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# MBB Group Business Plan

**MBB Group | Financial Year 2023 - 2024**

July 2022

Group



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**I am proud of our growth and the development of our people. MBB Group is well positioned to meet our business goals identified in this Business Plan.**

Matthew Brook, Managing Director



MBB has **grown substantially** over the past 24 months. We are now well positioned to **consolidate our offering and continue our growth**, within service lines across Australia.

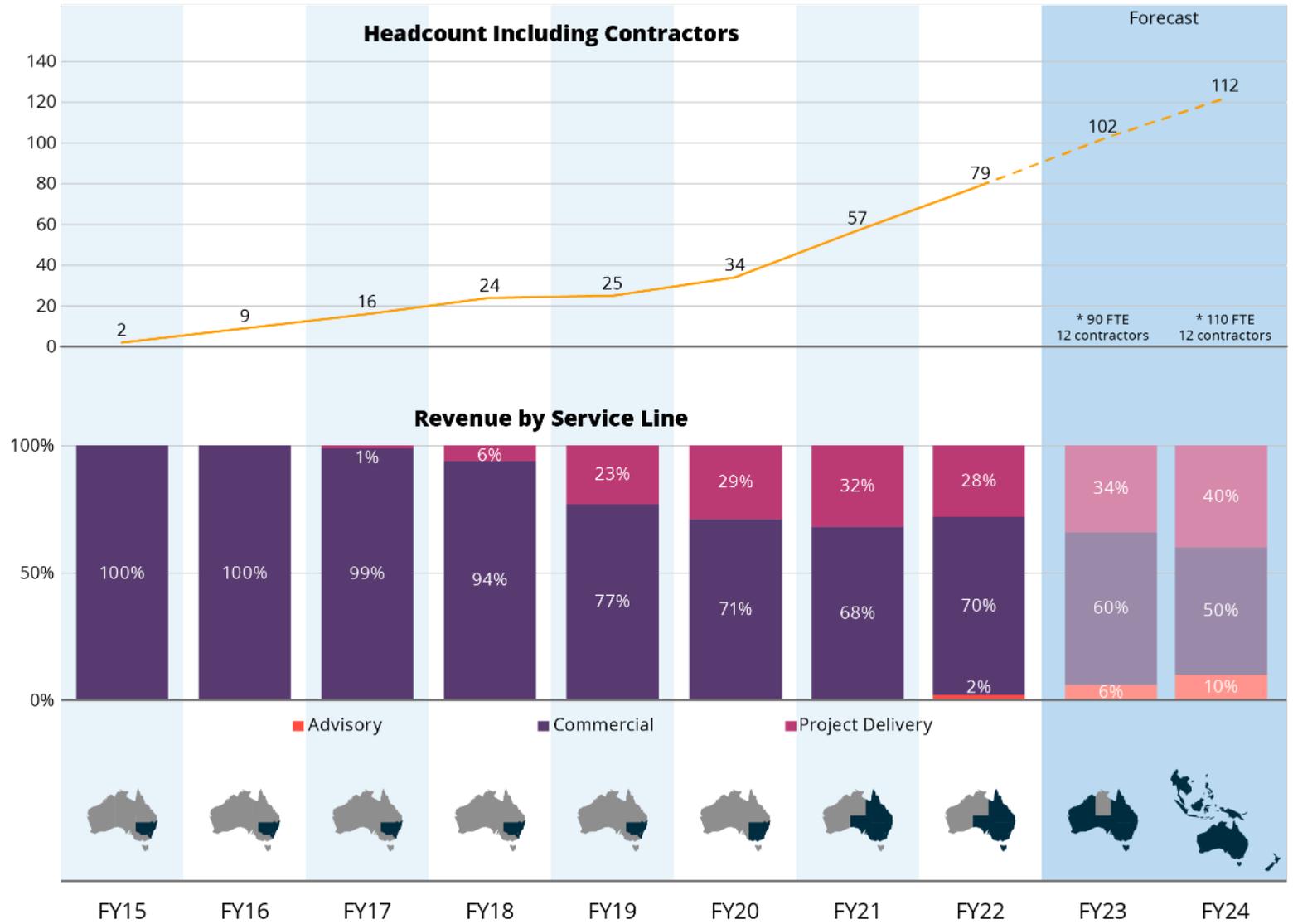
Our **Business Plan** gives an overview of our current position and outlines our two-year strategy and framework for **key strategic priorities** and operational **improvement initiatives for the next two years**.

### **How Will We Achieve Our Business Goals?**

- Leveraging our current capabilities and relationships
- Expanding and diversifying the business structure for new opportunities
- Creating operational improvements that drive efficiencies
- Strengthening our existing strategic partnerships



# Our Growth Journey



## Our Mission

A trusted, respected and in-demand consultancy business recognised for delivering excellence in Advisory, Commercial and Project Delivery services within our chosen sectors.



Our **national expertise** is able to be applied in the local context



We're an **agile forward-thinking** business



We're known for **superior quality** delivering '**best in class**' services across the full project lifecycle



Recognised for **innovation, collaborative working** and delivering **optimal outcomes**



We pride ourselves on employing and developing **the very best professionals** in the market



# Our Capability

MBB offers advisory, commercial and delivery project services covering all aspects of the project lifecycle with a strong focus on outcomes and efficiency.

## 1. Strategy

MBB helps clients define project goals and look at the bigger picture, to produce clear strategies for success.

We bring extensive experience from successful advisory to both the government and private sectors. Our approach involves thorough investigation, detailed analysis and insightful engagement to fully understand the project scope, risks and opportunities from the outset.

## 2. Development

MBB supports and guides our clients through the project development process using a collaborative approach.

Our teams of highly skilled project managers and consultants are subject matter experts and we draw upon our many years of successful technical, commercial and financial experience.

## 3. Transaction

MBB's transaction and procurement services deliver high quality, cost effective solutions for our clients.

We bring a market-leading understanding of government and private sector procurement mechanisms, gained from many years' experience working on complex projects in challenging market conditions.

## 4. Delivery

MBB provides technical and advisory services throughout all stages of the project delivery cycle.

We build strong partnerships with our clients and offer a tailored approach to ensure key deliverables are met. Our extensive industry experience spans multiple sectors and our technical expertise allows us to plan and implement projects efficiently. We provide intelligent solutions and establish effective project controls and program management.

## 5. Handover

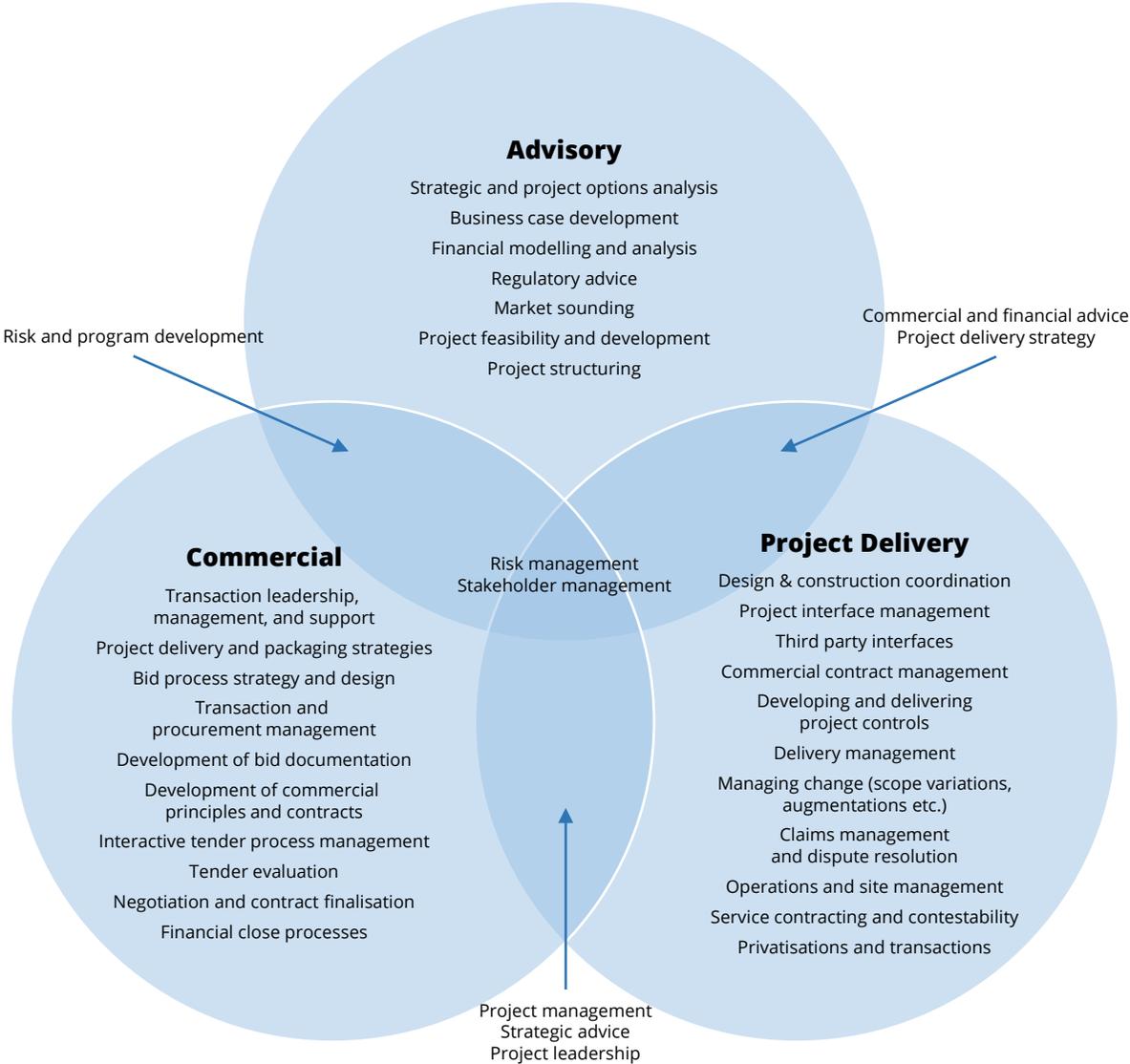
MBB has significant expertise in managing the vital testing, commissioning, completion and handover processes that ensure a seamless transition.

Each of these critical project stages requires extensive planning, and our experience shows that they must be considered from a project's outset if they are to be managed effectively and efficiently.



# Our Service Lines

Our service lines have been developed to deliver whole of life outcomes and efficiency across the project lifecycle.



# Our Values

MBB's people are the core of the business. Our collaborative approach and empowerment of our team are key to our value proposition.

As we grow, our culture continues to evolve to reflect the business values that have been developed and encapsulated by our people in the way we do business.



## **Responsive**

We act with courage and focus to find flexible and new ways to achieve success for our clients and grow our company.



## **Innovative**

We solve complex problems by challenging the status quo, embracing change and seeking innovative ways to meet our client's objectives.



## **Excellence**

We deliver excellence across all services, based on a foundation of integrity without fear or favour. We challenge ourselves to continuously improve and make the right decision to create value.



## **Collaborative**

We work together to break down boundaries and exceed the needs of our clients, while achieving our personal and company success.



# Our Clients

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# Our Client Journey

MBB has built strong relationships with key repeat clients over the last 8 years since foundation. This client portfolio continues to expand as the company diversification grows with new clients.

### 5+ years



### 3-4 years



### 1-2 years



# Rail – Key Projects



## Inland Rail

**Client:** Australian Rail Track Corporation  
**Project Value:** AUD9.3B  
**Dates:** Aug 20 – present

Inland Rail is a once-in-a-generation project that will complete the backbone of Australia’s freight rail network, transforming how we move goods around the country.



## Sydney Metro EDS

**Client:** Transport for New South Wales  
**Project Value:** AUD407M  
**Dates:** Apr 21 – present

Sydney Metro EDS engaged Mott MacDonald as an Engineering Design and Assurance Partner to provide a range of technical services required for up to 10 years.



## RPV Construction Works Panel

**Client:** Rail Projects Victoria  
**Project Value:** AUD980,000  
**Dates:** Jan 21 – Dec 21

Rail Projects Victoria (RPV) established a panel for construction works and services to facilitate the procurement and delivery of minor works projects.



# Road – Key Projects



## WestConnex Stage 2, Stage 3, Stage 3A

**Client:** Sydney Motorway Corporation

**Project Value:** AUD16B

**Dates:** Jun 13 – Mar 19

Australia's largest road project, planned to keep Sydney moving, easing congestion and providing vital support for long-term economic and population growth.



## North East Link

**Client:** Major Transport Infrastructure Authority

**Project Value:** AUD16B

**Dates:** Jul 19 – present

The North East Link (NEL) is the largest investment in a road project in Victoria's history. It will link an upgraded Eastern Freeway to the M80 Ring Road.



## North South Corridor | T2D

**Client:** SA Department for Infrastructure & Transport

**Project Value:** AUD9.9B

**Dates:** Aug 21 – present

The North-South Corridor (NSC) is one of Adelaide's most important transport corridors, running through the heart of Adelaide from Gawler in the north to Old Noarlunga to the south (78kms).



# Built Form - Key Projects



## Far North Coast Schools

**Client:** School Infrastructure NSW

**Project Value:** AUD89.5M

**Dates:** Sep 19 – present

A cluster of upgrades to Tweed Heads South Primary School (THSPS), Tweed River High School (TRHS), Kingscliff Primary School (KPS) and Kingscliff High School (KHS), packaged to optimise timing and cost of delivery.



## Bradfield City Centre

**Client:** Western Parkland City Authority

**Project Value:** AUD1B

**Dates:** Apr 21 - present

Bradfield will be Australia's newest city and the aerotropolis will support thousands of jobs on the doorstep of the new Western Sydney International (Nancy-Bird Walton) Airport.



## Social Housing Program

**Client:** NSW Land and Housing Corporation

**Project Value:** AUD1M+

**Dates:** Jun 16 – present

The NSW Government launched a \$1.1B Social and Affordable Housing Fund supporting 2,200 new dwellings. MBB is responsible for mitigating and managing the political risk of sensitive sites.



# Energy – Key Projects



## New England Renewable Energy Zone and Hunter Transmission Project

**Client:** EnergyCo NSW  
**Project Value:** AUD8B+  
**Dates:** Mar 22 – present

NE REZ and HTP will form part of the high voltage transmission network to connect renewable energy generation to load centres in Sydney, Newcastle and Wollongong.



## Marinus Link

**Client:** Marinus Link / TasNetworks  
**Project Value:** AUD3.5B  
**Dates:** Apr 22 – present

TasNetworks is progressing investigation into a new interconnector between Victoria and Tasmania, known as Marinus Link, a proposed 1500MW capacity undersea and underground electricity connection.



## EnergyConnect

**Client:** Transgrid  
**Project Value:** AUD2.4B  
**Dates:** Jul 19 – Mar 21

EnergyConnect is the development of a 900km high-voltage electricity interconnector between the power grids of South Australia and New South Wales.



# Business Performance

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**Financial Year 2021/22**



# FY22 - How we delivered our Objectives

Improve business culture and staff engagement across the business

Company culture increased to 7.5

**Measure:** Staff Survey

Increase our market profile across all service lines in our established priority sectors and grow by 30%

Transport - 90%  
Education - 15%

**Measure:** Growth %

Increase our market entry percentage for service lines in emerging sectors and grow by 20%

Energy - 87%  
Precincts - 492%

**Measure:** Growth %

Diversification of staff and skills base across service lines, focusing on skills development, capacity and personal growth

**Measure:** Capability Assessment

Increased business efficiency, automation and a decrease in the duplication of effort across our business

Decrease of 1% of business overhead and forecast 18% for FY23

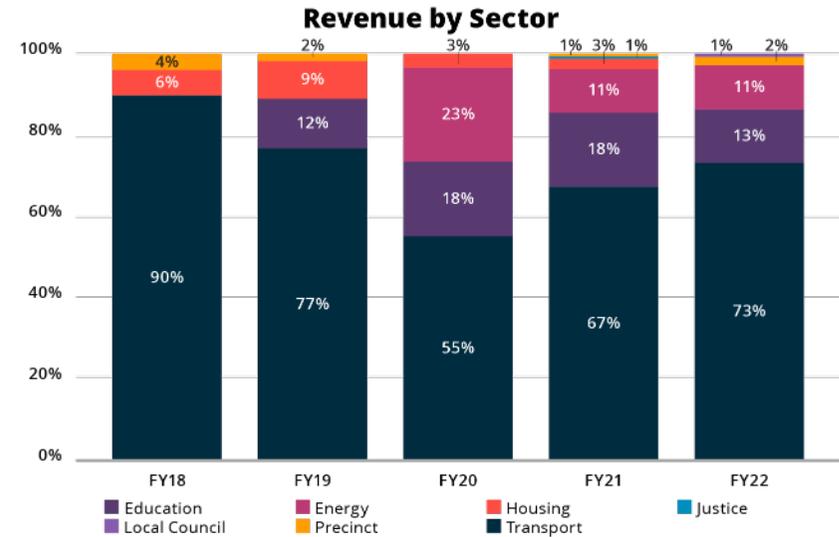
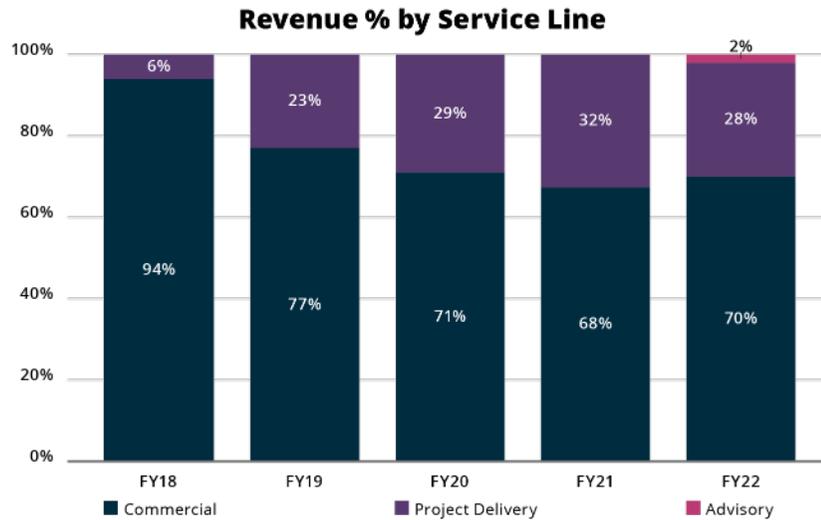
**Measure:** Business Overhead / Revenue

Best in class service delivery and a work-product, with excellent ratings from our clients

**Measure:** Client Performance Feedback



# FY22 - Service Lines and Sectors



## Revenue by Service Line

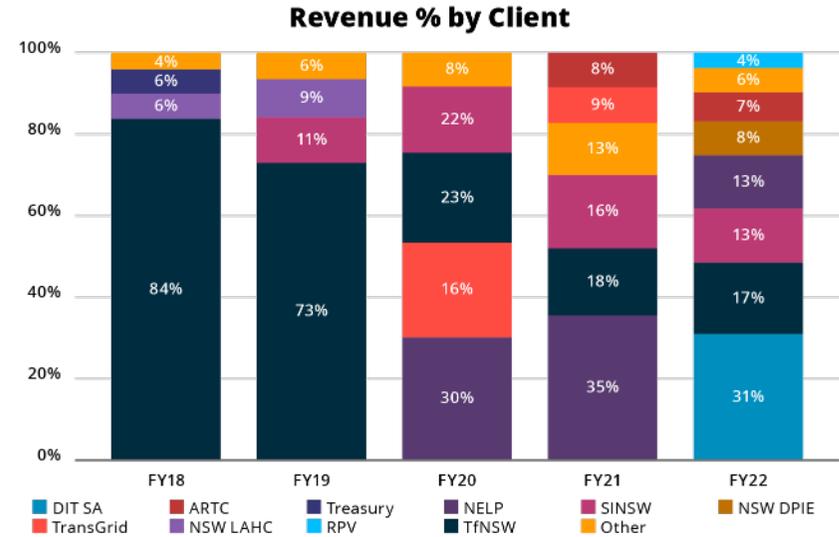
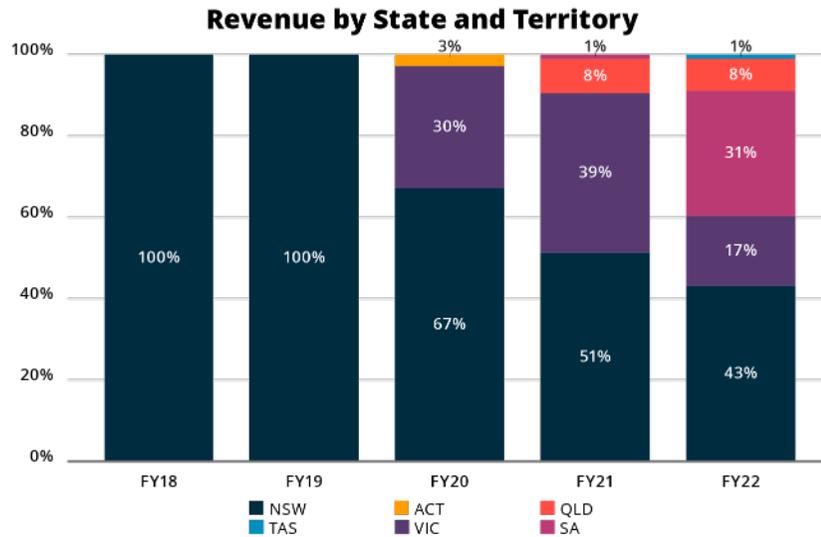
- Revenue has continued to diversify across service lines FY22.
- Commercial is consistently around two thirds of business revenue from FY18 at around 66% of the business revenue.
- Significant opportunity remains to continue to grow significantly through our Advisory and Delivery offerings.

## Revenue by Sector

- The sector % of revenue has continue to diversify year on year since FY17.
- The business operated across +6 sectors in FY21 compared to +4 in FY20.
- Transport continues to be a large proportion of revenue currently at 73%. Significant opportunity exists for diversification and consolidation in both existing and emerging sectors.



# FY22 - States and Territories and Clients



## Revenue by State

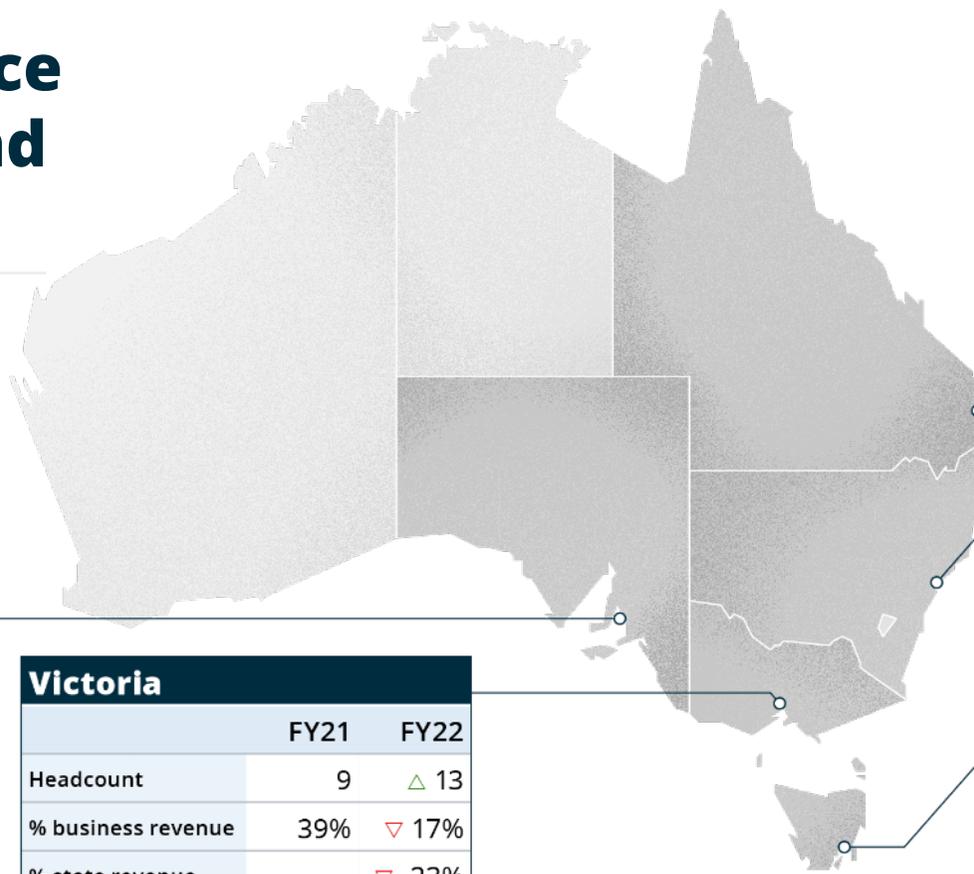
- Revenue generation has continued to diversify across states since FY20 with the addition of Tasmania in FY22.
- NSW and VIC revenue % of overall business revenue have decreased year on year since FY20 due to expansion in new states and territories.
- SA has had the biggest increase in revenue from 1% in FY21 to 31% in FY22 and this is attributable to the North South Corridor project.

## Revenue by Clients

- Client diversity has continued to increase significantly between FY19 and FY22.
- Overall there has been an addition of 4 new clients throughout FY22, the business now services 18 clients overall.
- Continued client diversification demonstrates a significant de-risking of the business across a broader core of significant projects.



# FY21/FY22 Company Performance by State and Territory



Queensland		
	FY21	FY22
Headcount	2	△ 4
% business revenue	9%	▽ 8%
% state revenue		53%
No. of clients	1	△ 2
No. of projects	1	△ 2

New South Wales		
	FY21	FY22
Headcount	37	△ 43
% business revenue	51%	▽ 43%
% state revenue		44%
No. of clients	10	10
No. of projects	43	△ 25

South Australia		
	FY21	FY22
Headcount	0	△ 8
% business revenue	1%	△ 31%
% state revenue		4,961%
No. of clients	1	1
No. of projects	3	▽ 1

Victoria		
	FY21	FY22
Headcount	9	△ 13
% business revenue	39%	▽ 17%
% state revenue		▽ -23%
No. of clients	2	△ 3
No. of projects	2	△ 4

Tasmania		
	FY21	FY22
Headcount	0	△ 0
% business revenue	0%	△ 1%
% state revenue		100%
No. of clients	0	△ 2
No. of projects	0	△ 3



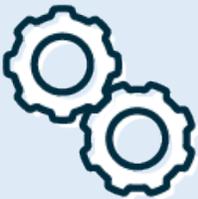
# Business Objectives

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**Priorities and Horizons**



# Key Business Functions



## **Operations**

Stabilise and grow



## **Business Origination**

Identify and win



## **Team**

Develop and  
diversify



## **Brand**

Engage and grow



# FY23 – FY24 Business Objectives

**Existing sectors** - Transport, Energy, Precincts, Schools, Residential

**Emerging sectors** - Water, Utilities, Defence, Health, Commercial

1

Position MBB as an  
'Employer of Choice'

**Measure:** Staff Survey/Formal  
Certification

2

Scale our organic  
growth in existing sectors by an  
additional 30% above  
secured revenue

**Measure:** Growth %

3

10% of overall business  
revenue to be generated from  
emerging sectors

**Measure:** % of revenue

4

Continued diversification  
of staff skillset through  
development and  
strategic recruitment

**Measure:**  
Capability Assessment

5

Deliver operational  
improvements to improve  
business efficiency and  
profit margin

**Measure:** Profit Margin

6

Develop a platform  
for non-organic growth  
to drive strategic change  
and expansion

**Measure:**  
Client Performance Feedback



# What Does Our Future Look Like?

A **market recognised client side project advisory and delivery management business**

A **medium sized business** with a growing presence in all **eastern seaboard states**

A **leading national** (public and private sector) advisory, commercial and delivery business

Established **presence in all eastern seaboard states**, focussed on growth of our presence and market footprint.

A **leading national and international business** recognised for service delivery and opportunities as an employer of choice

A **large multi faceted business** with an **expanded national and international presence** (130+)

- Broader geographical footprint
- Expanded sector coverage
- Increased market share



**Significant growth opportunity** for increased market share in core and emerging sectors

**Business Systems maturing and developing** for future growth

**Existing sectors:** transport, education, residential

**Expanded service offering**, including advisory, commercial and delivery. Significant organic growth of our existing and new emerging sectors.

All **essential business systems implemented**, with a focus on optimisation to decrease overheads and increase profit margin.

**Existing sectors:** transport, education, residential, energy

Continued organic growth and non-organic growth through strategic alignment and partnerships.

**Business systems fully established**, continuously improved and ready for scalable growth

**Emerging sectors:** transport, education, residential, energy, Water, Utilities, Defence, Health, Commercial



Horizon 3

Horizon 2

**Horizon 3**  
July 24 onwards

# How Are We Going To Get There?

- Establishment of **international presence** based on analysis of market opportunities specifically in New Zealand, South East Asia, UK and US
- Establish **pipeline of 3 years secured revenue** for core business activities
- **Diversified workforce of 130+** headcount
- Fully established service lines with **stable and diverse business leadership** across all service lines
- MBB Group announced as an **'Employer of Choice'** in August 2024 (1, 4)
- Have secured work in the following sectors:
  - Transport
  - Energy
  - Residential
  - Education
  - Precincts

**Note:** For further information on how these points relate to business objectives, refer to slide 24





# How Are We Going To Get There?

- Implement **targeted growth activities** based on new government infrastructure commitments across States (2,3)
- **Marketing activities** to be realigned to strategic growth activities and to maximise our reputational and digital brand (2, 3, 6)
- Develop **regional operating concept** for the Northern Territory and Western Australia (3)
- **FTE headcount of 110** based on organic growth (4)
- Targeted strategic hires to expand sector and service line capability (4)
- Implement **additional operational efficiencies** with increased scalability of systems (5)
- Focus on **'Employer of Choice'** requirements to provide a strong case for an award submission in March 2024 (1, 4)
- Strategic expansion of the business through **partnering and non-organic growth** (6)

**Note:** For further information on how these points relate to business objectives, refer to slide 24



# How Are We Going To Get There?



- Expansion of **QLD Office operations** (2, 5)
- **Adelaide Office** established (2, 5)
- Expansion of **Melbourne Office** operations (2, 5)
- Deliver **Strategic Recruitment Plan** (4)
- Deliver **Marketing Strategy** and incorporate into business processes (2,3,6)
- Implement targeted **Development Program** for all staff (1, 4)
- Enhancement of MBB **Graduate Program** for future intakes (4)
- Increased team, average FTE **headcount of 90** (2)
- Fully implement our **Corporate, Social and Environmental Responsibility** targets (1)
- Finalise **rollout of 'The Hive' and all modules and Projectworks** reporting tools to drive operational efficiency and business performance analysis (5)
- Analyse **new capabilities and geographies** for both organic and non-organic growth (6)

**Note:** For further information on how these points relate to business objectives, refer to slide 24



# National Growth Strategy

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# National Growth Strategy



## Growth of Core Business

- Leverage the benefit of MBB's incumbent position experience and value proposition.
- Expanding our relationship network and increasing our capacity and capability.



## Expanded Service Offering

- Increase in market share associated with expanded service offerings in core and emerging sectors.
- Opportunity for uplift in the value and cross selling of services sold within existing projects based on a fully integrated whole of lifecycle offering.



## Geographical Infill

- Expand geographically within Australia and provide maximum coverage along the eastern seaboard.
- Expand our current footprint in Queensland, South Australia and Tasmania.
- Longer term opportunities existing in Northern Territory, Western Australia, New Zealand and South East Asia.



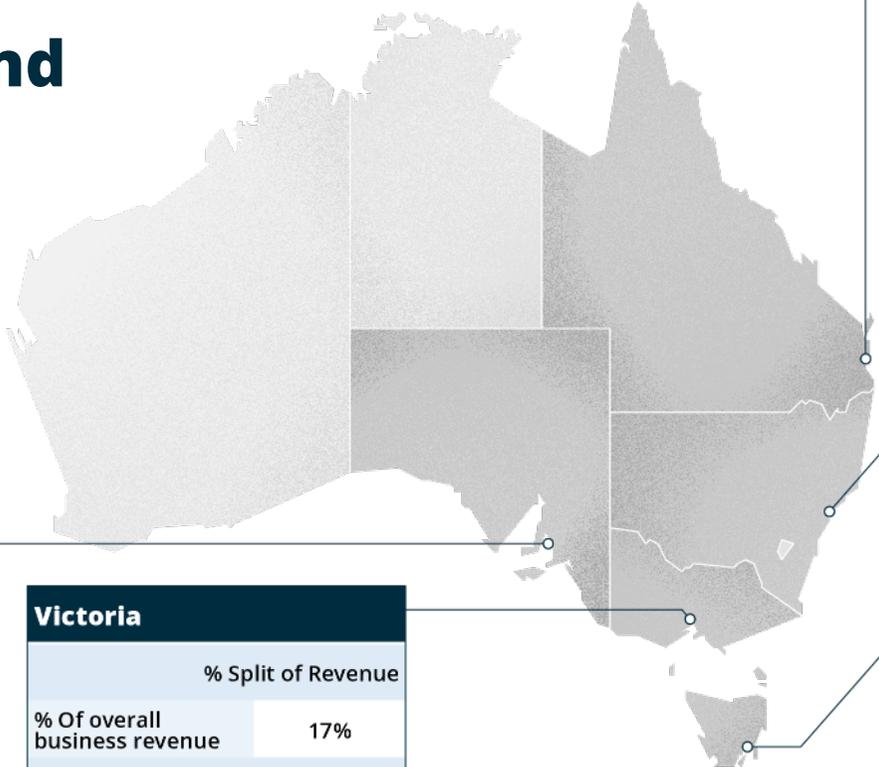
## Sector Expansion

- MBB's sector coverage has evolved over time as new capabilities have been added organically and the company's breadth of capability has expanded.
- MBB has recently moved into Energy and is targeting expansion into Water, Health and Precincts in the mid term.
- Longer term opportunities exist in Defence and Operations.

Future



# FY23 Forecast: Revenue % by State and Team Size



Queensland			
% Split of Revenue			
% Of overall business revenue	3%		
	80	90	100
Team Size	2	2	3

New South Wales			
% Split of Revenue			
% Of overall business revenue	42%		
	80	90	100
Team Size	50	55	59

South Australia			
% Split of Revenue			
% Of overall business revenue	32%		
	80	90	100
Team Size	-	-	-

Victoria			
% Split of Revenue			
% Of overall business revenue	17%		
	80	90	100
Team Size	12	13	14

Tasmania			
% Split of Revenue			
% Of overall business revenue	5%		
	80	90	100
Team Size	-	-	-

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# Business Structure & Governance

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# Business Operations



## Business Performance

- Continued improvement and development of enhanced reporting on business performance, providing analysis and trends for strategic conversations.
- Further empowerment of project leads to understand project health enabling early conversations in regards to contract variations and minimising risk to the business.



## Business Origination

- Continued development of company collateral – ensuring up to date standardised content to sell MBB and our offerings.
- Expansion of the business development program and pipeline to incorporate emerging sectors.



## Team

- Support the development and implementation of the people growth strategy and strategic recruitment plan to ensure alignment with business operations.
- Further implementation and enhancement of 'MBB Hive' to provide insights to ensure business operations support our people.



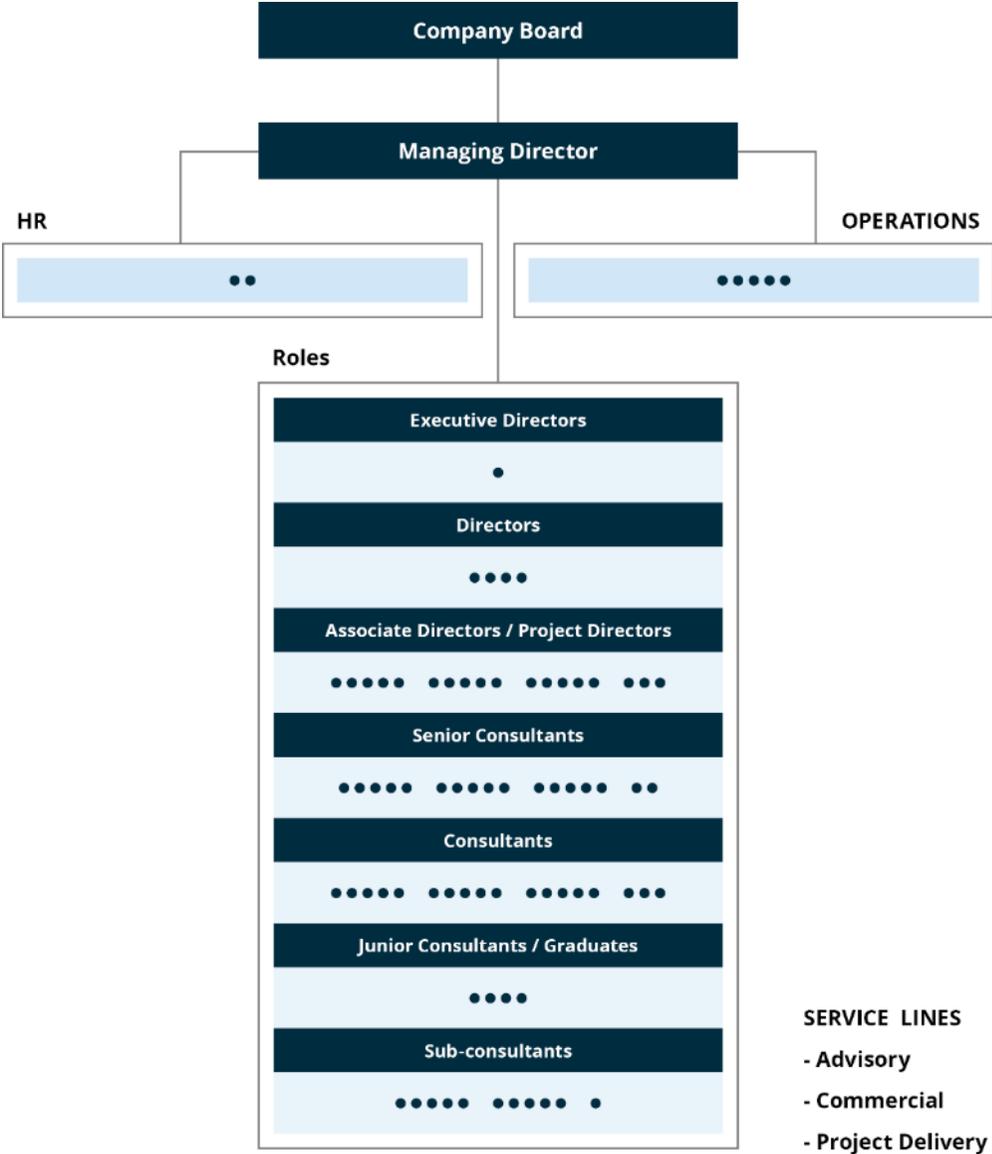
## Operational Support

- As MBB's state presence expands, increase the resources in the Operations team to support the growth and teams in these areas.

Future



# Organisation Chart



# Our People

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# People Growth Strategy



## A Common Purpose

- Living our company values (see slide 8) through reinforcing our every day behaviours and activities.
- Continue to build a culture of collaboration across the workforce focused on our business objectives.
- Embed our business processes to produce refined outputs for end users.
- Built a culture of continuous improvement to support a streamlined employee experience.



## Team Development

- Progression of the MBB competency framework to include the Operations Team, in addition to refining the performance review process and Emerging Leadership Program.
- Align the training curriculum to career levels inline with the competency framework. Provided team focused training opportunities to support client / team based knowledge requirements.
- Establish the development curriculum for the MBB Graduate Program, including National Induction, First 100 Days learning, rotations reviews and permanent settlement processes.



## Attract

- Launch 'The Hive' Recruitment portal for direct applications, agency management and external brand building.
- Support internal recruitment function to source talent directly, hire the right people and focus on positive candidate experiences.
- Strengthen recruitment strategies to support emerging focus area and projects. Provide interview training to all employees involved in the recruitment process.



## Recognition and Reward

- Actively improving recognition initiatives, focussed on excellence and behaviours aligned with our company values.
- Implementation of a KPI framework that incentivises talented individuals looking to develop management and client relationships and networks.

Future



# Strategic Recruitment Plan

**FY23**

**FY24**

1



## MBB Recruitment

- Launch MBB Group recruitment website
- Refresh external job descriptions to align
- Introduce an 'Expressions of Interest' portal
- Transition agencies to the portal and confirm protocols around candidate submissions

## MBB Recruitment

- Refined recruitment processes and proactive approach to direct sourcing candidates
- Recruitment of cohort 3 for Graduate Program
- Direct sourcing talent pools actively managed

2



## Priority Roles

- Directors - Sydney / Melbourne / Brisbane
- Junior Consultants / Consultants
- Graduate Program Hires - support succession pathways

## Upcoming Roles

- Review recruitment needs inline with Emerging Leaders movements
- Manage team pyramids for correct leverage
- Sourcing for international appointments

3



## Attract and Approach

- Talent pipelining and mapping of targets
- Strategic approaches and conversations
- Involvement in sector planning discussions
- Plan ahead of emerging sector areas for MBB (Health, Defence and Utilities)

## MBB Recruitment Profile

- Employer of Choice / Gender Equality index
- Strategic Thought Leadership to attract new talent / build profile for top talent to seek out
- Established Employee Value Proposition within the external marketplace

4



## Pre-emptive activities

- Dovetail search strategy with immediate needs briefs / proactive approach for future needs
- Strategic LinkedIn posts to draw out interest
- Review the 'Referrals' policy to encourage new talent through our networks

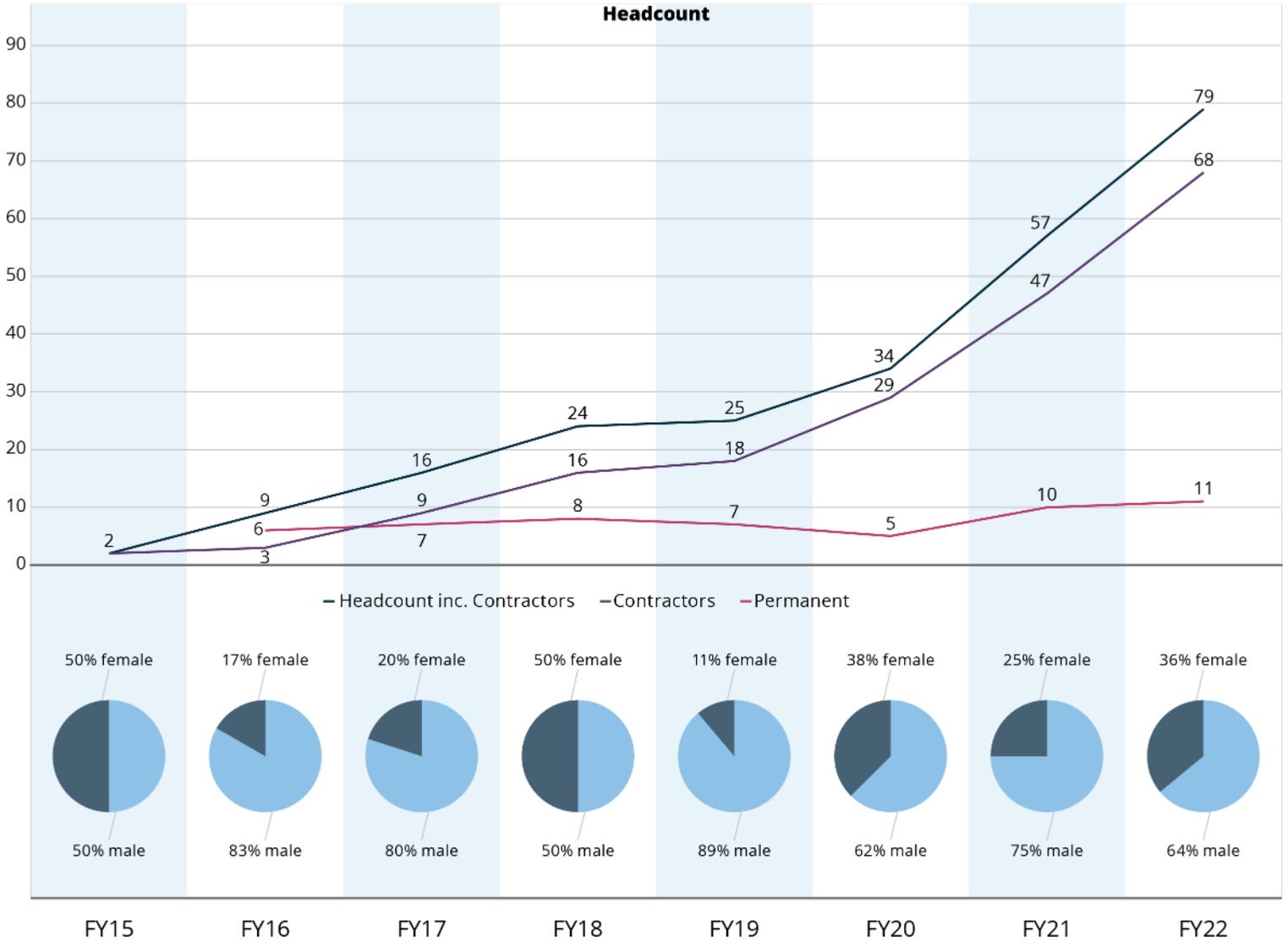
## Monitoring

- Track against headcount expansion targets
- Review of time to hire statistics
- Direct hires vs agency spend tracking
- Cross referencing on previous applications

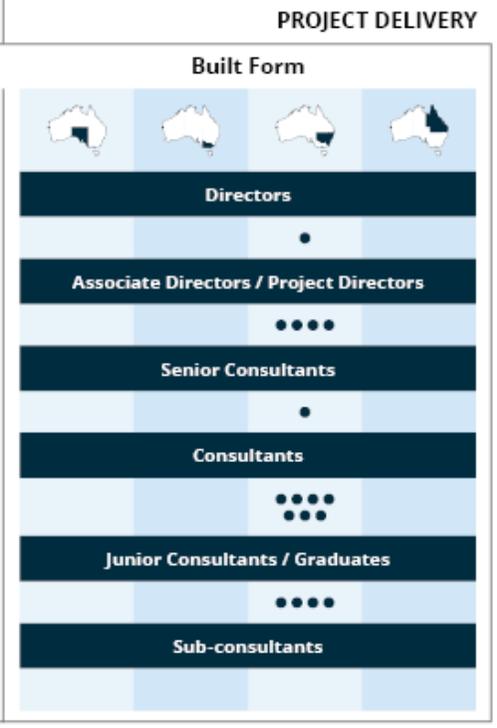
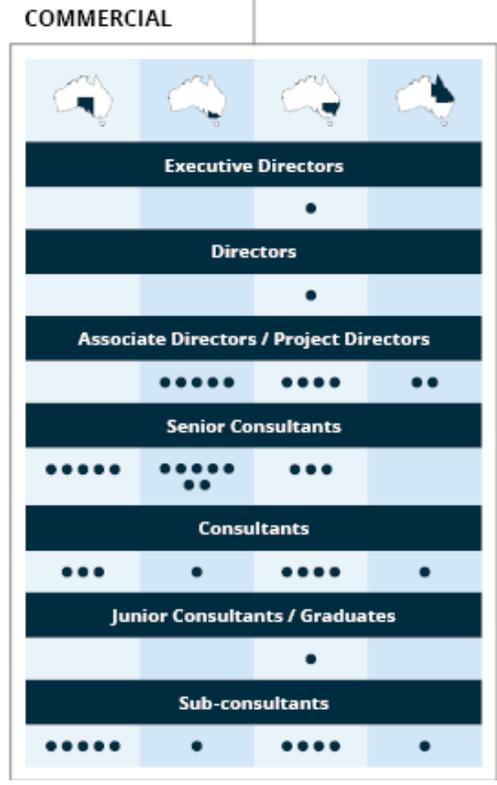
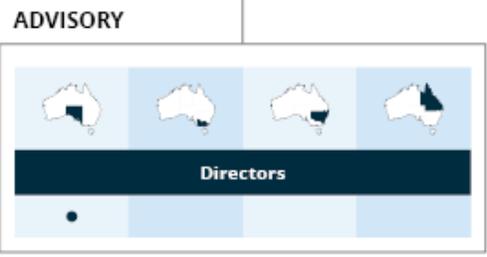
**Future**



# Headcount Summary FY15-22



**CURRENT ORG CHART**  
**1 AUG 2022**  
**71 FTE**



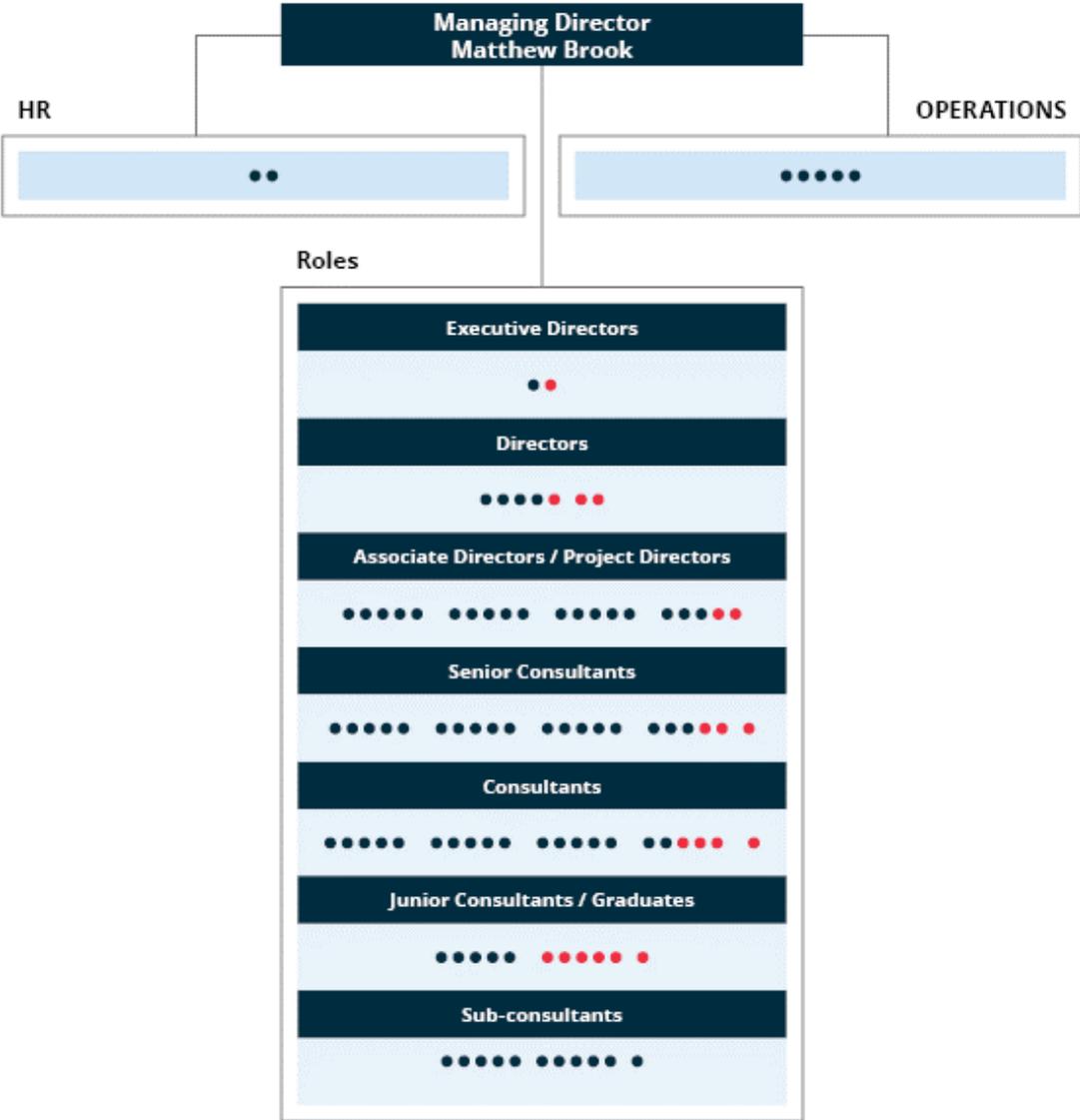
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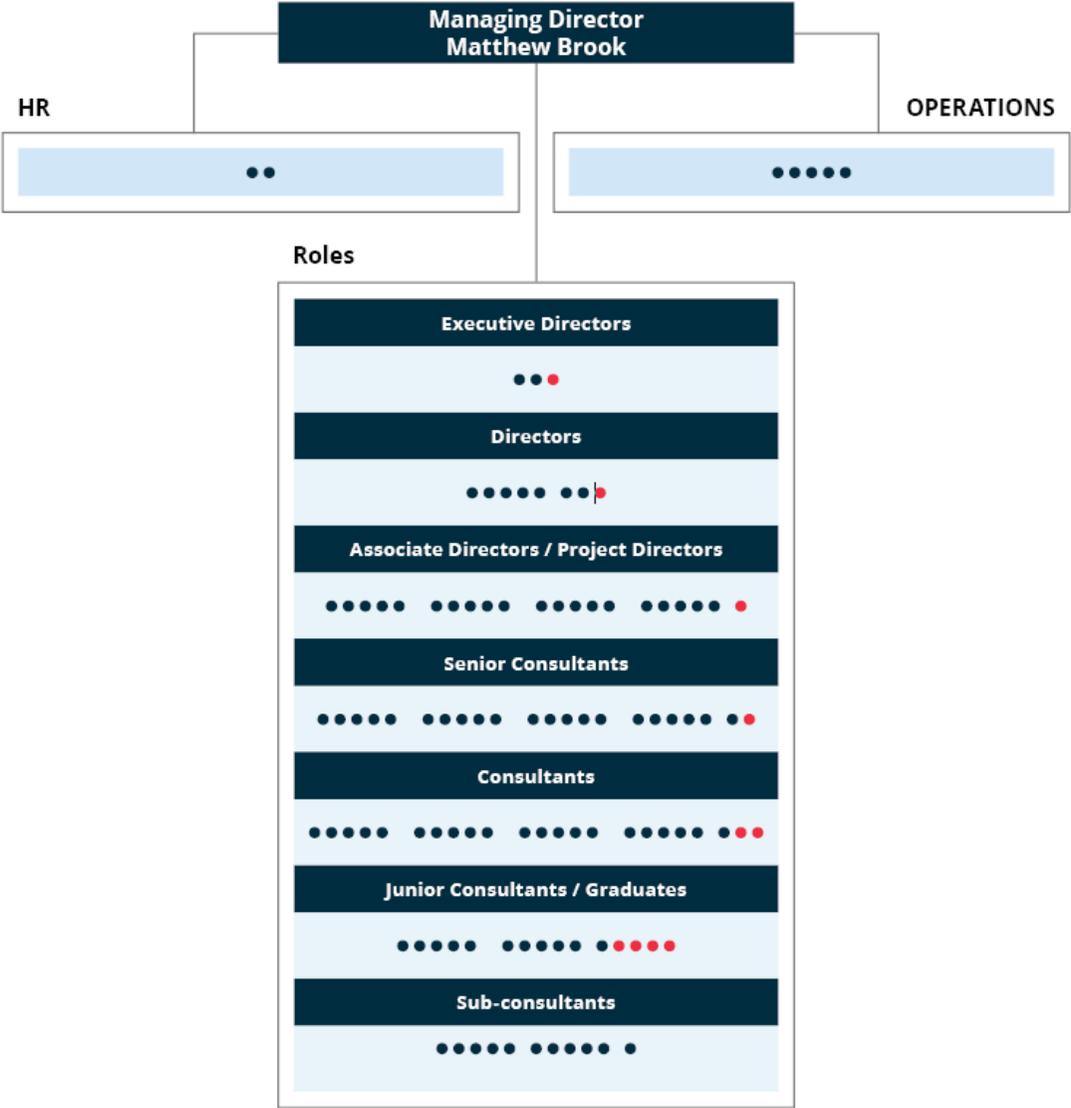
# ORG CHART 30 JUN 2023 (90 FTE)

Based on current headcount we are well placed to meet our financial target for FY23. All additional headcount is based on new business only and is not needed to fulfil current contracts.

\*Analysis of anticipated growth by state included in appendix



# ORG CHART 30 JUN 2024 (110 FTE)



\*Analysis of anticipated growth by state included in appendix



**Any questions?**

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