Creating, connecting, and caring for communities.







- 03 Our values
- 05 Our structure
- 07 Safety
- 09 Sustainability
- 11 Partnering communities
- 13 Our growth since 1933
- Capabilities at a glance
 - 17 Airports
 - 19 Defence
 - 21 Materials
 - 23 Ports and Terminals
 - 25 Rail
 - 27 Renewables
 - 29 Roads and Bridges
 - 31 Road Maintenance and Asset Management
 - 33 Technical
 - 35 Telecommunications
 - 37 Trenchless Technology
 - 39 Water and Wastewater





Fulton Hogan acknowledges the traditional custodians of the lands across Australia on which we live and work. We acknowledge their connection to this Country and pay our respect to Elders past and present.





Fulton Hogan delivers high-quality infrastructure to improve the lives of people in Australia and New Zealand, every day. Our 10,000+ strong team works in every kind of weather, creating, connecting, and caring for communities. After more than 90 years in business, we believe resilient infrastructure will help tackle the challenges of a changing world, and we will continue to invest and innovate to play our part.

We build and maintain the roads, rail, ports, airports, bridges, parks and utility networks which make up connected, functioning towns and cities across Australia. We also create the vast networks of pipes and drains below ground which supply clean water, energy, fuel, data and manage waste, keeping communities healthy and liveable.

Our decades of experience in delivering and looking after infrastructure in Australia, New Zealand, and the South Pacific is complemented by our own network of quarries, asphalt, and bitumen blending plants. Our vertically integrated business model assures quality, embeds sustainability and provides increased control over delivery schedules for our valued clients in every State and Territory across Australia.



Our values They keep us REAL

The names you see on our trucks, our hard hats and our high-vis vests are more than just a brand. They're the names of our founders, Jules Fulton and Bob Hogan, who teamed up as partners in 1933 to start a quarrying and asphalt business and create a future for their families. Those families, together with more than 2,500 of our employees, still own our public, non-listed company today with corporate offices in Australia and New Zealand.

We pride ourselves on being a family-owned company – one which cares about communities and environments, and the people in them, especially our customers, suppliers and our workforce of 10,000+ people. While times and technology have changed, what holds constant is the way we work.

- We earn respect through our actions and show respect to everyone we deal with.
- We are known for our energy and effort to get the job done to the best possible standard.
- We value a professional and positive attitude in our work, no matter what the job may throw at us
- We show leadership and own our responsibility to deliver projects safely and successfully, while developing those around us.

This approach proved successful over 90 years ago and continues to be effective for us today.



03 Statement of Capabilities Statement of Capabilities 04

Our structure

Fulton Hogan has been working within Australia since 1980, boosting our footprint through various acquisitions along the way.

From an initial focus on road surfacing, maintenance and repairs, Fulton Hogan Australia has grown into a fully integrated resources and infrastructure company powered by more than 4,000 employees throughout Australia today.

Uniquely able to draw on our own network of quarries, asphalt and bitumen blending plants, our teams can both self-perform and partner with third parties all the way through the gamut of horizontal construction, including multilane highways, interchanges, bridges, ports, terminals and other structures, through utilities such as water and telecommunications, to the infrastructure services required to keep infrastructure safe, maintained and in operation 24/7.

Reflecting these three related areas of work, we are organised into three business units – Construction, Utilities and Infrastructure Services. Our clients experience us as 'one Fulton Hogan' with a Fulton Hogan Australia executive team lead by the CEO of Fulton Hogan Australia.

Fulton Hogan is independent and privately owned, giving us the flexibility to be a good partner. For over 90 years we have sustained long-term working relationships and delivered projects and services as principal contractor, joint venture partner, sub-contractor and as an alliance member in both routine environments and after major natural disasters such as fires, flooding and landslips.



O5 Statement of Capabilities Statement of Capabilities 06

Safety Embedded everywhere

Fulton Hogan does not compromise on safety - it comes first in everything we do. It's not just a policy or set of rules, but is about putting people at the heart of everything we do.

We approach safety through the lens of Living Safely. To us, Living Safely is more than just a philosophy it's the way we show up every day. It shapes how we approach our health and safety on sites and in offices around Australia, how we behave, and how we act.

Living Safely is a mindset that puts our collective health, safety, and wellbeing first, all day, every day. This fosters an environment where our operational leaders lead, our systems enable, our people are empowered to make good decisions, and we hold each other accountable. We live safely so that we, and others in the communities in which we live and work, can get the most out of life.

Using the latest safety systems, leadership techniques, training and support helps our people and subcontractors go home safely after every shift. Safety inductions are mandatory on sites, and we start every day with site safety briefings, highlighting new risks and reinforcing the need for constant care. We enforce our life saving rules and foster a positive safety culture on every site, ensuring that safety is everyone's responsibility. We work with our customers to eliminate safety risks through design and construction processes, and actively support industry leading programs promoting self-care and mental and physical wellbeing in the workforce.

We are nationally certified ISO 45001:2018 for Safety Management Systems.



Sustainability It runs deep

As a family-owned business, we put family first – to us, family means our clients, our people, our partners, and our communities.

To do right by our communities, we recognise we need to leave a lasting positive legacy. This means leading with our values in the delivery and maintenance of infrastructure where we minimise our environmental impact, uphold our social responsibilities, and ensure long-term stability of our business.

Our Sustainability Strategy identifies our key social, environment and business focus areas under three pillars. These focus areas are informed by internationally recognised standards such as the UN Sustainable Development Goals and include local and industry-specific priorities.

We are committed to excelling in our key focus areas, fully aware that sustainability is a complex and ever-evolving field. Embracing the right actions at the opportune moments, we will engage with transparency and integrity with our stakeholders as we learn, adapt and continuously improve on our journey. We've been working hard to do this for over 90 years and we will continue to do so for many more years to come.



Partnering communities

The power of working together

At Fulton Hogan, we pride ourselves on being at the heart of the communities in which we operate.

Local people doing local jobs is our preferred approach, ensuring that the communities we build remain strong and vibrant for generations to come. Striving for a diverse and inclusive workplace that values and promotes respect, we believe that diversity of thought, background, and experience is essential for the work we do in the communities we serve.

We demonstrate the same respect across society, purposefully engaging First Nations people and being good neighbours in the places where we live and work.

We leverage our scale and influence to contribute to broader social outcomes where we can make a difference through the good work we do.

In Australia, we have partnered with the Clontarf Foundation for a number of years. The not-for-profit organisation works to improve the education, life skills, wellbeing and employment prospects of young Aboriginal and Torres Strait Islander men and boys. Many of the Foundation's 120+ academies are in locations where our Fulton Hogan sites co-exist, providing opportunities for meaningful relationships between the Clontarf students, academy staff and Fulton Hogan employees.

Other key Australian partnerships include CareerSeekers which is creating opportunities for refugees and people seeking asylum to gain experience in the Australian workforce and the Soldier On program where we provide opportunities for veterans transitioning into civilian careers.



Our growth since 1933

1933

JH Fulton and Co partnership created by Jules Fulton and Bob Hogan begins repairing roads around Dunedin.

An early contract - excavating a pond for a gold dredge in Tarris, Central Otago.

1954

Development of the company's first asphalt operations through Fairfield Asphalt in Dunedin.



1983

The first contract of many in the Pacific - sealing Nadi International Airport.

1989

Shell increases its stake in Fulton Hogan to 38%.

1998

Establishment of first long-term road maintenance contract with Pioneer Roadcare in Australia.



1981

Shell takes a 25% stake in Fulton Hogan.
Fulton Hogan Forestry commences planting, Otago.
The first footprint in Australia by establishing Rowe
Asphalt Pty in Queensland.

1940

Diversification into lime crushing during the lean WWII years to fertilise farms as there was very little roading work.

1935

Fulton Hogan registered as a company.

2007

2001

2002

2004

Commencement of 50% IV for

South East Asphalt Pty, Melbourne.

Purchase of Standard Roads Group

and ASTEC in Australia, rebranding

Awarded 770,000t asphalting

contract on EastLink, Victoria.

Purchase of Tylden Quarry, Victoria.

Fulton Hogan enters the Australian water sector, with South Australian Water.

FRH in Australia rebranded as Fulton Hogan.

2009

Fulton Hogan significantly expands its footprint in Australia.

Pioneer Road Services 50%, Australia, May 2009.

Pioneer Road Services 100%, Dec 2009.

2018

Fulton Hogan pioneers crushed glass in asphalt in Australia.

Living Safely replaces Zero Harm, bringing a practical, rules-based approach to safety.

2019

eSTOP electronic road management introduced in New Zealand.

2024

The first electric ute joins the Fulton Hogan fleet in South Australia

Fulton Hogan enters into a number of multi-year Asset Maintenance contracts across New South Wales, Queensland, Tasmania and Victoria.

Fulton Hogan is awarded a 10 year contract by City of Gold Coast to up date and maintain their sewage and water infrastructure.

Coomera Connector Stage 1 Central Project is awarded to Fulton Hogan and our JV partners, seeing us work on one of the biggest road infrastructure projects to be delivered in South East Queensland.



2014

Fulton Hogan completes repurchase of Shell's stake in the company.

2015

Arrow Dam completed for Rio Tinto, Queensland.

Takahe Recovery, Endometriosis NZ and Invictus Games partnerships start.

2011

National Broadband Network (NBN) contract begins in Australia.

2012

Fiji maintenance contract begins, running until 2018.



2023

Fulton Hogan pilots Volvo's first large electric loader in Auckland.

Fulton Hogan celebrates 90 years in business.

2020

First fully electric mobile asphalt plant in Auckland.

Fulton Hogan develops the Infrastructure Skills Centre in New Zealand

The first Fulton Hogan team heads to McMurdo Sound in Antarctica to crush rock for major base improvement.

Clontarf Foundation partnership to support Aboriginal and Torres Strait Island youth.

13 Statement of Capabilities 14

Capabilities at a glance

From runways to roads, and telecommunications to water, Fulton Hogan operates across a diverse range of sectors and specialties to deliver high-quality and sustainable project solutions for our clients. Our capabilities encompass infrastructure construction, road maintenance, civil construction, asphalt production, and surfacing. We are also leaders in the utilities sector, providing essential services in water, telecommunications and energy.

With a commitment to innovation and sustainability, we ensure that every project meets the highest standards of quality and efficiency, tailored to the unique needs of each client. Our extensive experience and dedicated team enable us to tackle complex projects, in both urban and remote settings, making us a trusted partner in building and maintaining the essential services that communities across Australia rely on every day.

Airports

Up and away

Materials

Quality from the start

Rail

Always on the right track

Roads and Bridges

From go to flow

Technical

Smarter solutions

Trenchless Technology

Complex underground solutions

Defence

Standing up for Australia

Ports and Terminals

When resilience counts

Renewables

Supporting the clean energy transition

Road Maintenance and Asset Management

Keeping communities in shape

Telecommunications

Keeping our communities connected

Water and Wastewater

Essential services for every community

15 Statement of Capabilities Statement of Capabilities 16

Airports Up and away

Calling on over 90 years of experience as one of Australasia's leading contractors in airport runway construction, surfacing and maintenance, Fulton Hogan deploys multi-disciplined engineering and project management teams to take airport infrastructure to new heights.

Our expertise includes runway upgrades, taxiway and apron construction, airport pavement resurfacing and rehabilitation, drainage, earthworks, linemarking, grooving and electrical installations essential for airside operations.

This expertise, along with our extensive experience working in live airport environments, and our large fleet of mobile asphalt plants, enables us to deliver complex infrastructure projects, such as complete runway overlays, while maintaining existing operations. We understand that most airports cannot afford to stop operations for major repairs or upgrades to their critical infrastructure.

Most importantly, we have industry-recognised subject matter experts in-house to meet the most demanding safety, quality, and regulatory specifications.

If you require airside or landside maintenance, we have a vast range of specialised products and techniques to help maintain your aircraft and road pavements. Our range of products includes specialised coatings to address oxidised airport pavements, increase runway friction, repair spalled and cracked concrete and many other applications.

Our airfield maintenance team can provide a onestop-shop for everything from rubber removal to linemarking, to an emergency runway repair. Capabilities like these have seen us secure ongoing contracts to maintain runways, taxiways and aprons at airports across Australasia.



Defence

Standing up for Australia

Fulton Hogan understands the importance of the Defence estate in supporting and enabling the capability of our Australian Defence Force. For over 15 years, we have consistently delivered specialist infrastructure and airfield maintenance solutions in mission-critical environments.

As a trusted Defence partner, we prioritise operational safety and value for money by leveraging our talented team and vertically integrated capabilities – from quarries and production facilities to engineering design and project management.

Our in-house pavement design engineers ensure cost-effective solutions, while our major project work includes Defence airfields, bases, ports, roads, and training areas. We excel in managing complex projects across multiple sites without disrupting operations or compromising security.

The scope of our specialist airfield infrastructure and maintenance services includes heavy duty pavements, bulk earthworks, contaminated site treatments, drainage, mechanical and electrical upgrades, fibre network installations, aeronautical ground lighting and operational built-form structures and base-specific fitouts, such as Airfield Lighting Equipment Rooms (ALER).

We are experienced in working with various contractual models under the Defence Infrastructure Suite of Facilities Contracts, and are proud to be supporting Defence in paving the way to a safer and more secure future.



Materials Quality from the start

Fulton Hogan owns and operates quarries, asphalt, and bitumen blending plants, producing the materials we use to create durable, sustainable communities. Our plant-to-project approach eliminates uncertainties around deliveries and supply. Additionally, owning and operating Australia's largest bitumen transport

As one of Australia's most experienced asphalt contractors, we have over 40 strategically located

business ensures we have continuous access to

asphalt plants and 11 bitumen blending plants across every state. These facilities supply high-quality asphalt for roads, airports, ports, heavy-duty pavements, and

other applications.

essential materials.

We also operate our own quarries in key regions across Australia. These quarries provide essential materials, including aggregates, crushed rock, and road base, which form the backbone of many largescale infrastructure projects, from highways to airports and ports.

Owning our own quarry operations allows us to respond rapidly to client needs, whether for small-scale projects or major developments. This ensures consistent quality, reduces reliance on external suppliers, and minimises delays, maximising value for our clients.

We often deploy mobile asphalt and crushing plants on project sites to reduce transport costs and environmental impacts, aligning with best practices for resource management.

Our vertically integrated business model enables us to manage the entire life cycle of the materials used - from extraction and production to application, maintenance, and recycling. This approach ensures superior quality, cost-effectiveness, and sustainability across all our projects.



Ports and Terminals

When resilience counts

With over three decades of experience in port and terminal facilities, Fulton Hogan is renowned for optimising port operations by providing end-toend infrastructure solutions tailored to the unique requirements of this specialised sector.

Our expertise in managing small-to-large scale, logistically complex projects is well-proven, with on-terminal experience including everything from bulk earthworks and in-ground utilities to heavy duty pavements, rail slabs, new tracks, substations, access roads, and bridges. Our comprehensive services also include ancillary civil works and the construction of associated structures.

Our commitment to innovation is evident in our market leading proprietary products, such as

PortPhalt® asphalt and High Early Strength Concrete. These materials are specifically designed to meet the rigorous demands of port and intermodal terminals, offering rapid strength development and exceptional levels of resistance to deformation under heavy equipment or extreme point loading.

We excel in driving projects through every stage of design, construction, and maintenance, resulting in smart, streamlined, and economical outcomes. Beyond project construction services, we offer tailored infrastructure upgrade and upkeep solutions for terminal operators, understanding the critical implications of operational restrictions and downtime.



Rail

Always on the right track

Fulton Hogan's extensive rail experience ensures we consistently deliver exceptional results in challenging environments. Whether it's limited access, tight timelines, numerous hazards, or the need to avoid service disruptions, we rise to the occasion.

We are the trusted choice for demanding projects in both urban centres and regional locations. From embankments and structures to tracks and overhead lines, our success stems from close collaboration with rail asset owners and adherence to a Systems Engineering and Safety Assurance framework.

Our approach is defined by meticulous planning, collaboration and 'just-in-time' logistics management. Our teams excel working in and adjacent to operational rail environments, delivering both upgrades and new builds, with safety our top priority.

With skilled, multi-discipline engineering and design teams, and a reputation for working seamlessly with specialist subcontractors, we offer comprehensive rail infrastructure solutions, including construction, upgrades, and maintenance of civil, rail, and signalling

We have a strong track record in level crossing removals and urban rail improvements, including light rail and tram system upgrades, bridge replacements, deep piling, and structural work in constrained environments.

As an Accredited Rolling Stock Operator under the Rail Safety National Law, we carry out railway operations with the highest safety and operational standards.



Renewables

Supporting the clean energy transition

Australia's renewable energy sector is growing rapidly, with wind and solar generation leading the charge. Fulton Hogan's specialist renewable energy team is helping bring this extra generation to the market.

Efficient and robust site access is crucial for building and maintaining energy assets. We excel in delivering essential works such as road upgrades, trenching, drainage, bridge strengthening, asphalt, stabilisation, and intersection improvements. These services are vital for constructing and servicing dams, wind farms, and solar arrays.

Our Balance of Plant services include the establishment of site compounds and the construction of foundations for crane operations during the construction and maintenance of energy infrastructure. We also provide electrical reticulation works connecting turbines and arrays to substations.

Our experience includes the design and construction of inground medium voltage reticulation systems, switchyards, battery energy storage systems (BESS), and associated lightning, earthing, protection, control, and SCADA systems.

In the hydro sector, we have successfully built and enhanced dams, offtake structures, pipelines, power stations, and transmission lines, along with pump stations, stormwater inlets, transfer pipes, wetland bioretention, and tidal sedimentation basins.

We offer project management and self-performing capabilities for infrastructure construction, new service installations, and the protection or relocation of existing utilities. As seasoned contractors, we ensure timely project completion through meticulous planning and management, whether in urban areas, regional locations, or remote environments.



Roads and Bridges

From go to flow

More than 90 years ago, Fulton Hogan started building roads, and it remains the backbone of our business

We are one of Australasia's leading road contractors, offering services from design to construction, surfacing, stabilisation and maintenance. With much of our work coming from repeat customers, it is clear our experience counts.

Our construction expertise covers all aspects of road construction, from earthworks and pavements to complex structural builds like bridges and interchanges. We have built and upgraded roads in demanding brownfield urban environments as well as in rural and remote locations across Australia. Additionally, we provide maintenance services for existing road networks in major capital cities and regional centres.

Across all disciplines - supply, design, construction, and maintenance – Fulton Hogan provides a seamless integrated service, allowing us to take full responsibility as a single, reliable supplier. Access to the supply chain is bolstered by our Fulton Hogan-owned network of quarries and manufacturing plants across Australia, which enables us to provide cost-effective solutions and ensures our customers have direct access to high-quality materials.

Backed by our research and development capabilities, we support the application of new techniques and technologies, including sustainable pavement mixes and proprietary products.

We support our customers to maximise the long-term utilisation of their road networks offering tailored maintenance solutions and stabilisation services to help road network operators manage costs while enhancing the longevity and performance of their



Road Maintenance and **Asset Management**

Keeping communities in shape

Fulton Hogan understands that building and maintaining resilient communities is extremely involved - from roads and bridges to airports, ports, and public civil infrastructure. As leaders in pavement construction and long-term strategic maintenance, authorities have trusted us since 1996 to manage vital community infrastructure safely and efficiently.

We offer a complete construction and maintenance lifecycle service for local and arterial road networks, tunnels and motorways, ports, airports, and defence facilities, providing bespoke, one-stop-shop solutions tailored to our customers' specific requirements.

Our approach considers whole-of-life costs and targets work with the greatest cost-benefit ratio, ensuring public infrastructure is maintained to the highest standards and incorporates environmentally sustainable solutions that align with our customers' carbon reduction goals and policies.

In many jurisdictions, we manage urban, regional, and remote road networks, delivering strategic asset management services that incorporate routine, cyclical, and periodic maintenance. Our asset management systems utilise portable mapping and GPS data to record assets, report defects, and log repairs or replacements. These solutions are customised to suit and integrated into our customers' information systems or Fulton Hogan databases, providing a realtime picture of asset conditions.

Time and time again, we have also been called upon to mobilise immediate and effective responses to support communities in emergency and crisis situations. Utilising advanced asset management technologies to coordinate road repairs, closures, and emergency access routes, we have never let anyone down.



Technical

Smarter solutions

Fulton Hogan's Technical and Pavement Engineering team stands out with its unique blend of internationally recognised experts in aggregates, binders, asphalt, stabilisation, and structural design. This diverse expertise enables us to deliver cost-effective solutions tailored to each client. Our strong relationships with consultants, research institutions, contractors, and client bodies at local, state, and international levels further enhance our capabilities.

We analyse pavement conditions, loadings, and environmental factors to provide practical advice on structural design and material selection. Our material selection process is informed by testing data from our 32 state-of-the-art, NATA-accredited laboratories. This allows us to optimise the use of existing pavement materials and incorporate new materials into pavement structures as needed.

As members of the Austroads committees for pavement structures, asphalt, asset management, and bitumen materials, our team adheres to industry best practices in all projects while promoting innovation within the industry. We also partner with leading associations such as the Australian Flexible Pavements Association, the Australian Airports Association, and Cement, Concrete and Aggregates Australia to encourage safety, innovation, and adaptation in our industry.

We offer our clients the benefit of our research and development by sharing our intellectual property with asset owners. Our technical leadership is focused on bringing financial and functional benefits to our customers. This drive for innovation has led to the

development of several proprietary products, such as PortPhalt®, JetBind®, FibreDec®, EmulPrime®, GripPhalt®, BaseBind®, and PaveFlex® binders.

Our focus on research and development extends beyond products to advancing construction methodologies. We are particularly focused on redefining project delivery in challenging environments such as live airports and roads. By developing smarter construction processes, we can reduce disruption to operational facilities and deliver projects faster and more cost-effectively, underscoring our commitment to innovation.

Our teams work closely with our customers and their consultants to provide practical advice across the following services:

- Specifications and drawings
- Rehabilitation designs
- Maintenance options and pavement maintenance planning
- Performance-based asphalt and binder testing design
- Forensic pavement investigations
- Economic and life cycle analysis
- Structural design
- Spray seal design





Sustainability is a driving force behind our technical and research and development efforts at Fulton Hogan. Our teams are dedicated to finding solutions that minimise environmental impacts and promote long-term sustainability. From researching sustainable materials to refining recycling techniques, we are committed to reducing the carbon footprint of our projects and leaving a positive environmental legacy.

33 Statement of Capabilities Statement of Capabilities 34

Telecommunications

Keeping our communities connected

Since 2013, Fulton Hogan has been a trusted partner in constructing telecommunication networks across Australia. We deliver safe, professional, and reliable solutions, ensuring critical connections nationwide.

We offer a full suite of services, including strategic planning, design, construction, operation, and maintenance of telecommunications infrastructure. By self-performing critical civil activities such as drilling, ploughing, trenching and splicing, we maintain high standards of quality and safety throughout the project

Our core focus is on scaling infrastructure with integrity through engineering and fibre solutions. We specialise in new fibre and over-build programs to upgrade underperforming legacy technologies and construct major direct fibre networks between capital cities.

Our in-house designers and engineers excel in building robust networks using innovative technologies, setting industry standards for both greenfield and brownfield projects. We cater to the diverse needs of urban, regional, and remote settings, ensuring comprehensive coverage.

We have extensive experience designing and constructing multi-technology fibre networks, including FTTP, FTTN, FTTC, and HFC network construction. Additionally, we provide wireless and maintenance operations, ensuring existing networks remain efficient and fit for purpose.

Respectful stakeholder engagement is central to our operations. We have established strong relationships with Traditional Owner groups and councils, reflecting our leadership in sustainable engagement. Our land access and stakeholder management teams conduct informed consultations to enhance project design and outcomes for both the project and the community.

Having partnered with every significant telecommunications provider across Australia, we are committed to helping our clients expand their vision, ensuring their infrastructure is reliable and future-ready, benefiting both the community and businesses.



Trenchless Technology

Complex underground solutions

The increasing demand for sustainable infrastructure solutions is driving the need for new underground installations in complex urban and regional environments. To meet these challenges, Fulton Hogan has heavily invested in trenchless technology.

We offer a variety of trenchless technology solutions capable of operating in diverse ground conditions and terrains. Our methods are designed to deliver projects in culturally sensitive areas and regions with high environmental impact.

Our expertise includes constructing vital infrastructure such as water and wastewater pipelines and telecommunications cables. We also specialise in civil construction projects involving service relocations and new installations as part of major road and bridge infrastructure developments.

Our experienced in-house team comprises specialist Project Managers, Supervisors, and Equipment Operators, ensuring high-quality pipe installations and essential services like asset location and mapping.

Our advanced range of plant and equipment includes Ground Penetrating Radars, sub-site service locators, vacuum excavation units (ranging from 1 to 10kL), horizontal directional drills (10,000 to 100,000lbs), and pipe bursting units.



Water and Wastewater

Essential services for every community

At Fulton Hogan, we understand that reliable water supply and effective wastewater treatment are the lifeblood of thriving communities. From planning and design to construction, commissioning and maintenance, our team of civil, mechanical, structural and electrical engineers, along with commissioning specialists, ensure secure water supply and safe wastewater treatment.

Working in both greenfield and brownfield environments, we help water authorities and local government meet the challenges of replacing assets at the end of their lifecycle and the requirements for new infrastructure as communities continue to expand.

Often delivered as collaborative long-term programs of work, along with stand-alone projects, we have a strong track record of constructing and upgrading

dams, irrigation systems, network buffer storage reservoirs, pipelines, potable water facilities, pump stations, sewers, specialised facilities for odour control and chemical treatment, wastewater treatment plants, trunk mains, and water storage facilities.

We understand that water and our environment are collectively one of our most precious resources. As such, we always seek new ways of working with our clients and partners to deliver world leading practices that focus on future-proofing and extending asset life, as well as providing efficiencies and value for money for water operators and their ultimate end users to contribute to the communities in which they live.





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