



2025 ANNUAL REPORT

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THE 2024/25 FINANCIAL YEAR HAS BEEN AN EXTREMELY POSITIVE YEAR FOR THE QMCA WITH STRONG LEVELS OF ENGAGEMENT WITH THE NEW GOVERNMENT INCLUDING:

- THE ANNOUNCEMENT OF THE SUSPENSION OF BPIC AT THE 2024 QMPPR EVENT
- THE ANNOUNCEMENT OF THE RESIDENTIAL ACTIVATION FUND AT THE QMCA AWARDS
- THE LAUNCH OF THE HOSPITAL INVESTMENT PROGRAM OVER A NETWORKING BREAKFAST

Impact

OVER THE PAST YEAR, WE SEE THE FOLLOWING MAJOR EVENTS THAT HAVE AN IMPACT ON THE CONSTRUCTION INDUSTRY:

2024 State Election: The LNP won Government.

Suspension of BPIC in November 2024.

The Productivity Commission was established with an inquiry into the Building & Construction industry. The QMCA have worked closely with the QPC and provided substantive submissions and information to the inquiry.

CFMEU administration:

- The CFMEU was placed into administration by the Commonwealth Government in August 2024 and the former leadership of the CFMEU was removed.
- They immediately commenced legal proceedings regarding the legality of this in the High Court. The High Court heard the arguments and ruled that the administration was legal and threw out the challenge.
- In the first half of 2025 the administrator undertook an investigation into the conduct of the CFMEU in QLD, known as the Watson Report. The QMCA participated in this process
- As a result of this report the QLD Government then announced the formation of a Commission of Inquiry into the CFMEU in QLD, including BPIC.

CFMEU Commission of Inquiry: This has been formed and will be undertaken throughout the 2025/26 FY.

2032 Delivery Plan:

- The new State Government formed the Games Independent Infrastructure Coordination Authority (GIICA) to review the infrastructure needs for the 2032 Games and develop a plan for the Games.
- The QMCA made an exceptional submission to this review and have had ongoing engagement with GIICA and the state government since this time.
- In March 2025 the State Government released the 2032 Delivery Plan and work has commenced on the implementation of this through GIICA, State Development and other agencies.

Hospital Investment Plan: The Health Minister and Department of Health released the revised Hospital Investment Plan at a QMCA event in April 2025.

Activities

OVER THE 2025 FY, THE QMCA WILL UNDERTAKE A NUMBER OF INITIATIVES AND ACTIVITIES TO SUPPORT THE PURPOSE OF THE QMCA, "SHAPING THE FUTURE OF THE CONSTRUCTION INDUSTRY IN QLD," AND OUR VISION OF "A SAFE, ATTRACTIVE AND REWARDING INDUSTRY".



These initiatives include:

Hosting a series of roundtable lunches on topics of interest for the industry.

Working with the QLD Productivity Commission.

Continuing to pursue issues around psychosocial safety for the industry.

Management of the Working Groups to develop key initiatives. Working groups include:

- Sustainability
- Industry Culture
- Safety
- Industrial Relations
- Technology & Innovation

Development of a series of papers on behalf of the industry including:

- Election issues Paper: "Unshackling QLD's Infrastructure Potential"
- Brisbane 2032 Games Infrastructure review
- QLD Productivity Commission

Continued advocacy on behalf of the industry's key issues, such as BPIC, productivity and poor behaviour and coercion by unions.

Networking breakfast events on topics such as:

- Economic Outlook
- The Olympics
- Health Infrastructure
- Utility water infrastructure
- Women in Construction
- Brisbane Metro
- Defence

QMCA Innovation and Excellence Awards - in 2025, we had 20+ entries and a successful event where the Dale Gilbert Lifetime Achievement Award was presented.

The development of the QLD Major Projects Pipeline Report that was presented to audiences in:

- Brisbane (500 people)
- Gladstone (125 people)
- Townsville (125 people)
- Toowoomba (250 people)

Profit

THE 2025 FY HAS SEEN THE QMCA CONTINUE TO RETURN A PROFIT, WITH A PROFIT FOR THE YEAR OF \$189,939.25, AN 18% IMPROVEMENT ON FY24.

This continues the strong returns over the past five years. This strong balance sheet of \$687k of equity will now enable the QMCA to commence investment in programs and initiatives that add value to the industry and membership.



We continue to work with organisations such as TMR and other agencies to try and embed collaborative procurement and contracting as standard. This is in combination with other industry bodies such as the CCF, CA and IAQ. Whilst the ongoing Collaborative Project has had a slow implementation, there has been much work done by TMR behind the scenes (with industry input) to ensure that the changes can deliver lasting value.

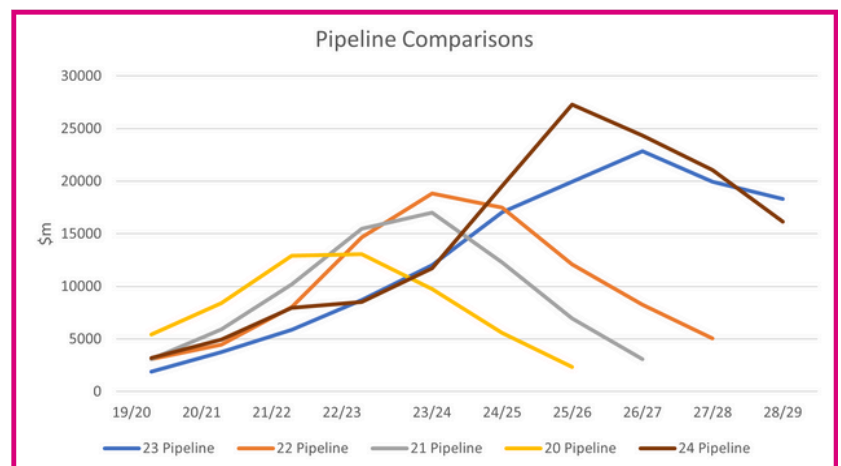
This model, when fully implemented, will ensure greater sustainability of the industry through the changes to the CPA and the better approach to procurement.

Pipeline

THE PIPELINE IN QLD HAS GROWN SUBSTANTIALLY AND WITH SOME \$104B IN THE FORWARD FIVE YEAR PIPELINE (2024 QMPPR- 2025 QMPPR IS \$120B) IT DOES INDICATE POTENTIAL STRONG GROWTH AHEAD FOR THE INDUSTRY.

The change in government in October 2024 has led to a delay in projects coming to market and a new mantra if on time and on cost (no surprises). Unfortunately, too many of the Government agencies have interpreted this as “let's pass more risk to the construction entities”, rather than understanding what the risks are and how to manage them efficiently and effectively. The QMCA has raised these issues with Government, and despite an initial hearing, not much action has happened. The QMCA will continue to raise these issues to enact change.

With the 2032 Delivery Plan, the hospital investment plan, the upgraded QTRIP and the new Energy Plan now driving economic infrastructure investment across the state there is a significant pipeline of work and to deliver this will need a fundamental change to the way works are procured and delivered.



The key challenges for delivering the pipeline include:

- Capacity: Sustaining and growing capacity
- Capability: Developing appropriate capability, skills and technology adoption
- Costs: Managing risks from cost escalation
- Productivity: Reversing the trend and delivering VFM
- Sustainability of the industry in ensuring the viability of all sections of the construction sector

WHILST THE PIPELINE CONTINUES TO GROW THERE ARE STILL MANY ISSUES AFFECTING OUR INDUSTRY OVER THE SHORT TO MEDIUM TERM, AND THESE INCLUDE:

- Industrial relations and the federal governments changes to the industrial relations laws and attempt to bring back Pattern bargaining. The “Best Practice Industrial Relations” (BPIC) remains an ongoing issue for the industry, despite the productivity commission to be reinstated to look into BPIC there are still many legacy and ongoing issues to manage with it.
- Capacity and capability gaps. The QMPPR has rightly identified the significant gap in capacity and capability to deliver on all the investment proposals. We are now working with CSQ and others through the resourcing the future working group to identify ways that we can improve the interest in the industry, attract new workers and arrest the “brain drain” of people leaving the industry. We still need an immediate lift of 25-30% in the size of the workforce to deliver the funded projects.
- Commercial/contracting frameworks and the appropriate apportionment of risk. This can best be achieved through a collaborative procurement approach. There remains much work yet to do to convince clients and others of the benefits of this as a uniform approach for the sector.
- Funding of the program that delivers value for money and enables the private sector to invest in works as well. The mechanisms that exist with the QLD Government for this are cumbersome and unproductive and need to change. We will be raising this with the new government.
- Digital and technology that can provide productivity enhancements. Productivity in the industry is at its lowest in the last 20 years and BPIC has certainly not helped with this. Digital tools and technology offers improvements, but understanding these and client acceptance has a long way to go.
- A committed and funded and approved pipeline of works that delivers certainty for the sector beyond the typical 2-year timeframe. With this change of Government, we are hopeful that a longer term approach and plan may result to give industry long term confidence to invest in plant and equipment and technology etc
- The transition to net zero and the associated energy infrastructure needed offers great opportunities for the industry, particularly with large scale pumped hydro and transmission projects as well as solar and wind generation.
- Sustainability in the way that the industry operates, uses materials and recycling. There is still much to be done in this area with specifications and acceptance and indeed trialling new approaches.
- Engagement with local communities, capacity strengthening of local sub-contractors, suppliers and industry.

Advocacy

THROUGHOUT THE YEAR THE QMCA HAS MAINTAINED AN ACTIVE ENGAGEMENT PROGRAM ADVOCATING FOR KEY ISSUES OF RELEVANCE TO THE SECTOR WITH KEY CLIENTS AND STAKEHOLDERS.

These parties include:

Reserve Bank of Australia (RBA)
Commonwealth Government
QLD Government (DMTR, DPC, DILGP, DTMR, DEPW, Treasury)
Councils including Brisbane City Council (BCC), Sunshine Coast, Gold Coast and Toowoomba Regional Council
State Opposition
Sunwater
SEQ Water
Stanwell Corporation
CS Energy
QLD Hydro
PowerLink
EnergyQLD
Queensland Rail
ARTC Inland Rail

In addition to this, the organisation liaises with and works closely with other industry associations to jointly push certain issues and topics with the community and stakeholders. These other organisations include:

Civil Contractors Federation (CCF)
Australian Constructors Association (ACA)
Australian Industry Group (AiGroup)
Qld Master Builders Association (QLD MBA)
Committee for Brisbane (CfB)
Infrastructure Association of QLD (IAQ)
Australian Flexible Pavements Association (AfPA)
Qld Resources Council (QRC)
Property Council of Australia (PCA)
Urban Development Institute of Australia (UDIA)
Qld Futures Institute (QFI)
Cement, Concrete and Aggregates Association (CCAA)
Toowoomba and Surat Basin Enterprise (TSBE)
Townsville Enterprise Limited (TEL)
Mount Isa Townsville Economic Zone (MITEZ)
Gladstone Engineering Alliance (GEA)
Regional Development Australia (RDA)

Engagement and advocacy jointly with other industry groups will be maintained over the forthcoming year as well on key issues as this provides greater strength in the arguments with Government.

Working Groups

THE QMCA HAS SET OF ACTIVE WORKING GROUPS THAT ARE ATTEMPTING TO ADDRESS KEY ISSUES IN THE INDUSTRY AND DEVELOP INDUSTRY POSITIONS, CREATE THOUGHT LEADERSHIP AND PROMOTE KNOWLEDGE AND UNDERSTANDING IN THE INDUSTRY.

INNOVATION AND TECHNOLOGY WORKING GROUP

Andrew Ross from Fulton Hogan has taken over the leadership of this working group, who have been developing a paper on automation opportunities in the construction sector as well as establishing an innovation forum with TMR.

SAFETY

The Safety Working Group is focussed on a number of initiatives including developing some plans and initiatives that can be used by the entire industry. Initiatives undertaken so far include the development a hot weather policy that is risk based and based off industry backed research.

INDUSTRIAL RELATIONS

The IR Working Group has undergone a reset and is focussed on:

- Providing a platform for sharing of information regarding IR issues across the industry
- Development and management of policies that all participants in the industry can take on including a code of conduct in relation to a fit and proper person to access site
- Working with WH&S regarding psychosocial hazards and how to manage them to reduce the likelihood of impact

INDUSTRY CULTURE

The new Industry Culture Working Group is focused on the following initiatives:

- What do we want the culture of the industry to be?
- Resourcing - How do we, as an industry, meet the resource needs of the future? What solutions can we develop?
- Defining the new jobs of the future
- Capability and skills
- Industry attraction

This group will develop and manage the Jobs and Skills Summit.

SUSTAINABILITY

The Sustainability Working Group is focussing on all three elements of sustainability:

- Environmental, including understanding what is practical and achievable for net zero construction
- Social sustainability in terms of local industry development and linking with local communities etc
- Financial sustainability

OLYMPICS WORKING GROUP

The Olympics Working Group was established in 2022 and, through to December 2023, developed the QMCA paper on the infrastructure needed to support the Olympics, Going for Gold. This was launched in December 2023 and focused on creating a lasting legacy for economic growth, including:

- What we as an industry think is needed for not only the Olympics, but for the future growth of the region
- How should this be delivered (procurement approach)
- What is the industry capacity (spare capacity to deliver over the next decade)
- What can be done and when should it be done- a generic program

YOUNG PROFESSIONALS WORKING GROUP

The YCP Group has grown and taken on a range of initiatives this year, and is a real powerhouse of a group within the QMCA. They have significant support from Joel Martin from 4020 Consult. This is a forum for young people in our industry to engage with one another, but to also provide an avenue for them to develop different ideas and concepts that can help drive change within the construction industry, including culture change.

The YCP group are working on three key initiatives:

- Training and Education
- Culture of the industry, including diversity of work
- ESG (Environmental, social, governance)

The YCP Group has helped run a number of successful and great events this year, with the Boat Cruise in February and the August networking drinks on the topic of industry culture. They are engaging with school kids about the industry and looking for further opportunities in this area, too, with CSQ.

Events

THE EVENTS WORKING GROUP, NOW LED BY AURORA MARKETING, CONTINUE TO BE EXCEPTIONALLY ACTIVE IN THE PAST YEAR, WITH SOME VERY INTERESTING AND THOUGHT-PROVOKING TOPICS AND SPEAKERS.

We have held some very successful events including our Women in Construction breakfast held annually on International Women in Engineering Day. Through this active group we have been able to host a range of events including:

QMCA Innovation & Excellence Awards in March 2025, with a record number of entrants.

QMPPR:

2023 Series

- Brisbane – 500 attendees
- Toowoomba – 200 attendees
- Townsville – 120 attendees
- Gladstone – 200 attendees

2024 Series (November 2024)

- Brisbane – 14th November
- Townsville – 19th November
- Toowoomba – 28th November
- Gladstone – 20th November

Roundtable lunches:

- Employer of Choice- October 2023
- Sustainability – August 2024
- Safety – March 2024

Breakfast events:

- Olympics - December 2023
- Economic Outlook- Feb 2024
- Defence- May 2024
- Women in Construction- June 2024
- Water Utilities - August 2024
- Brisbane Metro – October 2024

Networking events:

- Networking drinks - July 2024
- Brisbane River Cruise- February 2024
- Golf Day- August 2024
- Joint trivia night with NAWIC – October 2024



Initiatives

THIS YEAR THE QMCA HAS UNDERTAKEN A NUMBER OF IMPORTANT INITIATIVES, THESE INCLUDE:

- Development of an Olympics Infrastructure white paper
- Development of a BPIC impacts paper
- Development of a hot weather policy

Future initiatives for 2025 include:

- Technology Forum- second event
- Jobs and skills summit as a follow up to the QMPPR
- Safety lessons forum
- Sustainability, net zero construction and the circular economy



Membership

THE QMCA MAINTAINS THREE LEVELS OF MEMBERSHIP AND THIS YEAR THERE HAS BEEN GROWTH IN ALL THREE LEVELS.

The organisations intent is to remain relevant providing services, advocacy, knowledge and solutions as well as networking opportunities for all members and thereby attracting new members.

EXECUTIVE - 18

Acciona, Bielby, BMD,
Clough, CPB, CMC,
Decmil, Fulton Hogan,
Georgiou, John
Holland, Martinus Rail,
McConnell Dowell,
Seymour Whyte, UGL,
DT Infrastructure,
Samsung, JF Hull,
Laing O'Rourke

GENERAL - 6

FKG,
Golding,
McIlwain,
See Civil,
VSL,
Degnan

ASSOCIATE - 38

AON insurance, ARTC Inland Rail, AdBri, AECOM,
Aurora Marketing, BAM, Bennett + Bennett, BlueScope,
Brady Marine & Civil, CBUS, Civil Project Partners, CMW
GeoSciences, Construction sciences, CV Services
Group, Before You Dig, DSS+, EJ Australia, Freo Group,
Gadens, GHD, Hughes et al, HWL Ebsworth, Jacon
Equipment, JC Projects, Kennards Hire, Lewis Woolcott,
Lidiar Group, Madsen Giersing, Octant AI, Piper
Alderman, Protech, Silverstrand, SMEC, Social Beast,
Stellar, WSP, 4020 Consult

CLOSING COMMENTS

The QMCA cannot operate without the ongoing support and services provided by Lorelei Broadbent from Agenda Management as the Secretariat and James Flaherty from Social Beast, as our media manager. Thank you to Lorelei and James for your ongoing support and assistance throughout the year.

This organisation also cannot likewise operate without the fantastic financial and personal support and engagement from our sponsors. We have two main organisational sponsors in ARTC-Inland Rail and CBUS. We are exceptionally grateful for the support they provide and the partnership approach.

Equally, we have had and continue to have many great event sponsors, and we are grateful for their ongoing support.

Lastly, we are grateful to Michael Creedon and the team at Minter Ellison for their support as our probity auditors.

