housing estates, renewable zones and water networks.

Contractors are adjusting by reshaping teams, investing in mobility and developing partnerships with local suppliers and councils. The workforce itself is evolving, moving from a concentration in transport-heavy roles toward a more varied mix that includes energy specialists, subdivision crews and environmental works personnel.

The CCF's annual survey shows that more than half of civil businesses are diversifying into new markets, particularly energy and housing-related infrastructure. This diversification is a sign of resilience, but it also highlights the complexity of managing a workforce stretched across different regions and project types.

As one respondent summarised, “The work is there, but it’s scattered and unpredictable. You need people who can pivot between a road, a solar farm and a subdivision in the same quarter.” This reality defines the new era of civil construction: dynamic, interconnected and increasingly shaped by national policy shifts rather than a single pipeline of transport works.

Outlook

The next five years will test Australia’s capacity not only to build but to adapt. The civil sector is shifting from concentrated megaproject delivery to a dispersed network of smaller, technically varied works that underpin the nation’s energy and housing transformation.

The total scale of infrastructure investment remains high, but the composition of that investment is changing. Transport will remain substantial but steady. Energy, housing and water will drive growth, particularly in regional areas.

Contractors across the country are adjusting to this new balance, recalibrating workforces, redeploying equipment and seeking stability in a more fragmented market. The outcome will define not just the shape of the industry, but Australia’s capacity to respond to its most pressing social and economic needs.

Civil construction has always been the foundation of national development. What is changing now is where that foundation must be laid, and how quickly the industry can realign to meet it.

CCF Survey Trend Mapping 2023 to 2025: Results Summary

Focus: National trends, year-on-year changes, and key results

Respondents: 100 in 2023, 128 in 2025, and 134 in 2025.

The Civil Contractors Federation (CCF) annual survey provides a rolling snapshot of conditions in the civil construction sector. The 2023 to 2025 trend data shows a maturing industry that continues to evolve toward smaller, more agile businesses operating in a high-demand environment. Workforce pressures remain significant, but delivery performance is improving.

This report summarises the factual survey results across five areas: industry participation and firm profile, activity mix and capacity, readiness and delivery outcomes, cost and risk conditions, and workforce availability.

1. Participation, Footprint, and Firm Profile

Industry Footprint

By 2025, the civil construction footprint remained national in scale but showed a clear broadening across jurisdictions. Respondents were active in every state and territory, with the highest concentration in New South Wales (38%) and Victoria (33%). Queensland followed at 24%, with Western Australia and South Australia each around 22%. Smaller but notable participation came from Tasmania (11%), the Northern Territory (12%), and the ACT (15%).

This dispersion indicates a more evenly represented sector compared with 2023, with greater regional engagement and increased interstate contracting capability. It also reflects the expansion of regional infrastructure programs and the growing share of work delivered outside capital cities.

Firm Tiers and Scale

The most pronounced shift is structural, relating to the distribution of firms by turnover.

Between 2023 and 2025, Tier 4 firms (under $20 million turnover) increased from 13% to 39.6% of respondents. Tier 2 companies ($100 to $500 million turnover) declined from 25% to 9.7%, and Tier 3 companies ($20 to $100 million) fell from 33% to 23.9%. Tier 1 companies remained a small but stable group, edging up from 4% to 6%.

This pattern confirms the squeeze on mid-tier contractors as larger projects continue to favour major consortiums, while smaller firms fill niche or local delivery roles. The growth of

Tier 4 operators is consistent with the rise in specialist subcontracting and smaller integrated businesses entering the market.

Employment Scale

Workforce size broadly mirrors the same trend. In 2025:

- 20% of firms employed 2 to 9 full-time equivalent (FTE) staff
- 20% employed 20 to 49 FTEs
- 18% employed 50 to 99 FTEs
- Only 17% employed more than 200 FTEs

This distribution reinforces a strong presence of small and mid-sized operators and highlights the diversity of enterprise models in civil construction. The overall workforce composition has remained stable, with modest growth among micro-employers.

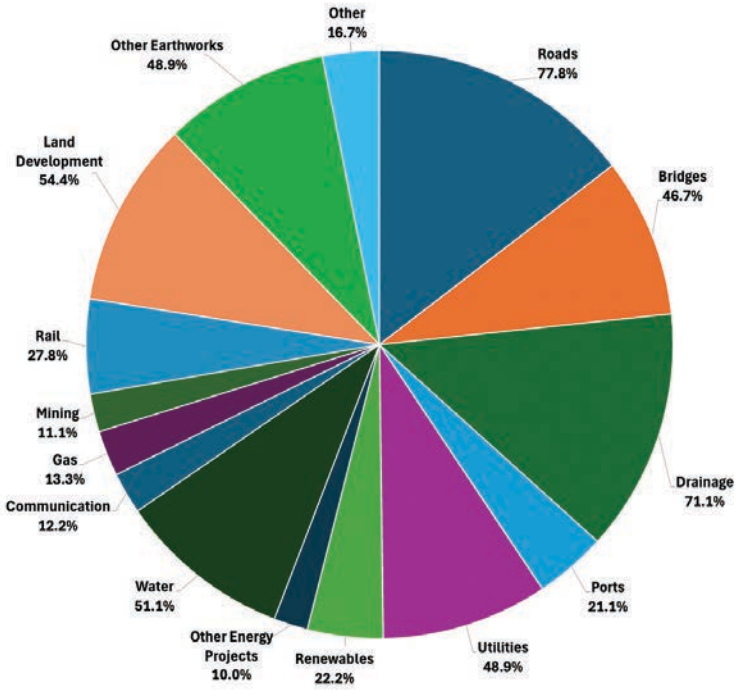
2. Activity Mix and Available Capacity

Industry Activity Mix

The composition of work remains consistent across the period, with civil construction continuing to dominate the project landscape.

In 2025, the most common areas of work were:

- Roads – 77.8% of respondents
- Drainage – 71.1%
- Land development – 54.4%
- Water infrastructure – 51.1%
- Utilities and other earthworks – 49%



Renewables, ports and rail maintained smaller but steady shares, each between 20% and 30%. This confirms that traditional civil projects, particularly roads and drainage, continue to underpin industry activity, with gradual growth in renewable and transition-related projects.

Capacity to Take on Additional Work

Across the 2023 to 2025 period, capacity remained positive. The survey shows that:

- 33% of firms could increase workload by 10 to 25%
- 23% could expand by 25 to 50%
- 9% could double their workload
- Only 3% reported no spare capacity

These results indicate strong productivity headroom, allowing the sector to absorb more work without major delays. The presence of capacity suggests contractors have improved efficiency and resource management despite workforce shortages.

Location of Additional Capacity

Available capacity has shifted toward regional areas. In 2023, 68% of firms had capacity in rural and regional zones. By 2025, this rose to 81%. Metropolitan capacity remained high at 71%, while remote-area capability declined slightly from 36% to 32%.

The regional increase reflects the spread of infrastructure investment beyond major cities and contractors' willingness to mobilise further afield.

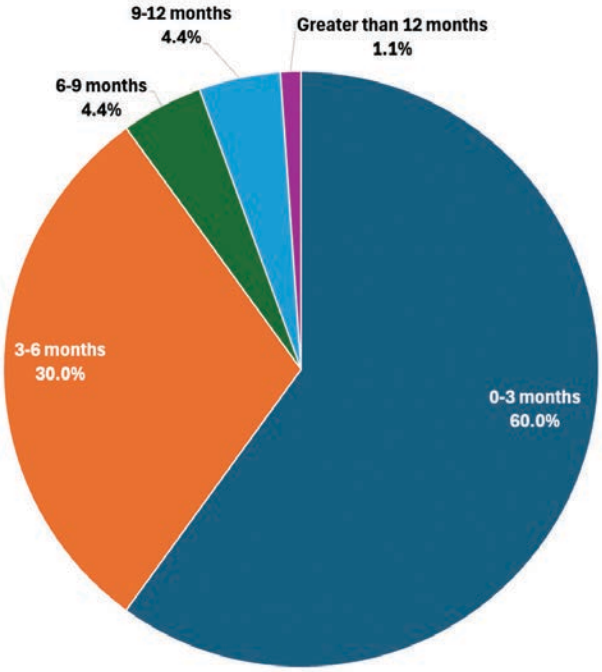
3. Readiness to Mobilise and Delivery Outcomes

Mobilisation and Readiness

The time required for firms to be ready for new projects has shortened. In 2023, only 38% of respondents could start work within 0 to 3 months. By 2025, this had grown to 60%.

The share requiring 3 to 6 months of preparation fell from 48% to 30%, while those needing more than 12 months now make up just 1%.

This improvement points to more streamlined business systems, faster access to equipment and finance, and better workforce coordination. It also reflects the need for contractors to respond rapidly to new tenders in a competitive environment.



Project Completion and Timeliness

- Project delivery performance improved across the survey period.
- Projects completed on time rose from 47% in 2024 to 54% in 2025.
- Projects completed ahead of schedule reached 10%, while those finishing 1 to 3 months late fell to 25%.
- The proportion more than 6 months late dropped to 1%.

These results suggest stronger project management capability, improved scheduling, and better client engagement. The proportion of projects delivered on or before time has risen by around 10 percentage points, supporting the view that process maturity and early planning are improving overall delivery outcomes.

4. Cost, Risk Settings, and Supply Dynamics

Cost Escalation

Input costs remain elevated but are moderating. In 2023, 36% of respondents reported cost increases above 25%, compared with 17% in 2025.

Nearly half of all firms in 2025 recorded increases of 10 to 25%, while 2% reported no increase or a small decline. This stabilisation points to improved supply chains and more predictable market pricing.

Key Contract and Project Risks

Respondents rated the following as the highest contract risks in 2025 (1 to 5 scale):

- Allocation of risk in contracts – 4.04
- Delays in planning and environmental approvals – 3.76
- Incomplete pre-construction design work – 3.56
- Contract complexity and administration – 3.56
- Coordination with third-party asset owners – 3.41

Risk allocation remains the most significant concern, but many businesses report better understanding of contract structures and earlier engagement with clients to clarify responsibilities.

Supply Constraints and External Pressures

Supply constraints remain an ongoing issue, although the severity has eased. In 2025 the highest risk factors were:

- Weather conditions – 6.47
- Steel products – 5.46
- Fuel and oil – 5.01
- Quarry materials – 4.39
- Construction equipment – 4.31
- Concrete and cement – 3.73

These scores are slightly lower than 2023, showing gradual recovery in material availability. However, high baseline risks indicate that the sector continues to operate with narrow margins for delay or disruption.

Insurance and Financial Settings

The cost and availability of insurance were rated 3.22 in 2025, up from 2.75 in 2023. While coverage remains expensive, access to products is improving. Financial conditions remain tight, but more contractors are using structured risk management tools to protect cashflow.

5. Workforce Availability and Recruitment

Recruitment Difficulty

The availability of skilled labour remains the most persistent challenge. Roles rated hardest to fill in 2025 were:

- Tradespeople – 3.54
- Plant Operators – 3.49
- Senior Project Managers (6+ years) – 3.46
- Construction Workers – 3.31
- Senior Engineers (6+ years) – 3.17

The ratings for Plant Operators and Tradespeople have eased slightly since 2023, suggesting some improvement through training and migration. Early-career roles have also become marginally easier to recruit, reflecting the benefits of targeted apprenticeships and outreach programs.

Underlying Workforce Pressures

Shortages remain strongest in regional areas where 81% of firms report unfilled positions. Migration and training programs have eased shortages, but retention of experienced staff remains difficult.

The ageing workforce continues to affect availability, with experienced site supervisors and operators retiring faster than they can be replaced. Delays in new apprenticeship completions and limited training capacity are further constraints.

Recruitment Environment and Productivity

The main factors making recruitment difficult are:

- Limited pool of qualified candidates
- Competition from other industries, particularly resources and utilities
- Perceived instability caused by uneven project pipelines

Many firms have adapted by increasing training investment, developing mentoring programs, or working with training providers to deliver shorter-cycle qualifications.

Despite ongoing challenges, productivity has improved slightly, supported by stronger planning, scheduling, and digital tools that make better use of the available workforce.

6. Overall Trends

Across 2023 to 2025, the civil construction sector shows clear signs of adaptation and resilience. The main trends are:

Firm structure

The market is shifting toward smaller businesses, with fewer mid-tier companies competing at scale and more firms specialising in niche or local delivery.

Capacity and performance

Spare capacity remains across the sector. Mobilisation times are shorter and on-time completion rates are improving, pointing to stronger operational efficiency.

Cost and risk environment

Price escalation is moderating, although materials and insurance remain costly. Risk allocation is still weighted toward contractors, but dispute frequency appears to be falling.

Workforce stability

Labour shortages remain a key challenge but are gradually easing. Training and migration are helping to stabilise supply, especially for trades and operators.

Regional shift

Regional capacity has grown significantly, with over 80% of businesses able to service non-metropolitan areas, reflecting the strength of state and local government pipelines.

Taken together, the 2025 results describe an industry that has stabilised after a period of disruption and is now positioned for steady growth. Productivity is improving, costs are more predictable, and businesses are better prepared to respond to new projects.

The civil construction sector remains one of Australia's most adaptable industries, balancing increased demand, supply challenges, and workforce pressures while maintaining its ability to deliver essential national infrastructure.

5 Strategic Priorities for Civil Construction Businesses: Readiness 2030

1. Workforce Upskilling and Retention Leadership

The war for talent has begun, in which leadership skills of vision have been transferred to execution. Australia's looming skills shortage. Infrastructure workforce shortages are expected to reach 197,0001. Australia faces an impending shortage of infrastructure professionals, with trade workers forecast to overtake engineers as the area with the greatest shortfall. Civil businesses must prioritise CPD programs, invest in emerging leaders and cultivate a workplace culture that respects work-life balance. Industry studies indicate that 64% of construction workers work more than 50 hours a week, and 59% say they are dissatisfied with their work-life balance, leading to poor retention at a time when the market for hiring is tight.

MEGT

In the words of MEGT National CEO Matthew Hick:

> *The importance of the Civil workforce is often unseen but it is of crucial importance to the smooth functioning of our economy. Without roads, drainage systems and footpaths, housing cannot progress. Civil also provides access for major construction projects and the creation of bridges, ports and tunnels facilitate the movement of goods and people around our country. A well trained and populated civil workforce is crucial for our economy.*

MEGT signs-up around 24% of the Civil Apprenticeships and manages approximately 29% of the cohort. The difference in the percentages represents MEGT's above market completion rates.

As Australia's largest and most experienced Apprenticeship Network Providers, MEGT plays a critical role in connecting employers and apprentices, providing tailored support services from

commencement through to completion. With more than four decades of experience, MEGT has built strong relationships across industry, government and education providers to ensure the apprenticeship system remains responsive to employer needs and accessible for new entrants to the workforce.

Within the civil construction sector, MEGT works closely with the Civil Contractors Federation to promote pathways into the industry, support on-the-job mentoring, and strengthen retention through initiatives like pre-apprenticeship programs and targeted pastoral care. Its team of field officers and training consultants provides hands-on assistance to employers and apprentices alike ensuring that both have the resources, guidance and compliance support needed to achieve successful outcomes.

Through these partnerships, MEGT continues to play a key role in building the next generation of skilled workers who will deliver the infrastructure that underpins Australia's future growth.

Workforce Abundance

Australia's infrastructure pipeline continues to outpace domestic labour supply, with critical shortages across civil trades, project management and technical roles. Workforce Abundance addresses this challenge by connecting Australian employers with skilled professionals from around the world and managing the entire process from recruitment through to long-term settlement.

The organisation specialises in workforce planning, international recruitment, visa management and candidate integration. Its model ensures that employers gain access to a consistent pipeline of pre-qualified, job-ready candidates while meeting all regulatory and compliance requirements. Workforce Abundance also provides relocation support, community engagement, and ongoing mentoring to help workers and their families successfully establish themselves in Australia.

For civil contractors, this approach provides more than short-term relief. It delivers a sustainable workforce solution that complements local training and apprenticeship programs. By managing both the supply and retention aspects of employment, Workforce Abundance enables infrastructure businesses to stabilise their operations, reduce turnover and build long-term capability.

In a market defined by skill scarcity, Workforce Abundance demonstrates how targeted migration and structured workforce integration can strengthen the civil industry's capacity to deliver Australia's growing infrastructure needs.

Protech Group

Case study: Upskilling and retention for next-generation civil delivery

The shortage of skilled trades and infrastructure professionals presents a significant challenge to the civil industry. Protech provides an example of how workforce development can be embedded into business strategy, helping contractors respond to the skills gap through structured apprenticeship, trainee and mentoring programs.

Protech's model extends beyond traditional staffing. It recruits apprentices and trainees, manages their training programs and supports rotations among project sites. The organisation acts as legal employer for the trainees, overseeing wages, allowances, superannuation and benefits, while providing mentoring and administration support tailored for the infrastructure sector. Its partnership with the Australian Industry Trade College reflects a deliberate pathway-based approach for young people to enter civil and infrastructure careers.

For civil contractors, partnering with Protech offers two clear advantages. Firstly, it helps create a sustainable internal talent pipeline—rather than relying solely on the open labour market—to address trade shortages. Secondly, it contributes to retention by offering more structured career progression, clear support and mentorship, and a workplace culture that values development. By investing in early-career talent and tailored development frameworks, contractors reduce dependence on short-term hires, strengthen workforce capacity and enhance organisational resilience.

In doing so, the civil sector shifts from firefighting recruitment to building capability for the long term. Protech's approach demonstrates how strategic upskilling and retention leadership support project delivery not just in the short term, but across multiple project lifecycles.

Scratchie

Case study: Recognising behaviour as a measure of performance

Scratchie is an Australian-developed digital tool designed to help construction and civil projects track and encourage positive on-site behaviour. Rather than focusing solely on compliance or lag indicators, the platform provides a simple way for supervisors to recognise actions that contribute to safety, quality and teamwork as they happen.

Recognition is delivered instantly through a mobile interface, creating a live record of engagement and performance trends across project teams. Over time, this data builds a clearer understanding of workforce behaviour and its impact on project delivery. It enables managers to identify patterns, address issues early and demonstrate improvements in culture and productivity.

For civil contractors, Scratchie provides an additional layer of performance insight that complements traditional reporting. The platform helps shift attention from reactive management to proactive improvement, offering measurable indicators of culture, morale and on-site participation.

By integrating behavioural recognition into day-to-day operations, civil organisations gain a more balanced view of project success — one that includes human factors alongside cost, time and quality outcomes. Scratchie shows how simple, transparent recognition can support safer, more engaged and higher-performing project teams.

Tenstar Simulation

Training Innovation in Action : Tenstar

Tenstar Simulation provides advanced machinery training simulators that enhance safety, accelerate learning, and reduce training costs in the construction industry. Their simulators create a realistic and immersive environment, allowing users to gain experience safely, building confidence and competence more quickly used by CCF to train new skills.

The simulators offer immediate feedback and performance analytics, enabling prompt identification and correction of mistakes. The ability to repeat exercises and face diverse conditions ensures learners are well-prepared for real-world challenges, leading to faster and more effective skill acquisition.

Cost savings are achieved by reducing the need for physical machinery and its associated running and maintenance costs, as well as a reduction in CO2 emissions.

An Australian RTO using Tenstar has reported a 40% reduction in training time for new operators and a 50% reduction in machinery operating costs. CCF's training groups have used Tenstar equipment for years with exceptional feedback, leading CCF Tasmania to purchase four more units, with additional units in consideration in other jurisdictions.

ACIRT: A Safety Net for Civil Workers

Since 1994, the Australian Construction Industry Redundancy Trust (ACIRT) has provided essential financial security for workers across the civil construction sector. In an industry that can be unpredictable, ACIRT offers peace of mind—ensuring that workers can sleep easy knowing their redundancy entitlements are protected and readily accessible when needed.

Employers contribute to ACIRT on behalf of their employees, with funds securely held in individual accounts. When a worker is made redundant or leaves the industry, they can claim directly from their account—no delays, no uncertainty. This model not only supports workers through transition periods but also helps employers meet their obligations under industrial agreements.

As a not-for-profit trust governed by both employer and union representatives, ACIRT is built on fairness, transparency and long-term stewardship. It also shares surplus earnings with members, further reinforcing its member-first approach.

With a track record of supporting tens of thousands of civil workers, ACIRT continues to play a vital role in safeguarding the workforce—offering stability in a sector that helps build Australia's future.

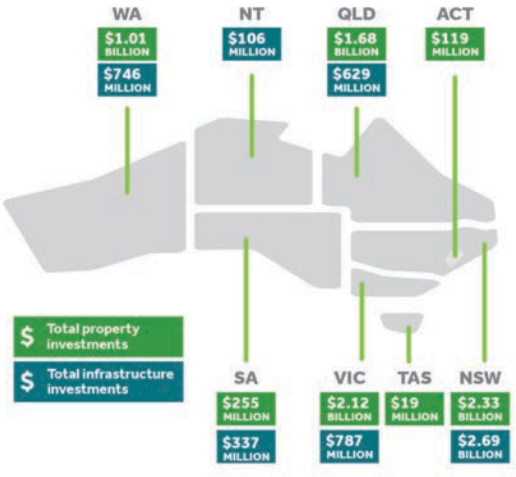
Cbus

Supporting the retirement needs of the industry: Cbus Case Study

As one of Australia's leading super funds for those that help to build, maintain and shape our country, Cbus Super are committed to investing in projects and businesses that are in members' best financial interests, are important to their members and will make a difference in the real world.

Each of their diversified investment options invests in a range of different investment types and assets. These can include shares on stock exchanges, fixed interest assets like bonds, commercial and residential property developments, neighbourhood and regional shopping centres as well as high quality infrastructure assets such as toll roads and airports through to renewable energy investments such as wind and solar farms and even digital infrastructure such as data-centres, both in Australia and overseas.

Cbus investments in both the property and infrastructure sector are also assets that are not easily bought and sold and were traditionally only accessible to large investors before the Australian superannuation scheme was established. The great news is this is no longer the case. Cbus Super members, through their super also get a real stake in many of these investments and the benefits that they deliver.



Cbus investments in property and infrastructure can be found right across Australia. And as at 30 June 2024, our investments in property and infrastructure on a state by state basis are as follows:

^Exposure is on a look-through basis. This information is about Cbus Super. It doesn't account for your specific needs. Please consider your financial position, objectives and requirements before making financial decisions. Read the relevant Product Disclosure Statement (PDS) and Target Market Determination to decide if Cbus Super is right for you. Call 1300 361 784 or visit cbussuper.com.au. Past performance is not a reliable indicator of future performance. United Super Pty Ltd ABN 46 006 261 623 AFSL 233792 as Trustee for the Construction and Building Unions Superannuation Fund ABN 75 493 363 262 (Cbus and/or Cbus Super).

2. Reframe Success as More than On-time and On-budget

The success of projects is more often being gauged by financial returns, customer satisfaction or quality measures, rather than meeting deadlines and staying within budget. Organisations are no doubt measuring project health in terms of commercial, operational, and reputational results even if projects have exceeded budget or fallen behind on the schedule. Civil contractors need to come up with smart KPIs which represent long-term value adds not just on-time delivery. That requires investment in outcomes measurement frameworks and tracking post-project performance that does not only satisfy a more sophisticated client base asking for tangible ROI.

Shivendra & Co

Whilst technology can be the catalyst to scaling up capacity and improved productivity, partnerships in the industry also matter as demonstrated in the Shivendra & Co case study.

In this example a construction firm was navigating a rapid scale up from a 25-person team to become a national operation with 450 employees across four states.

Accelerated growth across geographies presented serious challenges.

The complexities of maintaining consistency, minimising inefficiency and managing more than $100 million in opportunities required a robust framework.

Shivendra & Co partnered with the company to establish a Corporate PMO framework that became the backbone of the most critical transformation in the company's history. The project was so successful, the company was recognised in in the Australian Financial Review's Fast 100 last year.

The engagement and path to rapid transformation began with a deep dive into their existing processes. Through workflow analyses and process mapping, we uncovered opportunities that enabled efficient scalability. Leveraging lean methodologies and visualisation tools, we re-engineered their business processes to standardise workflows, centralise critical support functions, and eliminate redundancies within the system.

To enhance visibility and decision-making, Shivendra & Co implemented data visualisation tools that tracked key performance indicators such as project delivery timelines, resource utilisation, and financial metrics.

A key part of the approach was establishing a structured transformation delivery framework that provided governance over their rapid expansion. This included facilitating strategic planning workshops with senior leadership to align on a 12-month roadmap.

The PMO ensured clear ownership of initiatives, accountability through monthly reviews, and transparency across all levels of the organisation. Additionally, Shivendra & Co empowered functional teams by creating mini-PMOs to cascade responsibilities and streamline communication.

The results were dramatic. The firm scaled to 450 employees across all Australian states, delivering projects for tier-one contractors with optimised workflows and enhanced operational efficiency and was recognised as one of the most promising growth companies in Australia.

Shivendra & Co's transformation delivery framework not only enabled this successful growth, but also ensured the company could sustain its trajectory into the future with leaner processes, faster decision-making, and greater value for stakeholders.

Access Coins

Case study: Measuring long-term value beyond delivery

In the civil industry, project success is increasingly judged not just by deadlines and budgets but by enduring commercial, operational and reputational outcomes. The Access Group's COINS Evo platform enables civil contractors to adopt these broader success metrics through a unified data environment that integrates financials, project delivery, supply chain and workforce data.

With COINS Evo, firms gain visibility of live cost-to-complete, cash-flow trends, equipment utilisation and workforce productivity across the build lifecycle. These capabilities allow contractors to construct KPIs that reflect value-add outcomes such as margin improvement, asset performance, client satisfaction and residual risk—rather than solely on-time and on-budget metrics. The system's real-time dashboards, predictive forecasting and approvals workflows furnish decision-makers with timely insight to steer long-term value.

For civil organisations, embedding digital performance measurement via COINS Evo means they can track post-handover indicators, align contracting incentives with lifecycle performance and offer clients transparent reporting of value delivered. This positions firms to compete not just on execution but on enduring outcomes and lifecycle return-on-investment.

By moving away from an exclusive focus on schedule and cost, and by leveraging advanced data platforms, the civil sector can meet the demands of sophisticated clients who expect evidence of value and sustainability. COINS Evo demonstrates how contractors can build performance measurement frameworks that support strategic differentiation and long-term industry leadership.

Coffey Testing

Case study: Building confidence through data-driven assurance

Modern civil infrastructure projects demand proof of quality, not just promises of delivery. Coffey Testing provides the evidence base that allows contractors, clients and investors to measure project success in tangible, data-driven terms.

Through its national network of laboratories and on-site facilities, Coffey Testing delivers geotechnical and materials testing that supports the full lifecycle of civil assets—from design and construction through to maintenance and renewal. The company's focus on precision, consistency and digital reporting allows civil contractors to integrate verified testing results directly into quality, performance and sustainability frameworks.

This approach changes how success is measured. Real-time test data helps identify performance trends, manage risk and document long-term material behaviour. Contractors can use these insights to demonstrate asset integrity, reduce future maintenance exposure and validate the quality standards expected by sophisticated clients.

In effect, Coffey Testing transforms quality assurance into a competitive advantage. By embedding robust testing and traceable data within project delivery, civil organisations are

able to substantiate the value of their work beyond completion. Success is no longer defined solely by deadlines or cost outcomes but by proven durability, reduced risk and confidence that infrastructure will perform as designed for decades to come.

Procore

Case study: Measuring project success through connected data

Civil contractors are increasingly expected to demonstrate value beyond on time and on budget delivery. Procore's construction management platform provides an integrated digital environment that captures, analyses and reports on the full lifecycle of project performance from planning through to completion.

By connecting teams, workflows and documentation in real time, Procore allows civil organisations to measure financial, operational and quality outcomes simultaneously. Decision makers gain visibility of cost trends, safety performance, design compliance and client satisfaction in one system, supporting a broader and more transparent assessment of project health.

For civil projects, this integration turns data into insight. Teams can identify where productivity or quality risks are emerging, track rework rates, and quantify improvements that contribute to long term asset performance. It also allows clients to view measurable value, not just progress against schedule.

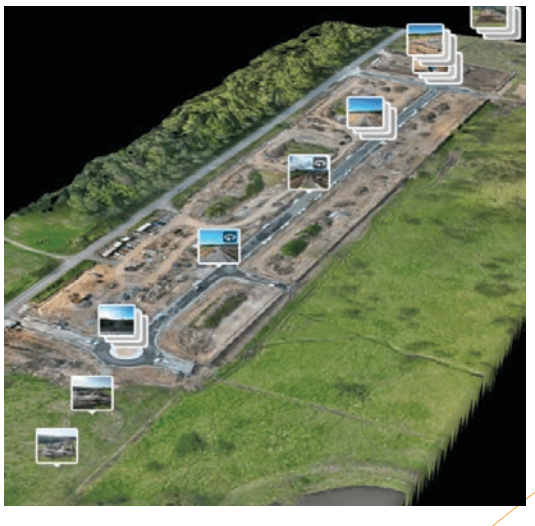
By embedding outcome based reporting into daily operations, Procore enables civil businesses to demonstrate commercial accountability, operational resilience and reputational value. The platform supports a shift in mindset across the industry, from measuring what is easiest to measure to measuring what truly defines success: enduring quality, efficiency and stakeholder trust.

Propeller

Productivity Improvement Case Study: Propeller

Civil contractors are at the frontline—and they need better tools to deliver faster, leaner, and with greater certainty. Propeller provides exactly that. With accurate, real-time 3D site data from drones and GPS, teams can make faster decisions, spot risks early, and avoid costly delays and rework.

This is about more than efficiency. It's about ensuring public dollars go further. Propeller reduces disputes, miscommunication, and waste by giving all stakeholders—from field crews to departmental leaders—clear, shared visibility into progress and performance.



In a climate of constrained budgets and rising urgency, Propeller enables civil contractors to move quickly, stay accountable, and build the infrastructure that communities so desperately need. The alternative—falling further behind—is not an option.

Menai Civil cites cloud-based processing as their biggest win which can be reviewed in their **Menai case study**. Using Propeller's PPK workflow, the team now surveys big earthworks projects once a week to keep them on track. Sending their data processing to Trimble Stratus frees up Brendan Lawrence and his team at Menai Civil to survey more sites, more often, getting teams the data they need to make better decisions.

> *"The old way, we were lucky to get the data back in a few days. Now, I sometimes fly five sites in one day and all the data is back the next day. It frees up the rest of your week because you're only spending one day out in the field. The rest of the week, you're not stuck processing and getting data out."*

For government and departmental leaders, Propeller offers confidence that every investment in infrastructure is driving faster, smarter, more transparent results when they matter most.

Timescapes

Case study: Visual insight improving project performance

Timescapes provides civil contractors with a visual data platform that combines high-resolution time-lapse imaging and site analytics to deliver continuous visibility of project progress. Designed for complex and geographically dispersed worksites, the technology enables teams to track activity remotely, identify risks early and maintain transparent communication with clients and partners.

Through automated image capture and cloud-based analysis, Timescapes turns visual records into performance data. Project teams can review construction sequences, verify milestone completion, and monitor productivity trends across multiple sites. This information supports more accurate reporting and faster decision-making, reducing the reliance on manual progress checks or fragmented documentation.

For the civil industry, Timescapes strengthens accountability and enhances collaboration. It allows contractors to demonstrate progress and quality objectively, providing clients with clear evidence of value delivered. By embedding visual intelligence into project management, civil businesses can measure success not only by schedule or cost, but by the transparency, quality and trust built throughout delivery.

CONQA

Case Study - Kill Admin, Increase Margin – CONQA

Civil contractors have enough on their plate right now. Winning work, delivering it well, and staying profitable is harder than ever. Processes like Quality Assurance (QA) should be helping, but instead ITPs (Inspection and Test Plans) add an admin burden (and cost).

With the right tool, CONQA's clients are saving 25% on their engineering costs, and closing out projects in one month, not three.

Here's the thing: most contractors complete ITPs retrospectively, weeks (or months) after the construction happens, solely for the sake of documentation, not for genuine quality.

QA shouldn't be this way, and for many industries, it isn't.A World Health Organisation study found that when surgeons used simple 'Safe Surgery Checklists' during surgery to verify critical steps like ***"have we removed the instruments before we sew the patient back up"***, death rates fell by 47%. Patients were twice as likely to live when checklists were used during surgery.

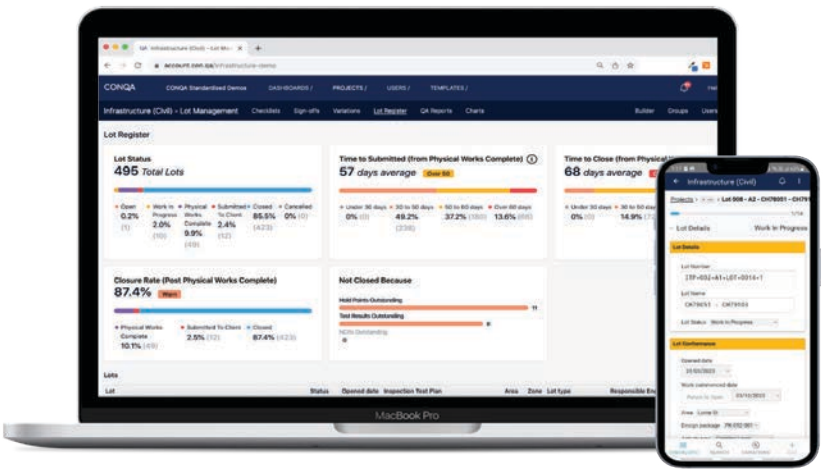
However, if this was construction, these checklists would typically be completed after the patient was discharged, or in some cases, deceased.

While construction isn't a medical procedure, errors have costly consequences. Studies show that rework eats up 21% of construction value through lost time, wasted materials, damaged reputations, and projects dragging past their deadlines.

It doesn't have to be this way. The key is making QA simple and easy to complete during physical inspections, as the work happens. It's about taking it out of the "too hard basket".

Companies like Downer, Fulton Hogan, and Doval are leveraging the simplicity of CONQA's platform to transform QA into a collaborative, easy process. Supervisors and engineers can now share the load, capture real-time data from their mobile devices, and significantly reduce administrative overhead.

By implementing CONQA, hundreds of contractors have seen an 80% reduction in rework costs, better site records, and faster project close-outs. Their teams spend more time on site doing high-value work - not burning the midnight oil on retrospective admin.



Docketbook

Case Study: Administrative Capacity - Docketbook

It is estimated that the construction industry spends 2-3% of all supply chain costs on managing the purchase-to-pay process between contractors and suppliers. This waste is caused by missing dockets, disputed rates, reconciliation issues and payment disputes and has a direct impact on the productivity of our industry.

Docketbook's digital platform has been purpose-built to manage the Orders-Dockets-Claims-Invoices process for the construction industry stripping away the estimated $10-14 per docket processing costs using paper and email-based systems. Docketbook is a connected network of suppliers and contractors supporting, driving collaboration around the commercial process.

Working with Heidelberg Materials (HMA), Docketbook has streamlined the process of digital docket exchange from end-to-end with connected contractors. BMD, for example, sends Orders to HMA confirming product mixes and rates, and HMA sends docket data in real time as deliveries are made. These are cost-coded onsite and flow directly into the ERP system for real-time incurred cost reporting. Surcharge information is added within 48 hours to ensure that all invoices are three-way matched against the order rates and docket quantities.

Docketbook applies the same structured approach to Labour and Plant Hire, where the Smart Dockets feature delivers real-time costs to the project team and fewer disputes for the suppliers. This, in turn, helps ensure that suppliers are paid on time creating a healthier, more sustainable construction industry.

3. Embrace Digital Integration as Imperative, Not Just a Technology Strategy

Companies will move from technology-siloed strategies to integrated digital strategies, including full roll-outs of integrated data platforms and virtual/augmented-reality-based collaboration environments. Civil contractors cannot afford to treat technology as an option. Investment in BIM, AI-based analytics, real-time IoT monitoring, and cloud-based project management platforms are critical to market differentiation. Firms that are able to bring digital ecosystems together across design, construction and operations will win the larger deals, proving their operational power.

Komatsu

Case Study: Integrating technology for smarter, safer, and more sustainable civil delivery

Komatsu is helping the civil industry transition toward fully integrated digital delivery through its Smart Construction initiative, a suite of connected technologies that enhance accuracy, safety, and sustainability across the project lifecycle. Central to this approach are tools such as Intelligent Machine Control (iMC) 2.0, 3D Machine Guidance, and drone-enabled surveying, which provide real-time data to optimise earthworks, design compliance, and fleet utilisation.

These systems enable contractors to reduce rework, improve fuel efficiency, and shorten project timelines by aligning field operations directly with digital design models. The integration of smart equipment and digital workflows transforms traditional construction processes into data-driven operations where progress and performance are visible in real time.

At the Komatsu Innovation Hub in Wacol, Queensland, visitors can experience firsthand how automation, analytics, and connected machinery are redefining heavy civil work. The facility showcases the company's investment in digital collaboration, including machine-to-machine communication, predictive maintenance, and remote equipment monitoring. These capabilities are designed to support safer sites and more efficient asset management.

Komatsu also aligns digital innovation with environmental responsibility. Its new generation of low-emission engines delivers fuel savings of between five and fifteen per cent while meeting Tier 4 Final emissions standards. The technology reduces particulate matter and nitrogen oxide output, helping civil projects meet strict sustainability targets without compromising performance.

Through its Smart Construction ecosystem, Komatsu demonstrates how digital integration can lift project productivity, workforce safety, and environmental outcomes simultaneously. By bridging the gap between physical machinery and digital infrastructure, the company is setting a benchmark for how civil contractors can build smarter, cleaner, and more connected worksites across Australia.

Kobelco

Case study: Intelligent machinery driving digital transformation

The civil industry's shift toward integrated digital delivery is reshaping how projects are designed and executed. Kobelco Construction Machinery supports this transition through equipment that combines precision engineering with smart technology, linking on-site activity directly to digital project systems.

Kobelco's excavators and cranes use advanced guidance and telematics to capture and share real-time data on performance, utilisation and maintenance. This enables contractors to manage fleets proactively, improve accuracy and reduce downtime. Machine control technology also allows operators to align excavation with design models, cutting rework and material waste.

With enhanced fuel efficiency, low-noise operation and reduced emissions, Kobelco equipment supports sustainability objectives while improving total project efficiency. These features make it easier for contractors to meet client expectations for environmental performance and data-driven delivery.

By integrating intelligent machinery into connected workflows, civil contractors gain greater control over productivity, safety and cost outcomes. Kobelco's digital capability demonstrates how technology-led equipment partnerships are helping the industry move from traditional plant operations to fully networked, data-informed construction environments.

4. Leverage Private-Sector Collaboration and Alternative Delivery

Investment in private infrastructure, especially renewable energy, will be close to twice as high by the first quarter of 2027. Civil organisations will need to acquire expertise in public-private partnerships, alliance contracting, and managed services models for effective service delivery. Knowledge of commercial structures, risk-sharing mechanisms, and funding needs will all be important as the traditional government-funded model changes and the pace of energy transition projects picks up.

Bellrock Advisory

Case study: Risk-smart partnerships in alternative delivery models

As private investment in infrastructure and renewable energy accelerates, civil organisations require new capabilities in structuring contracts, sharing risk and deploying innovative delivery models. Bellrock Advisory steps into this space by offering comprehensive risk advisory and advocacy services tailored to construction, infrastructure and energy sectors.

Founded in 2007, Bellrock has built a national platform of specialist advisors who support mid-market and complex clients with 360-degree risk management.

In projects involving public-private partnerships, alliance contracting or managed service frameworks, the ability to understand insurance cover, liability transfer, escalation pathways and contract structure is critical. Bellrock works alongside civil organisations to evaluate exposures, design risk distribution strategies and provide advocacy across insurance, claims and contractual domains. Their expertise in areas such as due diligence and contingent risk means they can review project scope, joint ventures and funding models to highlight and mitigate hidden exposures early.

For civil contractors and infrastructure firms shifting from traditional government-funded delivery to models involving private capital, Bellrock's contribution is pivotal. By embedding risk advisory at the tender stage, organisations gain greater certainty over insurance and contractual frameworks, accelerate decision-making and reduce cost uncertainty. This allows them to focus on delivery excellence rather than being weighed down by downstream surprises.

In this environment where the pace of energy transition projects and private-sector infrastructure is rising, partnerships with advisors like Bellrock provide a strategic advantage. They help civil industry players adopt commercial structures with confidence, mobilise alternative delivery approaches and position themselves as capable collaborators for the next generation of infrastructure investment.

5. Supply Chain Resilience and Materials Innovation

Construction material prices have increased 51-53% since 2010-11, with unprecedented hikes driven by material cost pressures but growth rates have moderated. Steel and timber supplies are identified as the key delivery risk, and concrete and steel are exposed to competition between sectors. Civil contractors must build key supplier relationships, explore options for alternate materials – source primarily with recycled content including from demolition waste, invest in procurement insights and create risk buffer strategies for the critical material. Developing this insight into embodied carbon and positioning for green steel opportunities is a competitive advantage in an environment with increasing sustainability demands.

Bunnings

Bunnings has recently formed partnership with CCF nationally to support the civil workforce across the country. With 321 Bunnings outlets and a growing number of TKD stores reaching most communities, we are expanding our products and support services to civil contractors across town, city and community.

With most of the 200,000 workers in civil working in tier 2 and 3 smaller businesses, we see it as critical that Bunnings are there to support civil business capacity to deliver roads, water, sewerage, subdivision, housing and community enabling infrastructure. These are the trades

that keep our communities moving, keep them housed and serviced with the infrastructure that is required in everyday life and in times of crisis.

Through our partnership, CCF Members gain access to Industry leading exclusive segment specific pricing and the supporting PowerPass administration, enabling regional and smaller contractors to compete more effectively in infrastructure delivery and maintenance. This ensures that local, state, and federal government funding goes further—allowing for the construction of additional roads to unlock new subdivisions, increasing capacity for water and sewerage systems to replace aging infrastructure, or upgrading highways to make daily commutes safer and more efficient.

Our partnership is about unlocking the full potential of Australia's civil construction industry. Together, we are investing in the industry, growing local capacity, and enabling the rollout of the infrastructure Australians are calling for. By lifting the capability of civil businesses across the country, this partnership is driving the delivery of the roads, water storage, energy and essential services that underpin vibrant, growing Australian communities—now and into the future.

Heidelberg Materials

Case Study: Integrated supply and low-carbon materials for civil infrastructure

Heidelberg Materials Australia has established a robust national footprint in the civil infrastructure sector through its integrated supply chain of concrete, aggregates, sand, asphalt and recycled construction materials. With operations across more than 300 sites and 3,600 employees, the business supports the civil industry's need for high-quality inputs at scale.

In an environment of escalating material costs and supply-chain tension, civil contractors increasingly require reliable suppliers who deliver technical performance as well as sustainable credentials. Heidelberg Materials offers standard, high-performance and decorative concrete solutions alongside low-carbon and recycled material options. Its locally-based quarry, plant and recycling operations mean material risk can be mitigated through geographic and product diversification.

For civil projects, this translates into improved readiness to meet delivery schedules, reduced dependence on remote supply or constrained imports, and enhanced sustainability outcomes. The availability of low-embodied-carbon concrete or recycled aggregates provides contractors with a competitive edge in tendering and regulatory compliance. Furthermore, Heidelberg's digital tools and responsive service model support project-scale optimisation of material specification and logistics.

By forming strategic partnerships with suppliers such as Heidelberg Materials, the civil industry can create buffer strategies around critical inputs, embed recycled and low-carbon alternatives early in design, and strengthen long-term supply resilience. These steps serve not only to stabilise cost and schedule risk but also position organisations favourably in an era of increasing sustainability expectations.

iPlex Pipelines

Case study: Pipeline systems to strengthen delivery resilience

In an environment of rising material costs and heightened competition for key construction inputs, the civil industry increasingly relies on trusted partners that can provide both supply certainty and technical excellence. Iplex Australia supports this need through its comprehensive range of pipeline systems, engineering support, and local manufacturing capacity.

Serving major civil, water, and infrastructure projects, Iplex produces systems for water distribution, sewerage, stormwater, and gas conveyance. Its strong local footprint and established distribution network provide a safeguard against international supply disruptions and specification variability. The company's emphasis on design capability, quality assurance, and technical support ensures contractors receive consistent, fit-for-purpose solutions.

Iplex's innovation in large-diameter polyethylene, glass-reinforced plastic, and dual-wall polypropylene products enables faster installation, reduced maintenance, and improved life-cycle performance. By integrating recycled materials and sustainable manufacturing practices, Iplex also contributes to lower embodied carbon outcomes across civil infrastructure delivery.

For contractors, early engagement with suppliers such as Iplex helps mitigate project risk, stabilise pricing, and optimise design efficiency. These partnerships underpin more reliable and sustainable delivery outcomes across both regional and urban projects. By combining engineering expertise with a national supply presence, Iplex demonstrates how the civil industry can build long-term resilience through innovation, local capability, and strategic collaboration.

Ecorr

Case study: Circular construction to manage material costs

Material cost escalation and supply pressures have driven civil contractors to explore circular solutions that reduce reliance on virgin materials. Ecorr, an Australian leader in engineered resource recovery, is helping the civil industry turn construction and demolition waste into high-performance materials suitable for roads, subdivisions, and infrastructure works.

By recycling spoil and surplus materials into certified aggregates, roadbase, and engineered fill, Ecorr enables projects to reduce costs, secure supply, and improve sustainability outcomes. Its advisory model supports early design and tender stages, helping contractors identify recycled options that meet technical specifications while lowering embodied carbon and disposal costs.

On-site mobile processing solutions provide additional benefits by reducing haulage, fuel use, and emissions, while minimising downtime and risk on constrained or remote projects. Ecorr's Western Sydney facility demonstrates the scalability of this model, achieving recycling rates above 98 per cent and near-zero landfill outflows.

For civil contractors, adopting circular practices through partnerships with providers like Ecorr delivers both economic and environmental advantages. It helps stabilise costs, strengthens supply chains, and positions the sector to meet growing government and client expectations for low-carbon, resource-efficient delivery. As green steel and other sustainable materials emerge, this approach will underpin a more resilient and competitive civil industry.

Grays

Case Study: Strengthening supply chain resilience through asset reuse

The civil industry continues to face rising material costs and competition for key inputs such as steel, timber and concrete. Grays provides a practical solution to these pressures through its industrial e-commerce and auction platform, which enables contractors to buy and sell surplus materials, equipment and plant with efficiency and transparency.

By facilitating asset reuse, Grays supports a circular approach to construction while allowing businesses to scale their operations in line with workload. Contractors can acquire additional equipment quickly when demand increases, or release underutilised assets back into the market during slower periods. This flexibility improves cash flow, reduces holding costs and strengthens financial resilience across project cycles.

The platform also delivers valuable procurement insights through open market pricing, condition data and lifecycle tracking. These insights help contractors identify savings, manage material risk and measure embodied carbon benefits from reusing rather than replacing assets.

With a national footprint and access to international buyers and sellers, Grays offers civil businesses an adaptable procurement model suited to a fluctuating project environment. Through reuse, recovery and responsive asset management, contractors can build stronger supply chain resilience while meeting their commercial and sustainability goals.

The CCF National Earth Awards recognise excellence in civil construction.

Projects span roads, bridges, drainage, rail and utilities.

State and territory winners progress to the National Earth Awards, making these the 'best of the best' civil construction projects in Australia.

PROJECT VALUE UP TO $2M

State: ACT
Company: Brema Group
Project: Australian War Memorial Southern Entrance

Summary:

The Brema Group's $2 million project for the Australian War Memorial's Southern Entrance involved extensive planning to address challenges like machinery fumes, vibrations, and noise restrictions from the ongoing construction, geared at protecting exhibits and keeping the memorial open and operational. Key tasks included designing a fume and dust extraction system, providing temporary structural support, and coordinating with contractors to manage excavation and construction within a heritage-listed site.

State: NSW
Company: PWG Infrastructure Pty Ltd
Project: T37-23 French Ave, Bankstown - Drainage Upgrade

Summary:

Canterbury-Bankstown Council engaged PWG Infrastructure to install trunk stormwater pipework and culvert structures along French Avenue and Jacob Street to cope with excess water runoff during major storm events. PWG deviated a potable (drinking) water main along French Avenue to fit under the new stormwater assets. PWG coordinated the disconnection and reconnection of the assets through Sydney Water's Flow Information Flow Management process. Permanent road and pedestrian walkway restoration were required including landscaping, pedestrian railing, custom pit grates, kerb and guttering.

Challenges included working in close proximity to residences and businesses, including a childcare centre, for approximately 9 months. Stakeholders were without water at certain times and experienced nightwork, traffic detours, constant excavator and truck

movements. Despite this, the project was delivered without community complaint and no environmental or safety incidents, future proofing the community for 20 years of major storm events.

State: NT
Company: DAC Enterprises
Project: T24-1502 - Darwin -Hidden Valley - Culvert and Road Upgrade

Summary:

The Northern Territory Government engaged DAC Civil to undertake a culvert and road upgrade at Hidden Valley, Darwin. This project required the upgrade of an existing culvert crossing to enable critical access to the Hidden Valley Motorsports Complex and included the construction of a sealed detour for emergency vehicles. The scope of works included demolition and construction of road pavement, culvert works, spray sealing, installation of guardrails, line marking, batter protection and site rehabilitation. As the project was undertaken during the Top End wet season, rainfall and unpredictable weather proved challenging. Despite these conditions, DAC Civil implemented a highly adaptive delivery model that allowed construction to proceed through flash flooding without delay. With these measures in place, the project reported zero lost time injuries and was delivered both on time and within the original budget envelope.

State: QLD
Company: CivilPlus Constructions Pty Ltd
Project: POTL Breakwater Modification

Summary:

Port of Townsville Limited engaged CivilPlus Constructions to transform the Eastern Breakwater, a cornerstone of the $251 million Channel Upgrade project within the $1.6 billion Port Expansion Project. CivilPlus shortened the breakwater, removing 22,000 tonnes of rock and boulders, and constructed a roundhead with close to 5,000 tonnes of material in a 4.7 metre wide zone. CivilPlus constructed precast concrete guide blocks which ensured safe truck navigation, while GPS guided surveys achieved accurate boulder placement, eliminating any rework. Strategic coordination with the Port of Townsville Limited met tight schedules in a busy port. Completed critical items in February 2024, with demobilisation and final cleanup completed in April 2024, the project recorded zero incidents, safeguarded marine life through 600 observations, and met budget and quality standards, boosting port capacity for 300 metre long vessels and elevating North Queensland's trade and cruise offerings.

CCF NATIONAL EARTH AWARDS

State: SA
Company: McMahon Services Australia Pty Ltd
Project: Corny Point Airstrip

Summary:

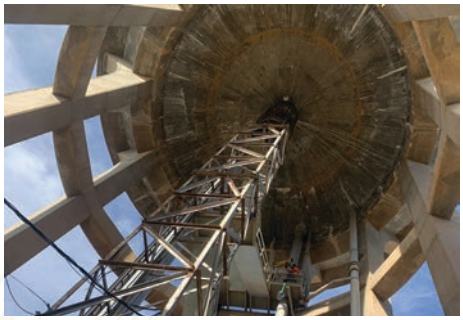
McMahon Services was engaged by Thomas Foods to construct a new 1,100-metre airstrip at Corny Point in South Australia. The project involved full site preparation and construction in a remote location with a tight delivery timeframe. Despite limited water access and complex logistics, the project was completed a week ahead of schedule. By sourcing local rubble and identifying an alternative water source, the team boosted efficiency, reduced environmental impact, and supported local capability. Environmental safeguards, including dust suppression, wildlife protection, and community engagement, ensured minimal disruption. Certified quality systems, real-time reporting and local workforce involvement underpinned a high-performance result, recognised by both the customer and end users for its exceptional finish, safety standards and long-term community value.

State: TAS
Company: Hazell Bros Group
Project: Blackman River Bridge, Deck and Superstructure Replacement

Summary:

Hazell Brothers was engaged by the Department of State Growth to replace the fire-damaged timber deck and superstructure of the heritage-listed Blackman River Bridge near Tunbridge. The project involved like-for-like timber replacement and sandstone repairs, requiring detailed planning, river access management, and working-at-heights safety controls. Specialist suppliers were engaged to ensure materials and methods met heritage requirements. Despite complex logistics and environmental sensitivities, the project was completed safely, on time, and within budget. Hazell Bros successfully preserved the bridge's historical character while ensuring structural integrity, demonstrating their capability in delivering high-quality infrastructure projects in challenging conditions with strong safety and environmental performance.

State: VIC
Company: Keystone Civil
Project: Tenth Street Tower Upgrade, Mildura



Summary:

Lower Murray Water engaged Keystone Civil to deliver the urgent upgrade of valve and pipework at the base of the 50ML Tenth Street Tower, a vital asset supplying potable water to Mildura. With only 12 weeks to complete design, procurement and construction, Keystone accelerated delivery through early engagement, off-site spool fabrication and a custom electric hoist system for safe valve installation 30 metres above ground. Challenges included brittle ageing pipe, unrecorded concrete obstructions, and a non-standard flange, all resolved through rapid coordination and adaptive engineering.

Innovative techniques such as precision cutting and real-time digital tracking enabled uninterrupted water flow. The project was completed on time, within budget, and with zero lost time injuries, delivering critical infrastructure renewal while supporting local jobs, environmental care, and the community's long-term water security.

State: WA
Company: Enviro Infrastructure Pty Ltd
Project: Bridge 0629 Demolition and Associated Civil Works, Walgoolan

Summary:

Main Roads Western Australia needed to demolish a 250-tonne concrete and steel bridge over rail 300 kilometres east of Perth, while ensuring absolutely zero impact on critical East-to-West coast freight services. They had a one-in-twenty-year rail shutdown window which would allow 96 hours of access. The catch was that the shutdown was less than 8 weeks away.

In near impossible timeframes, Enviro and its demolition contractor worked night and day to develop, challenge and verify detailed engineering and demolition control plans, and safety management documentation.

Enabling works were completed three days ahead of the shutdown window. Enviro took control of the track possession and successfully lifted out the bridge portions and demolished the remaining bridge structure, achieving a 100% waste recycling rate with zero HSE incidents and zero impact on rail operations.

PROJECT VALUE $2M TO $5M

State: ACT
Company: Cord Civil
Project: Majura Driver Training Track Upgrades Stages 1 & 2

Summary:

Cord Civil's project to upgrade and resurface the high-security AFP Driver Training Track in Majura, ACT, was aimed at improving safety for the diverse range of police personnel who use it, from new recruits to experienced highway patrol officers. Key improvements included reducing the grade of surrounding batters, installing an underground stormwater system, removing hazardous rip rap, widening shoulders, implementing race kerbs, and adding guard rails. Cord Civil were able to complete the project in time for reopening in 2025, greatly enhancing safety for this important police training facility.

State: NSW
Company: Brefni Pty Ltd
Project: Cliff Drive Leura, Falls Creek Central Culvert Replacement

Summary:

Blue Mountains City Council engaged Brefni

to construct the Leura Central Culvert. This was a high-profile project within the local community due to the popularity of the nearby area and access to paths, tracks and picnic areas, which made timing and successful delivery critical for Council's reputation and public perception. Challenges included working in a sensitive waterway, steep and heavily vegetated embankments, the presence of overhead High Voltage (HV) and Low Voltage (LV) powerlines, and in proximity to sensitive structures – Chelmsford Bridge the oldest unreinforced concrete bridge in Australia and a Sydney Water Sewer Main all on a constrained site. Mitigating risks required extensive planning, innovative solutions and collaboration with asset owners to ensure the appropriate methodology, and safety and environmental measures were implemented. There were no public complaints during delivery and the project was delivered ahead of schedule.

State: NT
Company: BlackCat Civil Pty Ltd
Project: Drimmie Head Road - Reconstruct Subgrade, Pavement and Drainage

Summary:

Engaged by the Department of Infrastructure, Planning, and Logistics, Black Cat Civil delivered critical road rehabilitation works on Drimmie Head road and Golf Club Road in Nhulunbuy, restoring vital access to the Gunyangara community. The project faced significant challenges, including seasonal weather, complex traffic management, and unexpected fil demands. Through agile project management, Black Cat Civil overcome delays caused by weather and scope changes, completing the works on time and within budget. Innovative solutions, such as use of synthetic fibre-reinforced concrete, ensured long-term durability and product longevity. Operating near sacred cultural sites, Black Cat Civil upheld strict environmental and cultural protocols. The team's commitment to community inclusion led to thirty six percent indigenous workforce Participation and eighteen Percent of Project spend directed to Indigenous Business, solidifying Black Cat Civil's reputation for excellence in remote, culturally sensitive infrastructure delivery.

State: QLD
Company: CivilPlus Constructions Pty Ltd
Project: Yungaburra Raw Water Intake Replacement

Summary:

Tablelands Regional Council engaged CivilPlus Constructions to build a critical raw water intake for Yungaburra's Water Treatment Plant on Lake Tinaroo, featuring a 505 metre submerged pipeline, galvanised pontoon, and electrical upgrades. Installing infrastructure 19 meters below the surface of Lake Tinaroo, where visibility was zero, presented significant challenges. CivilPlus overcame this with a custom winch system, engineered to lower 93 tonnes of ballast blocks, conduits, and cables with 100 millimetre accuracy, which accelerated installation time and minimised risk. GPS survey positioned anchor blocks for the pontoon, with a rubber tether system ensuring it remains in the deepest section during droughts. Completed on the 3rd of March 2025, on budget with zero incidents

and no NCR's, CivilPlus minimised lakebed disturbances and delivered a resilient water supply for Yungaburra's growing population, setting a new standard for deep water pipelines with excellence.

State: SA
Company: Beltrame Civil
Project: Lower Brown Hill Creek Channel Upgrade Stage 1B

Summary:

Beltrame Civil's delivery of the Lower Brown Hill Creek upgrade is the latest step in protecting more than 200,000 residents across Adelaide's most flood-prone catchment.

Beltrame Civil replaced 360 metres of ageing channel with a new 6.8 metre wide by 2.1 metre high reinforced concrete structure that doubles flow capacity and significantly reduces flood risk.

With the entire site bounded by private homes, our team faced significant construction challenges — limited access, a winter delivery, all while maintaining strict environmental controls to manage downstream water flows, erosion, and risk.

Success demanded meticulous planning, proactive stakeholder engagement, and close collaboration with trusted subcontractors. Adaptive work sequencing, particularly just-in-time concrete placement, were critical to maintain momentum.

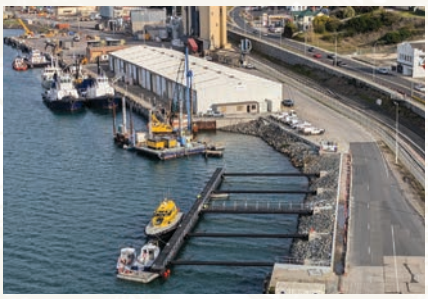
The result: a $4.9 million stormwater asset delivered safely, on budget, and one month ahead of schedule — providing vital flood resilience for the next hundred years.

State: TAS
Company: AWC
Project: Andrew Street Upgrade, Brighton Upgrade and Streetscape

Summary:

Brighton Council engaged AWC to upgrade Andrew Street, delivering roadway reconstruction, new wide shared paths, parking bays, drainage improvements and enhanced streetscape features. A key project requirement was the use of recycled concrete, and AWC's recycling operation processed 4,300 tonnes from this site and other council projects. During construction, the scope expanded to replace a brittle water main with modern materials, improving infrastructure reliability. The project area is a busy road, so managing traffic flow and maintaining residents' access required constant communication and coordination. Despite the additional work, the project was completed on budget and within the amended timeframe. The upgrade has created a safer, more accessible route for pedestrians and cyclists, while revitalising the streetscape in this rapidly growing community.

State: TAS
Company: BridgePro Engineering
Project: Devonport 2 West Tug Berth Pontoon



CCF NATIONAL EARTH AWARDS

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State: VIC
Company: Coliban Water & Simpson Construction Company
Project: Laanecoorie Water Tanks and Pump Station Project

Summary:

Coliban Water engaged Simpsons Construction to build two water storage tanks and a pump station, providing an alternative supply source for the Laanecoorie Water Treatment Plant in central Victoria. The delivery team collaborated to incorporate quality, constructability and design innovations into the works including the slab and ring beam design and independent closed loop testing and commissioning. Workshops were conducted to ensure seamless integration at project completion, ensuring no adverse impacts to treatment processes and operations. The project was successfully delivered on time, on budget and to a high-quality standard, with reduced operational inputs and environmental impacts. Historic raw water supply issues presented significant risks and challenges for the Treatment Plant to operate effectively while sourced from the Loddon River. This project offers significant improvements to the quality, reliability, and drought resilience of the drinking water supply to customers.

State: WA
Company: Saltire Infrastructure
Project: Caves Road Water Mains Upgrade

Summary:

The project involved the supply and construction of about 1.2 kilometres of new water mains along the south side of Caves Road.

From the outset, the project benefitted from strong and transparent collaboration between the three principal parties: Saltire Infrastructure, Kier, and Busselton Water. The key challenge was navigating a complex stakeholder environment, as the proposed pipeline alignment crossed an Aboriginal Heritage Site, a Main Roads Western Australia reserve, and several privately owned properties. In addition, the project needed to have minimal impact to residents and holiday visitors to the area.

The project team overcame these challenges through strong stakeholder partnerships,

strategic forward planning, and the implementation of innovative solutions throughout the project. This together with the dedication and persistence of the project team ensured the project was delivered successfully and ahead of schedule.

PROJECT VALUE $5M TO $10M

State: ACT
Company: Complex Co.
Project: John Gorton Building Hydraulic and Intersection Works

Summary:

The John Gorton Building project involved significant civil and stormwater construction work, including the demolition of an existing open-air car park and the construction of a new multi-storey car park. Complex Co. was responsible for the civil works, including removing old stormwater components and installing a new large-diameter stormwater network. This upgrade was essential for transforming the Kings Avenue/Blackall Street intersection into a four-way signalised intersection, ultimately providing over 1,000 new car parking spaces. Complex Co. successfully navigated the challenges of the project without disrupting bus schedules or emergency services, a testament to their meticulous project planning and execution.

State: NSW
Company: Eire Constructions Pty Ltd
Project: Mardi Transfer Pipeline Extension

Summary:

The Mardi Transfer Pipeline Extension marks a vital upgrade to the Central Coast's water infrastructure. Delivered by Eire Constructions under a $5.98 million Design & Construct contract, the project introduced a new trunk watermain and high capacity pumping system, enabling 33 megalitres per day to flow south via Mardi to Tuggerah. Despite technical and environmental challenges—including trenchless drilling beneath active lagoons—the project was completed with zero supply disruptions or incidents. Integrating seamlessly into a live water network, it now ensures full capacity Hunter transfers and resilience during plant outages. Innovative design, adaptive on-site solutions, and collaboration with Central Coast Council drove the project's success. Built using Eire's proven 10 Steps to Operational Excellence, the pipeline delivers long-term drought resilience, reliability, and environmental protection—setting a benchmark for sustainable infrastructure across New South Wales.

CCF NATIONAL EARTH AWARDS

State: NT
Company: DAC Enterprises
Project: NTG23-0081- Tennant Creek - Small Mines Safety Works

Summary:

The Northern Territory Government's Legacy Mines Unit engaged DAC Enterprises to deliver its largest and first-of-its-kind remediation project—addressing over three hundred legacy mine features across one Hundred square kilometres of remote, rugged terrain in the Tennant Creek Region.

The project involved complex on-ground works including backfilling deep mine voids, installing engineered shafts and ADIT covers, fencing, and signage—each site requiring strict cultural and environmental clearances under active AAPA certificates. DAC developed detailed mapping tools, categorised work procedures, and deployed six specialist teams to manage the program efficiently across challenging terrain with no mobile connectivity or reliable access.

With cultural sensitivity, technical innovation, and logistical precision, DAC supported the Legacy Mines Unit through every clearance and milestone. The project was successfully delivered ahead of schedule and within budget—setting a benchmark for future remediation works across the Northern Territory.

State: QLD
Company: BMD Group
Project: Brisbane Airport A1 to A9 Thresholds Reconstruct Project

Summary:

At Brisbane Airport, BMD delivered the A1 and A9 Thresholds Reconstruct Project with precision planning and industry-first innovations under extreme operational constraints. With zero tolerance for delays, BMD adapted rapidly to a 33% scope increase just days into delivery - finishing on time and on budget. A standout innovation was the modified vacuum lifting system, developed in partnership with Austrack, allowing concrete slabs to be removed safely without breaking, while also reducing silica exposure and injury risk. The team also introduced geogrid-reinforced asphalt overlays amidst strict strength and timing requirements. Working within a live airside environment, BMD achieved zero safety incidents and uninterrupted airport operations. These innovations demonstrate how BMD leads with agility, safety, and technical excellence - setting new benchmarks for aviation infrastructure delivery in Australia.

State: SA
Company: BluBuilt Constructions Pty Ltd
Project: Hallett Cove Coastal Walkway Bridges

Summary:

BluBuilt was engaged by the City of Marion to construct two new, 45m suspension bridges, access stairs, boardwalks, and coastal trails in Hallett Cove. Engaged under an Early Contractor Involvement contract, the project aimed to improve accessibility, safety, and aesthetic appeals for residents and visitors. The project posed a number of challenges, including constructing on difficult and inaccessible terrain, limited plant accessibility, and the site's location within a sensitive coastal environment. Due to the project's bespoke nature and challenging environmental factors, detailed construction methodologies for each bridge abutment were required to ensure worker safety on the less-than-ideal ground. The project was delivered on time, on budget and to a high standard, ensuring a high level of client satisfaction.

State: TAS
Company: TasWater CDO, Versatile Civil Contractors, Batchelors Construction
Project: South Brighton Sewer Infrastructure

Summary:

The South Brighton Sewer Infrastructure Project, led by TasWater CDO, exemplifies smart, community-focused infrastructure. Serving one of Tasmania's fastest-growing areas, it replaced outdated systems with a future-proofed sewer network that supports homes, schools, and businesses. The project delivered a new pump station, nearly two kilometres of mains, and key connections under tight deadlines. This collaboration between TasWater CDO, Pitt & Sherry, Versatile Civil Contractors, Batchelor Construction, and Netco Pumps completed the work on time and on budget. More than just pipes, the project unlocks a vibrant community precinct, enhancing liveability, sustainability, and shared success for the Brighton region.

State: VIC
Company: Simpson Construction Company
Project: Twelve Apostles Lookout

Summary:

Parks Victoria engaged Simpson Construction Company to deliver the Twelve Apostles Lookout, a world-class cantilevered viewing structure within the Port Campbell National Park. The project involved constructing two suspended platforms joined by a dramatic bridge, offering panoramic views of the iconic limestone stacks and the Southern Ocean. Built atop unstable cliffs in a high-wind marine environment, the site posed significant challenges including vibration sensitivity, extreme weather, limited access, and stringent environmental regulations.

Simpson's team implemented innovative prefabrication, real-time cliff monitoring, and precise logistics to protect cultural heritage, native species, and public safety. The team also navigated a mandatory shutdown during wildlife breeding season and maintained access for millions of visitors. Delivered to the highest quality standards, the Twelve Apostles Lookout is a lasting legacy of technical excellence, cultural respect, and environmental care.

State: WA
Company: Rob Carr & NEWest Alliance
Project: Anaconda Drive Sewer Pressure Main Realignment

Summary:

The project's primary goal was to replace a section of the existing pressure main, installing it within a micro-tunnel sleeve crossing under the existing live Arc Infrastructure railway line and the proposed new PTA Public Transport Authority passenger rail lines.

The existing DN900 sewer pressure main has a large catchment area without any redundancy, which meant that commissioning of the relocated section of the pipe with minimal disruption to the critical sewer pressure main was a significant challenge.

Interface with existing infrastructure and various stakeholders were identified early in the project as significant risks. The works involved constructing deep shafts as launch and receival shafts either side of the railway and complex temporary works near Western Power over head transmission lines. The project team excelled, integrating complex technical and construction demands.

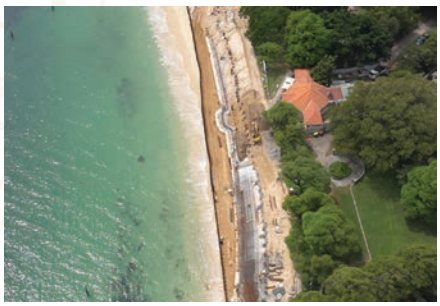
PROJECT VALUE $10M TO $30M

State: ACT
Company: Guideline ACT
Project: Molonglo Valley Interceptor Sewer (MVIS) Odour Mitigation Project Design and Construction of Four Odour Control Units

Summary:

Guideline ACT's project for the Molonglo Valley Residential Development addressed concerns about odour emissions from ventilation structures, with new homes being built nearby. To address this, Guideline ACT replaced the existing ventilation structures with advanced Odour Control Units (OCUs), which use fan-forced extraction to manage odour emissions while maintaining the sewer's integrity. This project sets a new standard for odour mitigation in urban settings, and stands as a great achievement with community benefits.

State: NSW
Company: Cherrie Civil Engineering Pty Ltd
Project: Shark Beach, Nielsen Park Seawall



Summary:

The Nielsen Park Seawall project at Shark Beach, delivered by Cherrie Civil Engineering for the National Parks and Wildlife Service, revitalized one of Sydney Harbour's most cherished swimming spots.

The original 1930s seawall, damaged by storms in 2016, required a comprehensive rebuild. The new structure features deep piles founded up to 24 meters into bedrock, designed to endure harsh marine conditions and anticipated climate impacts for the next century whilst maintaining a top-class aesthetic.

Despite challenges—including limited site access, heritage constraints, and environmental sensitivities—the project incorporated innovative techniques like wet grinding for superior concrete finishes.

Collaborative e□orts with Indigenous contractors and local suppliers ensured community engagement and value.

After overcoming delays due to weather, asbestos discovery, and contractor changes, Shark Beach reopened in December 2024, o□ering enhanced safety, accessibility, and resilience for future generations.

State: NT
Company: Advance Civil Engineering Pty Ltd
Project: Frances Bay Mooring Basin Lock Upgrade

Summary:

Engaged by the Northern Territory Government, Advance Civil Engineering undertook the complex upgrade of the Frances Bay Mooring Basin lock, extending its life by thirty years. Works included replacing the two seventy-tonne steel lock gates, upgrading all hydraulic and electrical components, and improving lock wall stability—all while maintaining operation. A key challenge was the discovery of multiple failed tie rods, which validated Advance's push for an innovative soil block design that removed the need for traditional tie rods and expensive cathodic protection. Design changes were made on the fly to accommodate emergency strengthening works and the complete overhaul of our original design. Advance navigated these significant structural complexities with flexibility, innovation, and persistence. Despite the challenges, the project was delivered safely, to a high standard, and on budget while significantly improving infrastructure resilience.

State: QLD
Company: Durack Civil
Project: Gympie DRFA Events Construction Package 03

Summary:

Durack Civil was proud to partner with Gympie Regional Council to deliver Package 02 of the DRFA program, restoring over 4,000 flood-damaged road and drainage sites across the Gympie region. This project was delivered through multiple separable portions, with seven mobile crews working in parallel across remote, challenging terrain. By leveraging cloud-based project control systems, Durack Civil ensured

DRFA compliance while upholding the highest standards in safety, environmental management, and community engagement. The project not only focused on vital infrastructure recovery but also on fostering local workforce participation and upskilling, creating a lasting impact on the region. Durack Civil achieved practical completion in March 2025, with zero lost time injuries and full funding eligibility confirmed, a testament to Durack Civil's commitment to excellence and legacy-building.

State: SA
Company: McMahon Services Australia Pty Ltd
Project: Goolwa Wharf Precinct Project

Summary:

The Goolwa Wharf Precinct has undergone a major transformation through an $11.2 million investment by all levels of government, preserving South Australia's steam-powered riverport heritage while creating a vibrant, accessible space for locals and visitors. Commissioned by Alexandrina Council and delivered by McMahon Services, the project was completed over three stages and included the reconstruction of the heritage-listed wharf, construction of a new wharf building, sealing of car parks and pathways, and upgrades to the Signal Point Experience Centre. The works navigated complex heritage requirements, design changes, seawall construction, and extensive community consultation. More than 9,000 metres of timber were used, with salvaged materials thoughtfully repurposed throughout the site. The result is a landmark renewal that honours the past, supports future growth, and strengthens community pride.

State: TAS
Company: Hazell Bros Group
Project: Murchison Dam Spillway Upgrade

Summary:

Hazell Brothers were engaged by Hydro Tasmania to construct up to 5 metres of spillway chute wall raise at Murchison Dam, located in the west coast wilderness. The aim of the project was to reduce the risk position of the dam for Hydro Tasmania, by providing additional flood protection, so the dam can safely pass floods of rarer frequency.

The scope also included some other ancillary items to further reduce the risk profile of the asset. Hazell Brothers required extensive temporary works to provide craneage and personnel access to the worksite. Numerous innovative formwork solutions were required to construct the bespoke geometry of the chute wall raise. Hazell Bros delivered this project on schedule and within budget, and enhanced the dam's capacity to manage extreme flood events in line with updated standards.

State: VIC
Company: Rob Carr Pty Ltd & Greater Western Water
Project: CBD Sewer Augmentation Stage 3 – Elizabeth Street

Summary:

The CBD Sewer Augmentation Stage 3 – Elizabeth Street project is a key part of Greater Western Water's strategy to futureproof Melbourne's sewer network. Delivered by Rob Carr in partnership with SMEC, the design and construct project involved installing 730 metres of OD820 sewer via microtunnelling beneath Elizabeth Street. Works were completed across seven separate drives at depths of up to 10 metres, requiring multiple access shafts in highly constrained urban areas. Construction took place next to live traffic lanes, tram corridors, and critical underground services—without disrupting surface activity. The team overcame complex ground conditions and limited working space through precise microtunnelling, with a strong emphasis on safety, community, heritage, and stakeholder engagement. Completed in 2024, the new sewer increases the CBD network's capacity and resilience, supporting population growth, protecting the environment, and ensuring reliable sewerage services for Melbourne's future.

State: WA
Company: BMD
Project: Belmont Park Redevelopment

Summary:

BMD, in partnership with Main Roads Western Australia, delivered upgrades to the local road and shared path network. Works included construction of a 72-metre pedestrian bridge over Graham Farmer Freeway, a southbound traffic lane on the Victoria Park Drive Bridge, and modifications to the Saintly Entrance intersection from the freeway off-ramp. Innovative solutions, including preassembled edge protection and revised demolition methods, reduced risks, improved safety and minimised disruption.

Despite complex staging in a constrained environment with live traffic conditions, the project was delivered on time and under budget. The project has significantly improved connectivity to Optus Stadium and Belmont Park Racecourse, making it safer and more convenient for the community to attend events and enjoy the precinct. It will also support long-term growth and increased activity in the area.

PROJECT VALUE
$30M TO $75M

State: ACT
Company: Huon Contractors, Egis Consulting and Riverview Projects
Project: Macnamara EDP 1 Package 1

Summary:

Led by Huon Contractors with design and supervision provided by Egis Consulting, the Macnamara EDP 1 Package 1 project is a significant subdivision project in Macgregor, ACT. The Macnamara site will feature 383 residential dwellings, including single and multi-unit homes, and is designed to integrate with the surrounding environment. The project included significant infrastructure, earthworks, landscaping, and environmental protection measures. The project team demonstrated effective management and innovation, focusing on safety, training, and community engagement to deliver a

successful subdivision.

State: NSW
Company: Daracon Group
Project: Hydro Aluminum Kurri Kurri

Summary:

Daracon was appointed as the main contractor on the Hydro Aluminium Kurri Kurri Smelter remediation works in May 2019, reaching practical completion in August 2024.

The scope of works included construction of a new Engineered Containment Cell which entailed Bulk Earthworks, installation of a dual lining and drainage detection systems, transfer of over 700,000 tonnes of contaminated waste into new Engineered Containment Cell, establishment of temporary water treatment plant plus capping and rehabilitation of the new Engineered Containment Cell.

This large-scale remediation project was not without its challenges, where careful consideration was given to the design and construction elements. Agile planning to best accommodate increased waste volumes, inclement weather, stringent safety considerations and a sensitive lining system were some of the complexities encountered.

Thankfully, Daracon Group's 40 years of civil construction expertise play a vital role in the successful delivery of this project.

State: NT
Company: SEE Civil, South 32 Groote Eylandt Mining Company Pty Ltd (GEMCO)
Project: Northern Haul Road Bridge Project - Groote Eylandt Angurugu Creek

Summary:

In March two thousand twenty four, following severe damage from Tropical Cyclone Megan, SEE Civil and South 32 (GEMCO) partnered to deliver urgent infrastructure repairs on Groote Eylandt. The project involved rebuilding a critical haul road and culvert within six months, before the onset of the wet season.

Construction included installing large precast culverts and link slabs, an in-situ sheet pile cofferdam, culvert base slab, and the installation of pre-cast elements. The team positioned and backfilled wingwalls and headwalls, removed excess sheet piles, flooded the culvert, and reinstated the creek alignment.

The project faced significant challenges: no existing designs, limited local workforce, and complex logistics requiring all materials to be transported by barge across open seas.

Completed on time and within budget, this project exemplifies excellence in collaborative project management and engineering in remote Australia.

State: QLD
Company: SEE Civil Pty Ltd
Project: Loganlea Road Upgrade Project

Summary:

SEE Civil delivered the $59.1 million Loganlea Road Upgrade, transforming a 2.3-kilometre corridor for Logan City Council. The project widened Loganlea Road from four to six lanes, upgraded three major intersections, and improved travel times for over 42,000 daily users. Completed two months ahead of schedule, under live traffic and with zero reportable safety incidents, the project overcame challenges such as complex staging, tight work zones, and critical utility relocations. Innovation played a key role, with a groundbreaking traffic management model saving $360,000 and the use of Carbon Fibre Reinforced Polymer to strengthen Ray Hodgson Bridge. Twelve utility services were relocated seamlessly through expert coordination. Sustainable pavements and flood-resilient drainage set a new benchmark for construction excellence and safety. This project goes beyond business as usual, showcasing superior planning, execution, and a commitment to smart, sustainable infrastructure for future growth.

State: SA
Company: McConnell Dowell Constructors (Aust) Pty Ltd
Project: Port Dock Railway Line Project

Summary:

After more than 30 years without heavy rail, the Port Dock Railway Line proudly reconnects Port Adelaide to the Adelaide CBD and metropolitan network. Delivered by PTPA: McConnell Dowell, Mott MacDonald, Arup, and Department for Infrastructure and Transport, this $51 million project delivered more than a one-kilometer spur line: it created a landmark new Baker Street station and integrated bus interchange.

Driven by a vision to enhance access, ease congestion, and revitalise a growing community, the project exemplified collaboration in a challenging urban environment. Partnerships with the Aviation and National Railway Museums, local businesses, and residents ensured delivery with minimal disruption.

A major triumph was installing a state-of-the-art signalling system while trains remained in service.

Completed four months early, under budget, and injury-free, Port Dock is a shining example of planning, innovation, and community value that will endure for generations.

CCF NATIONAL EARTH AWARDS

State: TAS
Company: Hazell Bros Group
Project: Lake King William Approach Channel, Intake and Downstream Portal Excavation Works

Summary:

Hydro Tasmania engaged Hazell Brothers to undertake the Lake King William Approach Channel, Intake and Downstream Excavation works at Tarraleah in central Tasmania.

Delivered in challenging environmental conditions under three separable portions, works began in late 2022 at Lake King William and were completed at the beginning of 2025.

Across the three separable portions of the project, approximately 330,000 m^3 of rock and soil was excavated, 40 controlled blasts were carried out, over 4,200 rock bolts, approximately 3,200 m^3 of shotcrete was applied and 2,200 m^3 of plastic concrete was placed to form a low-permeability cut-off trench to control seepage and maintain structural integrity.

Hazell Brothers received positive feedback from Hydro Tasmania's representatives regarding the collaborative approach, responsiveness to emerging risks, and professional conduct throughout including successfully delivering the project without any EPA reportable environmental incidents or lost time injuries recorded.

State: VIC
Company: Fulton Hogan
Project: Brunt Road Level Crossing Removal Project

Summary:

Fulton Hogan, engaged by the Level Crossing Removal Project (LXRP) in partnership with Metro Trains Melbourne (MTM), successfully delivered the Brunt Road Level Crossing Removal Project. Tasked with constructing a new bridge to improve safety and connectivity for drivers, cyclists, and pedestrians, the project embraced innovative solutions, leading to impressive outcomes. Future-proofing the infrastructure alongside careful coordination with key stakeholders ensured minimal disruption to essential services. Community and workforce engagement were prioritised, leveraging initiatives like the five-day work week pilot to enhance employee well-being, productivity, and job satisfaction. The project concluded ahead of schedule and under budget, maintaining high standards of quality, safety, and environmental management, ultimately fostering a legacy of healthier work environments and sustainable project planning.

State: WA
Company: SRG Global
Project: Pilgangoora Tailings Storage Facility & Associated Infrastructure

Summary:

Pilgangoora Tailings Storage Facility & Associated Infrastructure

PLS engaged SRG Global to deliver these works at the Pilgangoora Lithium-Tantalum Project in the Pilbara. The tailings storage facility comprised a single-cell, multi-zoned downstream profile embankment, with further key components delivered under separable portions including the embankment and diversion channel, embankment and underdrainage system, decant water storage pond, haul road, road extension, and services corridor earthworks.

The works involved clearing 320 hectares—equivalent to 160 AFL football fields—moving 4.2 million cubic metres of material, installing more than 69 kilometres of drainage, and constructing 8 kilometres of road pavement.

Innovations, such as customised D10 dozer attachments, boosted clearing productivity by 40 per cent. Completed ahead of schedule, within budget, and with over 170,000 hours injury-free, the project sets a benchmark in safe, efficient, and environmentally responsible mine site infrastructure delivery.

PROJECT VALUE
$75M TO $150M

State: NSW
Company: Seymour Whyte Constructions Pty Ltd
Project: Nelligen Bridge Replacement

Summary:

The Nelligen Bridge Replacement continues 150 years of connection across the Clyde River—from the first punt in 1875 to the original bridge built in 1964. But after decades of service, the crossing had reached its end.

Engaged by Transport for NSW, Seymour Whyte delivered a new 349-metre, 11-span bridge with a 100-year design life—built to withstand floods and future growth.

Faced with extreme terrain, tight access and live traffic, the team engineered steep 28-metre cuttings and stabilised slopes using rock anchors and soil nails. In a sensitive marine environment, they eliminated underwater welding, used coffer dams to protect water quality, and reused waste concrete and acid sulfate soils.

Despite floods and geotechnical risks, the bridge opened early and on budget. Along the way, First Nations workers were empowered, students inspired, and a lasting environmental legacy delivered—connecting Country, community, and the Clyde for generations.

CCF NATIONAL EARTH AWARDS

State: QLD
Company: McIlwain Civil Engineering Pty Ltd
Project: South Coast Region Emergency Response Program

Summary:

McIlwain was engaged by Transport and Main Roads to deliver the South Coast Region Emergency Response Program project in the Gold Coast Hinterland. The project consisted of 77 sites across three project areas to restore full vehicular access after natural disasters affected the integrity of roads, resulting in landslips and landslides in the Lower Beechmont, Springbrook Gold Coast Road, and Lamington National Park Road areas.

Engaged under an accelerated incentivised transport contract, the project team collaborated to design and construct simultaneously, delivering value-for-money solutions.

Innovative methodologies included the use of excavator-mounted drill rigs, spider rigs and grout socks as well as massBloc retaining walls for permanent works, a first on a project for the client.

McIlwain displayed engineering excellence and best practice, proactively managing safety and environmental risk, all while achieving 98% local supplier engagement.

McIlwain is proud to have reopened a vital connection for stakeholders and residents in this local community ahead of schedule.

State: SA
Company: McConnell Dowell Constructors (Aust) Pty Ltd and Department for Infrastructure and Transport
Project: Heysen Tunnels Refit and Safety Upgrade

Summary:

The Heysen Tunnels Refit and Safety Upgrade was a landmark infrastructure achievement, delivered by McConnell Dowell in partnership with the South Australian Department for Infrastructure and Transport.

Carrying more than 50,000 vehicles daily, the South Eastern Freeway tunnels required a major upgrade after two decades of service. The challenge: deliver critical works with no daytime closures, no traffic interruptions, and minimal disruption to the public.

Over 540 nights, the project team installed Australia's first tunnel fire misting system, new jet fan ventilation, LED lighting, Intelligent Transport Systems, and fibre-optic communications—returning the tunnels to full operation each morning.

Guided by advanced digital engineering, prefabrication, and real-time decision-making, the project overcame immense spatial and time pressures.

Completed without a single traffic incident or lost time injury, the Heysen Tunnels stand as a safer, smarter, and more resilient network for generations.

State: TAS
Company: Hazell Brady Joint Venture
Project: Devonport East QuayLink Project: T3 Marine & Dredge Works

Summary:

A joint venture between Hazell Brothers and Brady Marine and Civil has delivered the first critical package of TasPorts' QuayLink Project - the Terminal 3 Marine and Dredge Works.

Including a new wharf structure, berth pocket and reclamation, the project was delivered wholly within the working port and required innovative design elements and construction methodologies to overcome challenges including variable ground conditions, the sensitive marine environment, and working around shipping movements.

The team met or exceeded all requirements for functionality, safety, environmental and quality, while creating genuine and long-lasting legacy for Tasmanian businesses and a local and engaged community.

Completed as scheduled and under budget, the new wharf is the largest built in Tasmania for decades and, with a 50-plus year design life, will play a vital role in shaping the future of Devonport's tourism and trade sectors.

State: VIC
Company: Whelans Group & Major Road Projects Victoria
Project: Bogong High Plains Road Landslip

Summary:

In October 2022, a large active landslip was detected on Bogong High Plains Road – the largest in Victoria in 40 years. Its impact was far reaching, with access to Falls Creek via Mt Beauty cut off, Bogong Village evacuated, and communities and businesses fearful the upcoming winter season would be lost. Following initial clearing works by the Department of Transport and Planning, Whelans Group and Major Road Projects Victoria ramped up works to restore single lane access ahead of the ski season, with skilled teams, trucks and specialised machinery reaching this goal in April 2023. Crews continued to remove close to 600,000 tonnes of material in challenging conditions, shaping four large benches to stop material from reaching the road in the future. After 18 months, two lanes finally reopened on Monday 27 May 2024, marking the end of major works.

CCF NATIONAL EARTH AWARDS

State: WA
Company: Fitzroy Bridge Alliance, comprising of BMD Constructions, Georgiou and BG&E
Project: New Brooking Channel Bridge

Summary:

Building on the successful delivery of the Fitzroy River Bridge in 2023, Main Roads Western Australia engaged the Alliance to replace the single-lane Brooking Channel Bridge. The scope included a new dual-lane bridge, road approaches, scour protection and demolition of the old structure. The team navigated complex logistics due to the remote location, constructed a flood-resilient temporary causeway under tight heritage constraints, and overcame delays in steel procurement through resequencing.

Retaining training participants was another challenge, addressed through pastoral care, flexible rosters and on-site mentoring. Training programs were embedded in the works, with 42 locals graduating and 26 moving into longer term employment. Aboriginal-owned businesses were supported to grow and diversify.

Delivered on time and on budget, the project left a lasting legacy of skills, jobs and regional capability that will shape future infrastructure delivery in the Kimberley.

PROJECT VALUE
$150M+

State: NSW
Company: John Holland Seymour Whyte Joint Venture (JHSW JV)
Project: Sydney Gateway Stage 1 + 3

Summary:

Engaged by Transport for NSW, the John Holland Seymour Whyte Joint Venture delivered Sydney Gateway – a $1.7 billion project creating a new toll-free connection between Sydney Airport and the motorway network. Delivered in one of the state's most constrained corridors, the project faced complex interface risks including live airport operations, rail, heritage waterways, and contaminated land. The JV responded with disciplined planning, collaborative interface management, and precision staging within limited curfew and possession windows to maintain continuity for critical networks. Innovative methods – including modular construction, offsite preassembly and long-span steel launches under live conditions – enabled outcomes rarely achieved on projects of this scale. Sydney Gateway was completed safely, ahead of schedule, on budget, and without disputes – setting a new benchmark in infrastructure delivery.

State: NT
Company: Sitzler Pty Ltd
Department of Logistics & Infrastructure - NT Government
Project: Tiger Brennan Drive Overpass

Summary:

The Department of Infrastructure, Planning and Logistics engaged Sitzler to design and construct a new grade separated interchange for the Tiger Brennan Drive and Berrimah Road intersection to improve the safety and movement of freight to and from the port of Darwin.

Three Hundred and ninety thousand cubic meters of fill was used to construct embankments up to 9metre high using material won from the sixteen metre high cuts. Extensive ground improvement works overcame the poor foundation materials.

The two span bridge comprised Thirty-eight Super T girders supported on bored piles. Bridge abutment walls featuring local indigenous artwork use reinforced soil to hold up the walls.

Works involved extensive services relocations and drainage.

Works were carried out throughout three wet seasons under strict environmental standards.

Complex staging and traffic management was needed to complete the works safely without major incident.

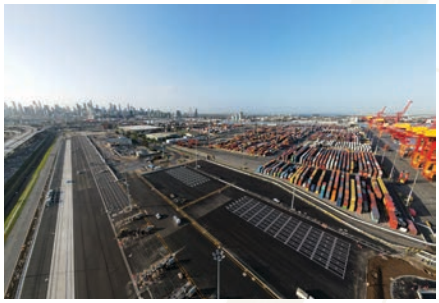
State: SA
Company: Victor Harbor Road Duplication Project Fleurieu Connections Alliance
Project: Main South Road Duplication Project (Stage 1)

Summary:

The Fleurieu Connections Alliance - comprising CPB Contractors, Aurecon and GHD - was engaged by the Department for Infrastructure and Transport to deliver the $650 million Stage 1 of the Main South Road Duplication and the Victor Harbor Road Duplication. Completed in 2024, the project tackled complex terrain, live traffic and environmentally sensitive areas with innovative engineering and adaptive construction. From the towering Pedler Creek Bridge to Port Road's constrained urban interface, every challenge was met with precision, sustainability and strong stakeholder engagement. Delivered on budget and to the revised program, the project created lasting environmental and Indigenous legacies - and secured Stage 2 as a testament to its success.

CCF NATIONAL EARTH AWARDS

State: VIC
Company: Seymour Whyte Constructions Pty Ltd
Project: Port Rail Transformation Project



Summary:

Engaged by the Port of Melbourne, Seymour Whyte was appointed principal contractor to deliver the Port Rail Transformation Project – shifting freight from road to rail to boost efficiency at Australia's busiest container port. Operating in one of the nation's most complex environments, the team tackled challenges like contaminated ground, a high-water table, and the requirement to maintain 24/7 port operations. They delivered pioneering solutions including a world-first multi-lift in situ stabilisation method for heavy bound pavement, an onsite water treatment plant, and a 612m continuous concrete track slab. With a focus on excellence beyond compliance, Seymour Whyte met the Port of Melbourne's critical deadlines, recording only one unplanned closure and no disruption to broader port operations. As a result, the project has created a legacy of resilience, sustainability, and national economic value – delivering an asset critical to Australia's freight future.

State: WA
Company: Armadale Line Upgrade Alliance, comprising of Acciona, BMD, WSP, AECOM, and Public Transport Authority (PTA)
Project: METRONET Victoria Park-Canning Level Crossing Removal Project

Summary:

The ALUA (A-LOO-ah) team has proudly championed initiatives providing lasting social, economic, and industry-wide benefits. These efforts have positively impacted underrepresented groups and delivered innovations never before seen in WA's construction sector.

The project required a strict 18-month shutdown of the Armadale Line. During the shutdown, the ALUA team consistently exceeded targets, challenged industry norms, and delivered major milestones safely and efficiently.

This was a landmark infrastructure project, involving the removal of six level crossings and construction of five new elevated train stations across a 7.5 kilometre stretch of the inner Armadale Line. Train services resumed on schedule this June. Beyond project delivery, the ALUA team has been a respectful and responsive neighbour to both interfacing projects and the thousands of residents, commuters, and businesses located near the works.

About Shivendra & Co

At Shivendra & Co, we were proud to partner with the Civil Contractors Federation in the development of this Market Capacity Report. Our role centred on the analysis of national survey data and the translation of that data into clear, actionable insights for contractors and policymakers. We worked closely with the CCF team to ensure that every finding reflected the realities of the civil construction market and provided practical guidance on how businesses can position themselves for future opportunities.

Our team applied a rigorous analytical framework to the data collected from across Australia, identifying trends in workforce availability, procurement models and project demand. Through segmentation and comparative analysis, we were able to highlight where capacity constraints are most acute and where opportunities for growth are emerging. Our focus was not only on interpreting the numbers, but on understanding what they mean for contractors operating in a changing infrastructure environment.

Beyond the analytics, we collaborated with the CCF to shape the structure and messaging of the report, ensuring that key insights were aligned with the Federation's national advocacy goals. By combining our industry experience with a data-driven approach, we aimed to create a report that is both credible and practical, offering a clear picture of the challenges and opportunities ahead.

It has been a great experience partnering with the Civil Contractors Federation and working cooperatively to produce the latest figures for Australia's civil construction sector. We appreciate the opportunity to contribute to such an important piece of work and to support an industry that plays a critical role in the nation's growth.

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