

BMD Group business strategy

To be achieved by June 2023



OUR PURPOSE		OUR CULTURE		OUR VALUES	
To sustain a profitable business by supporting our staff to deliver exceptional performance for our stakeholders		The BMD Way – what makes BMD different is our value system, unique culture and general commitment to all staff		Family Empowering Determined Collaborative Striving to do better	
PEOPLE		PROCESS		PERFORMANCE	
CONTENT PILLARS	Help our people perform at their best through: - investing in people through formal and informal education and training - the promotion of people and achievements, and the celebration of success - improving communication.	- Understand and manage risk at a tender/contract, project/construction and business level. - Create opportunity through entering new markets and remaining focused on geographic and product diversity. - Manage cash flow and strive to make profit by being transparent about money at the correct level.		- One team approach that delivers consistent performance by remaining innovative and agile. - Harnessing the capability of our people to deliver projects for profit. - Placing an emphasis on accountability and providing support for our people to take accountability for their individual performance.	
	- We will retain our unique, family orientated culture by focusing on increasing diversity within the business and fostering opportunities for our people to excel in their roles. - BMD was founded on achieving success through people. We value each individual and empower, support and encourage them. - Celebrating success has always been at the heart of The BMD Way and we believe that continual recognition of milestones is a very important aspect of retaining a high performing team. - At BMD, success in training is measured by the direct benefits it creates for the individual employee. When training leads to role progression or increased responsibility within an existing role, it is considered that the provided training has both empowered and enabled the individual to strive for increased efficiency and output.	- BMD delivers a foundation for success by providing a system and processes that continue to support our people to perform at their best, facilitating the foundation's ongoing evolution to ensure quicker, more effective decision making now and into the future. - BMD focuses on the early identification and effective management of risks and opportunities to provide positive outcomes for clients. - BMD continues to implement our geographic and operational diversification strategy while successfully managing financial risks passed from our clients to BMD as contractor. - Through a commitment to transparency and the communication of cash flow at the appropriate business level, BMD will continue to increase profit and provide security for the business and its people.		- Health, safety, environmental and quality excellence is at the heart of everything we do – it's the BMD Way. BMD takes a holistic approach to HSEQ management in line with the BMD vision and in particular, our family value. - BMD will problem solve together with our people and stakeholders, innovating through the adaption of technology to continue to create efficiencies in our business and provide clients with effective solutions to create business opportunities. - BMD's one team, collaborative approach and vertical integration strategy will continue to achieve successful client outcomes via our whole-of-life service offering.	
FOCUS AREAS	Training and education	Balance and belonging	Commercial	Future-proofing and digital transformation	Health, safety, environment and quality (HSEQ)
	- Retain high quality people through upskilling and education. - Upskill and train people to foster increased opportunity for internal promotions.	- Retain our unique, family orientated culture. - Focus on increasing diversity within the business, particularly through gender diversity and Aboriginal and Torres Strait Islander employment.	- Ensure company profitability to fund sustainable growth. - Careful project selection to suit delivery resource capability. - Upskill teams to ensure contractual entitlements are ensured. - Accuracy in forecasting to achieve set margins and positive cash flow, with no surprises.	- Dedicate budget to enable implementation of technology and digital systems. - Utilise data for more efficient and effective decision making to ensure a proactive approach which enables better outcomes for BMD.	- The BMD Way is about looking after your mates and actively promoting continual improvement to health, safety and environmental management. - Maintaining a strong HSEQ culture with visible leadership and accountability. - Continue to improve HSEQ systems to assist in the achievements of our targets.
OBJECTIVES	- Develop a comprehensive competency framework for every role at BMD. - Each employee to undertake a gap analysis in line with the competency framework in conjunction with their manager. - Manager and employee to develop an action plan which will form the basis of ongoing performance reviews.	- Deliver on the actions and deliverables outlined in the Innovate Reconciliation Action Plan (RAP), and any succeeding RAP documents. - Ensure BMD meets or exceeds our client's Indigenous engagement targets outlined on applicable projects. - BMD senior and middle management (down to Project Manager level) to undertake unconscious bias training. - Ensure female representation across BMD's professional development programs including the Graduate Program and emerging leaders program, Fortitude. - Increase female employment numbers by 1.5% each year.	- Achieve and exceed set business plan margin and tender margin (≥ 110%). - Ensure projects run at positive cash flow – i.e. total invoiced revenue greater than project costs to date (>+10%). - Unapproved variation and risk and opportunity revenue take-up never to be greater than forecast final margin (FFM).	- Build confidence within the business by using analytics to drive best for business outcomes. - Provide a lean system which is intuitive to the user. - Increase employees' satisfaction in relation to BMD's tools and resources by 10% each year, measured through the annual Group-wide survey. - Ensure measurable parameters, for example cost or time, are achieved for each implemented business enhancement.	- Achieve all lag and lead HSEQ targets for the business. - Achieve 100% completion of all HSEQ scheduled audits within each calendar year. - Conduct investigations and reviews following every incident to learn and prevent reoccurrence.