



INDUSTRIAL SERVICES  
CAPABILITY STATEMENT

# RESHAPING INDUSTRY

**cma** | A DELTA GROUP  
COMPANY  
contracting

**CMA CONTRACTING IS A SPECIALIST INDUSTRIAL SERVICES DIVISION OF DELTA GROUP – ONE OF THE LARGEST DEMOLITION & CIVIL CONTRACTORS IN THE WORLD TODAY.**

**WE HAVE THE FINANCIAL, OPERATIONAL & ORGANISATIONAL CAPACITY TO MANAGE COMPLEX, LARGE SCALE INDUSTRIAL PROJECTS AUSTRALIA WIDE & INTERNATIONALLY.**



Demolition & Recycling International Magazine  
Annual Top 100 Contractors

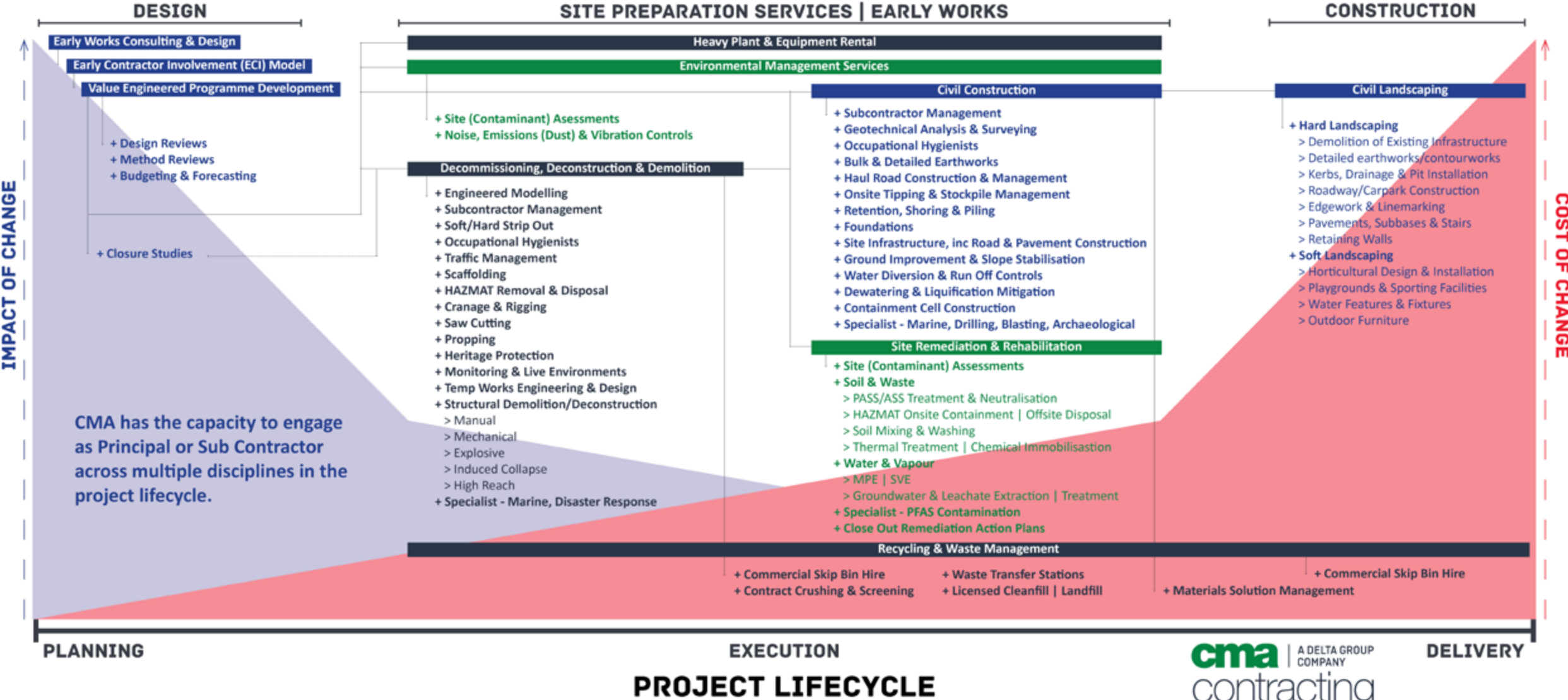
	2017	2018
1. NORTHSTAR (USA)	\$667M	\$711M
2. KELTBRAY (UK)	\$473M	\$533M
3. DELTA GROUP (AUST)	\$351M	\$454M
4. BRANDENBERG (USA)	\$300M	\$320M
5. ERITH (UK)	\$327M	\$299M



# RESHAPING INDUSTRY

No other contractor understands the project lifecycle better than we do.

# DIVERSIFIED TURNKEY SERVICES



# INDUSTRIAL SECTOR EXPERTISE

## PETRO-CHEMICAL



We have been engaged by industrial clients to undertake closure studies as well as to deliver complex decommissioning, deconstruction and demolition services in highly sensitive environments:

- + Rosehill Polypropylene Plant
- + Rio Tinto Parker Point Fuel Farm
- + BP Tank Farm, North Fremantle
- + Shell Clyde Refinery
- + Orica Solvents & Silica Plant
- + Wesfarmers CSBP Albany
- + CSBP Sulfuric Acid Plant
- + West Atlas Oil Rig Disaster
- + Burnie Tioxide Chemical Plant

## MANUFACTURING



Over three decades CMA Contracting has accumulated an impressive portfolio of manufacturing plant decommissioning, deconstruction, civil and remediation projects:

- + Hydro Kurri Kurri Aluminium Plant
- + CBH Group Shiploader
- + Boral Maldon & Waurin Ponds
- + Adelaide Brighton Cement Geelong
- + Amcor Paper Mill Melbourne
- + Burnie Paper Mill
- + Kimberley Clark Mill
- + Black Swan Nickel Shed
- + Pasminco Cockle Creek
- + Amcor Petrie Paper Mill
- + Glastonbury Steel Port Kembla
- + Hansons Wallgrave Quarry
- + OneSteel Mill Brisbane
- + Graincorp Shiploader Geelong
- + Cockburn Cement Plant

## ENERGY



CMA Contracting is at the forefront of generational change as the world transitions to a clean energy future, with extensive experience across the Australian energy sector:

- + Hazelwood Power Station
- + Old Morwell Power Station
- + Kwinana Power Station
- + White Bay Power Station
- + Liddell Power Station #2
- + Mica Creek Power Station
- + Callide Power Station
- + Swan Creek Power Station
- + Rio Tinto Dampier Power Station
- + East Perth Power Station
- + South Fremantle Power Station
- + Tallawarra Power Station

## MINING & RESOURCES



Our diversified industrial services have been called upon to overcome significant engineering challenges across a range of projects for blue chip multinational companies:

- + Hazelwood Rehabilitation Project
- + Iluka Geraldton Wharf
- + BHP Hay Point
- + BHP Nickel West Kwinana Refinery
- + Rio Tinto Birra Birra Camps A & B
- + BHP Nelson Point
- + NQBC Abbott Point Coal Terminal
- + BHP Yandi Mine
- + BHP Boodarie
- + BHP Finucane Island
- + Rio Tinto Kangaroo Hill
- + BHP Mt Whaleback
- + Rio Tinto Ranger Mine

## GOVERNMENT



Our experience across all levels of government is built upon our reputation for attention to detail and our ability to satisfy the unique demands of heavily scrutinised and complex public sector projects:

- + Woodsreef Asbestos Mine
- + Christmas Island Phosphate
- + New Caledonia Nickel Refinery
- + Ilot Pen Wharf Reconstruction
- + White Bay Wharf
- + Pyrmont Wharves 8 & 9
- + Gallipoli Barracks Enoggera
- + HMAS Stirling
- + HMAS Cerberus
- + Holsworthy Barracks
- + HMAS Albatross
- + Damascus Barracks Meeandah
- + Villawood Immigration Centre

The background of the entire advertisement is a silhouette scene set against a warm, golden sunset sky. On the left side, the dark silhouette of a large piece of construction machinery, possibly a crane or excavator, is visible. In the center-right, two construction workers wearing hard hats are silhouetted against the bright light of the setting sun. They appear to be in conversation, facing each other. The overall mood is professional and aspirational.

# ABOVE & BEYOND

It's how we shape tomorrow,  
for ourselves and our clients.

We're fiercely proud of what we have achieved and why. Our people and values matter. Above & Beyond is our ethos. The sum of all our parts. It's our way of working and our measure for success, no matter what we set out to do or accomplish.

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COMPANY  
contracting



# PEOPLE MATTER

No other business practice is more important than the safety of our people.



# DEPENDABLE

We are efficient and effective because we depend on each other to get the job done.





## DETERMINED

We refuse to give anything but the very best to a client and their project.

# THINK DIFFERENTLY

We don't just encourage bold and innovative thinking, we depend on it.



# INDUSTRIAL SECTOR PROJECT HIGHLIGHTS



## BHP Nelson Point TCB02/TS204 \$3m 2015-16

- Demolition, HAZMAT, Recycling**
- Tertiary Crusher & Transfer Station Demolition
  - 3D Engineered Modelling
  - Live Environment
  - Temp Services/Works Design & Construction
  - Specialist Trades & Subcontractors

BHP Yandi Mine  
BHP Boodarie  
Rio Tinto Birra Birra  
Rio Tinto Parker Point  
Rio Tinto Kangaroo Hill

Iluka Geraldton



## BHP Nickel West Kwinana Refinery Demolition, HAZMAT, Recycling \$1.5m 2018-19

- Deconstruction of decommissioned H2 plant
- In Situ Vetrocoke Decontamination
- Live Environment
- Arsenic/Arsine Gas (PPE) Management
- Heavy Lift Sequencing, Cranage & Rigging
- Temp Services/Works Design & Construction

Kwinana Power Station  
CBH Shiploader, Fremantle

West Atlas Oil  
Rig Disaster Response

Rio Tinto Ranger Mine  
Uranium Spill Disaster Response

## Engie Hazelwood Mine & Power Station \$70m 2019-21 Deconstruction, Demolition, HAZMAT, Recycling, Civil Construction, Heavy Plant Rental

- Deconstruction and demolition of 8 Unit 1600MW Power Station & Mine: Turbine Hall, Boiler Houses, Precipitators, Conveyors, Crushing House, Slot Bunker, 8 x 140m Stacks
- Asbestos Removal and Containment Cell Management
- Mine Rehabilitation Civil Works
- Temp Services/Works Design & Construction
- Specialist Trades & Subcontractors
- Local Labour Content & Stakeholder Management
- Critical Asset Protection & Retention (HSCC)

## EBAC Old Morwell Power Station \$15m 2019-20 Deconstruction, Demolition, HAZMAT, Recycling

- Demolition of Turbine Hall, Boiler Houses, 4 x 90m Stacks
- Asbestos Removal & Disposal
- Local Labour Content & Stakeholder Engagement
- Specialist Trades & Subcontractors
- Temp Services
- Heritage Protection (Adjacent Structures)

BHP Olympic Dam

Kimberley Clark Mill

Ancor Paper Mill Abbotsford  
Adelaide Brighton Cement Geelong  
Boral Waurrn Ponds

Burnie Paper Mill

NQBPC Abbot Point

- ## BHP Hay Point \$6m 2018-19 Deconstruction, Demolition, HAZMAT, Recycling
- Deconstruction of Stacker Reclaimers 1 & 2
  - Asbestos Removal & Disposal
  - Temp Services/Works Design & Construction
  - Live Environment
  - Heavy Lift Sequencing, Cranage & Rigging
  - Asset Recovery & Salvage

## Hydro Kurri Kurri Aluminium Plan \$20m 2018-19 Decommissioning, Deconstruction, Demolition, HAZMAT, Recycling

- Closure Studies & Decommissioning
- Deconstruction & Demolition of Potlines Superstructure, Smelter, Busbars & 4 Stacks
- Asbestos Removal & Disposal
- Temp Services/Works Design & Construction
- Onsite Concrete Recycling, Crushing & Screening
- Heavy Lift Sequencing, Cranage & Rigging
- Asset Recovery & Salvage

Ancor Petrie  
Paper Mill

Rosehill Polypropylene Plant  
Orica Solvents & Silica Plant  
Shell Clyde Refinery

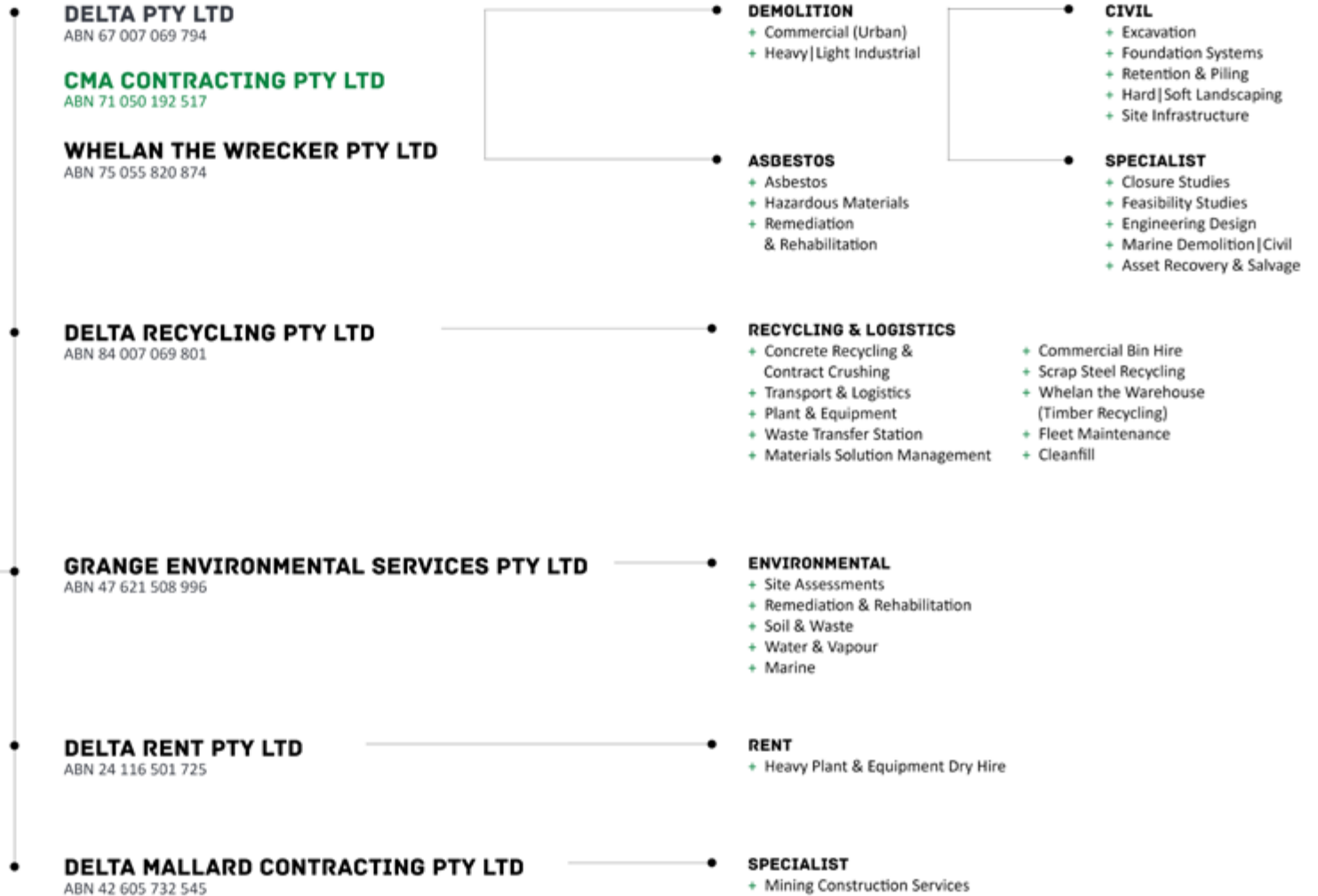


## Boral Maldon \$500k 2019 Explosive Demolition, HAZMAT, Recycling

- Demolition of 60m concrete stack
- 3D Engineered Modelling
- Live Environment
- Temp Services/Works Design & Construction
- Specialist Trades & Subcontractors

# ABOUT US

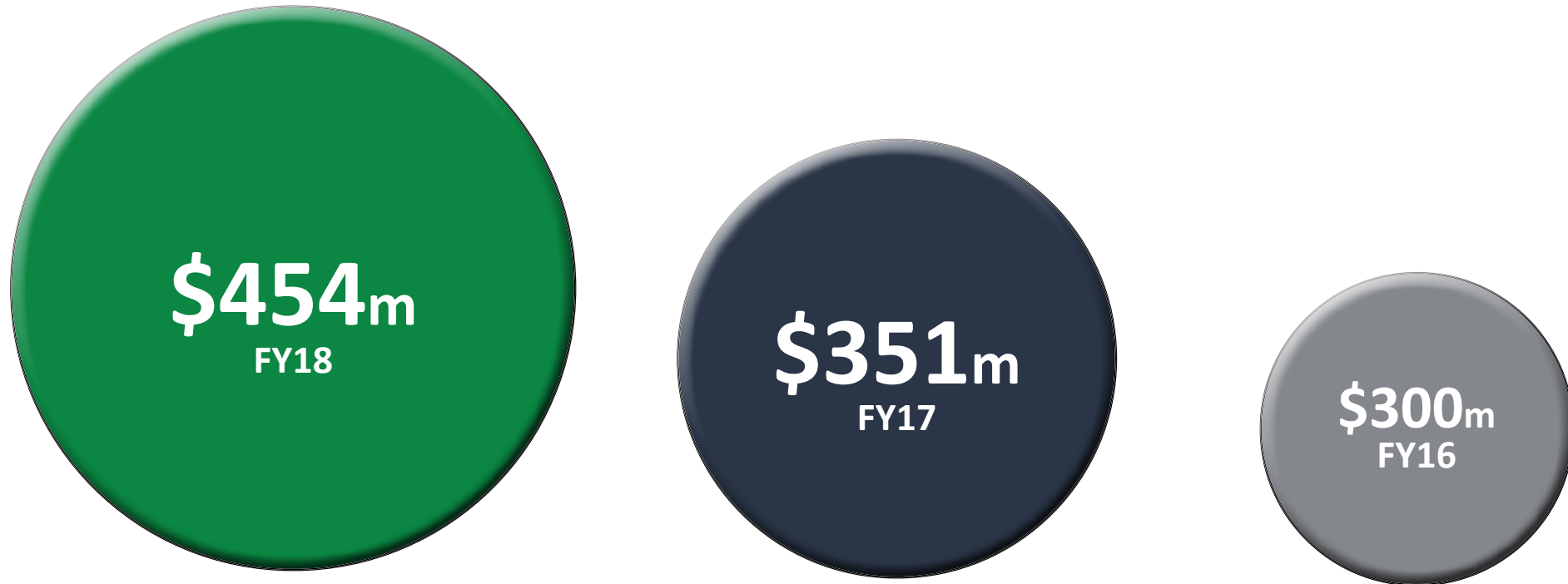
## CORPORATE STRUCTURE



## ABOUT US

# FINANCIAL CAPACITY

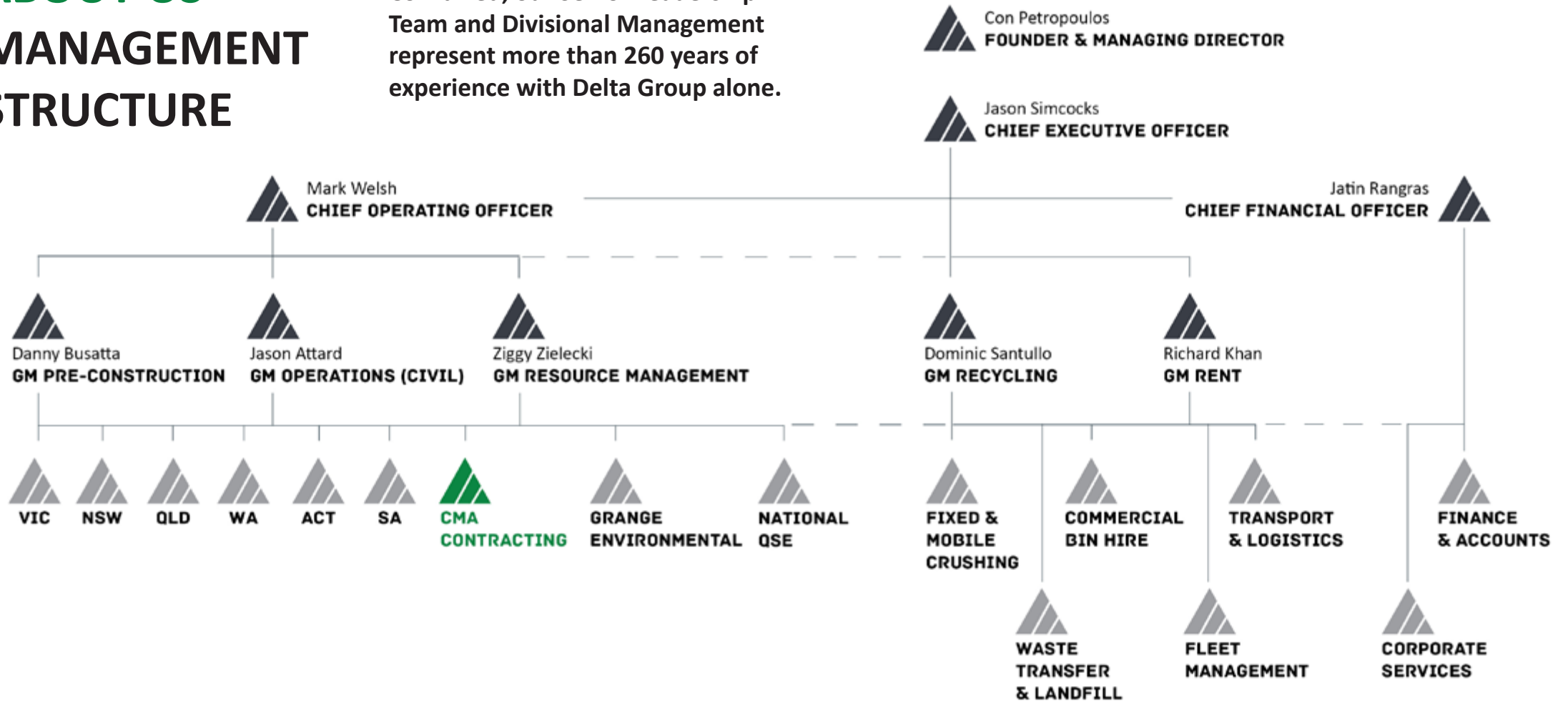
Significant revenue growth and a strong balance sheet strengthens our capacity to deploy capital in new or highly specialised plant and equipment to meet any client or project requirement. CMA has unrivalled financial capacity to extend bank securities, guarantees and/or surety bonds to cover any significant risks associated with our proposed work programmes.



# ABOUT US

## MANAGEMENT STRUCTURE

Combined, our Senior Leadership Team and Divisional Management represent more than 260 years of experience with Delta Group alone.



# ABOUT US

## OFFICES

### CMA KARRATHA

Lot 2891 Pemberton Way  
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### HEAD OFFICE

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15 Geelong Street  
Fyshwick ACT 2609  
p. +61 2 6239 3411  
e. deltaact@deltagroup.com.au



# INDUSTRIAL SERVICES

## CIVIL CONSTRUCTION

CMA has proven capacity to value engineer concurrent and/or consecutive work programmes involving multiple disciplines. Our civil construction capabilities have been called upon for large scale urban and industrial projects, allowing our clients to benefit from accelerated programme delivery, continuity of works and single source contact with key site and project management personnel.

- + Geotechnical Analysis & Surveying
- + Bulk & Detailed Earthworks
- + Site Infrastructure, including Road & Pavement Construction
- + Water Diversion & Run Off Controls
- + Retention Structures & Systems
- + Ground Improvement & Slope Stabilisation
- + Full Site Remediation & Rehabilitation
- + Dewatering & Liquification Mitigation
- + Hard & Soft Landscaping
- + Haul Road Construction & Management
- + Onsite Tipping & Stockpile Management
- + Containment Cell Construction
- + Specialist Marine, Drilling, Blasting & Archeological



# INDUSTRIAL SERVICES ENVIRONMENTAL MANAGEMENT

The reuse or transfer of contaminated brownfield industrial sites demands qualified environmental management techniques and state-of-the-art treatment technologies to overcome challenging and complex engineering and risk profiles.

We work within the guidelines of the Commonwealth National Environment Protection (Assessment of Site Contamination) Measure, relevant Australian Standards and State/Territory legislative frameworks to carefully tailor a sustainable solution to meet individual project requirements, as well as to identify innovative methods to reduce waste to landfill, manage local stakeholder relations and satisfy regulatory requirements to effectively deal with contaminated materials.

- + Site Assessments
- + Soil & Waste
- + Water & Vapour
- + Containment Cell (Civil) Construction
- + Materials Solution Management
- + Hard & Soft Landscaping
- + Revegetation
- + Specialist PFAS
- + Close Out Remediation Action Plans
- + Disaster Response

# INDUSTRIAL SERVICES

## CLOSURE STUDIES & DECOMMISSIONING

CMA offers total plant and facility decommissioning services Australia wide and throughout the Australasia region. From the dismantling, decontamination and removal of above-and-below ground structures to asset recovery and land regeneration, we have the capabilities to satisfy complex regulatory and statutory obligations. Our services include:

- + Closure Studies & Consulting
- + Engineered Modelling
- + Total Systems Isolation
- + Clearance of Redundant Plant Components
- + Cleaning of Residual By-Products
- + Asset Recovery & Salvage
- + Civil Construction Works
- + Full Site Remediation & Rehabilitation

# INDUSTRIAL SERVICES

## ASBESTOS & HAZMAT REMOVAL

CMA is a Class A and Unrestricted licenced asbestos removal contractor with 30 years of experience designing and delivering industrial asbestos and HAZMAT/HAZCHEM abatement work programmes. Our capabilities extend to the safe removal and disposal of all forms of dangerous goods and hazardous waste that can be present throughout heavy industrial plant and facilities, including:

- + Asbestos Contaminated Materials
- + Impacted soil, tailings waste and sediments.
- + PCB impacted materials and equipment.
- + Heavy metals – cadmium, mercury, lead.
- + Residual hydrocarbons and oils.
- + Chemical solvents, pigments and sludge.
- + Coal tar and ash.
- + Industrial by-products and radioactive waste.

# INDUSTRIAL SERVICES DECONSTRUCTION

The deconstruction of industrial plant and facilities is high risk work that demands specialist skills and experience. CMA draws on more than 30 years of experience to design and deliver engineered, AS2601 compliant industrial solutions in some of the world's most challenging environments.



## INDUSTRIAL SERVICES MECHANICAL DEMOLITION

We have the capacity to design site and project specific mechanical demolition work programmes that utilise a diverse range of heavy, high reach, medium and small plant, as well as specialist support vehicles and equipment. In house fabrication workshops deliver custom design expertise and our capacity to deploy capital expenditure for new plant and equipment gives us the ability to meet any client or project requirement.

# INDUSTRIAL SERVICES INDUCED COLLAPSE



CMA specialises in mechanically induced (controlled) collapses of industrial structures and heavy infrastructure. We recognise the high risks associated with pre-weakening structures prior to inducing a controlled collapse using heavy plant and undertake calculated engineered modelling of our proposed sequencing to test and analyse how each structure will behave and to ensure the safety of all site personnel as well as adjacent assets or infrastructure.

# INDUSTRIAL SERVICES

## EXPLOSIVE DEMOLITION

Large scale and technically challenging industrial projects can involve the use of explosives to induce a controlled collapse. Explosive demolition techniques in Australia are strictly regulated and the financial, project and reputational risks associated with failure are significant. CMA calls upon long standing commercial relationships in Australia and globally to ensure blast management plans and corresponding work methods involve the very best third party structural engineering consultants and expert, fully licensed subcontractors to achieve excellence in all facets of quality, safety and environmental performance.



# INDUSTRIAL SERVICES MANUAL DEMOLITION

CMA, through Delta Group, calls upon a national workforce of more than 800 experienced trades, operators and labourers with the relevant qualifications and tickets to execute high quality, safe manual and mechanical demolition work methods. We can also apply proven capabilities for recruiting and developing local labour content to satisfy client and/or project specific requirements.



# INDUSTRIAL SERVICES

## ASSET RECOVERY & SALVAGE

Total and/or partial deconstruction and dismantling of large scale, multi-faceted industrial plant and facilities, involving:

- + Live services and operational environments.
- + Reverse (structural) engineered modelling.
- + Scaffolding and rope access.
- + Craneage and rigging.
- + Heavy lift sequencing.
- + Recovery, reuse and/or resale of plant.
- + Chain of Custody logistical management.

A large, complex offshore oil rig structure is shown in the ocean. The rig is supported by several tall, dark metal legs. The main body of the rig is a large, white, rectangular platform with various levels, ladders, and equipment. There are several tall, lattice-like towers on top of the platform. The sky is a clear, bright blue. In the bottom left corner, there is a small white boat on the water.

## INDUSTRIAL SERVICES SPECIALIST & MARINE

Our people and plant have the capacity to work in and above water to successfully deliver highly specialist marine based project solutions, as well as to coordinate disaster or emergency response services.



# INDUSTRIAL SERVICES

## RECYCLING, CRUSHING & SCREENING

Delta Group and CMA divert more than 2 millions of tonnes of waste from landfill each year, with up to 95% of all construction and demolition (C&D) waste recycled and reused as 21st century building materials.

We take great pride and care in developing safe, reliable and flexible waste management solutions that help our clients achieve their sustainability aims as well as to fulfil their environmental responsibilities.

- + Asset Recovery & Salvage
- + Mobile (Onsite) Crushing & Screening
- + Specialist Plant & Equipment
- + Commercial Bin Hire
- + Material Reuse & Resale
- + Licensed Transport & Logistics
- + Accredited Waste Transfer & Recycling Facilities

# INDUSTRIAL SERVICES

## HEAVY PLANT RENTAL

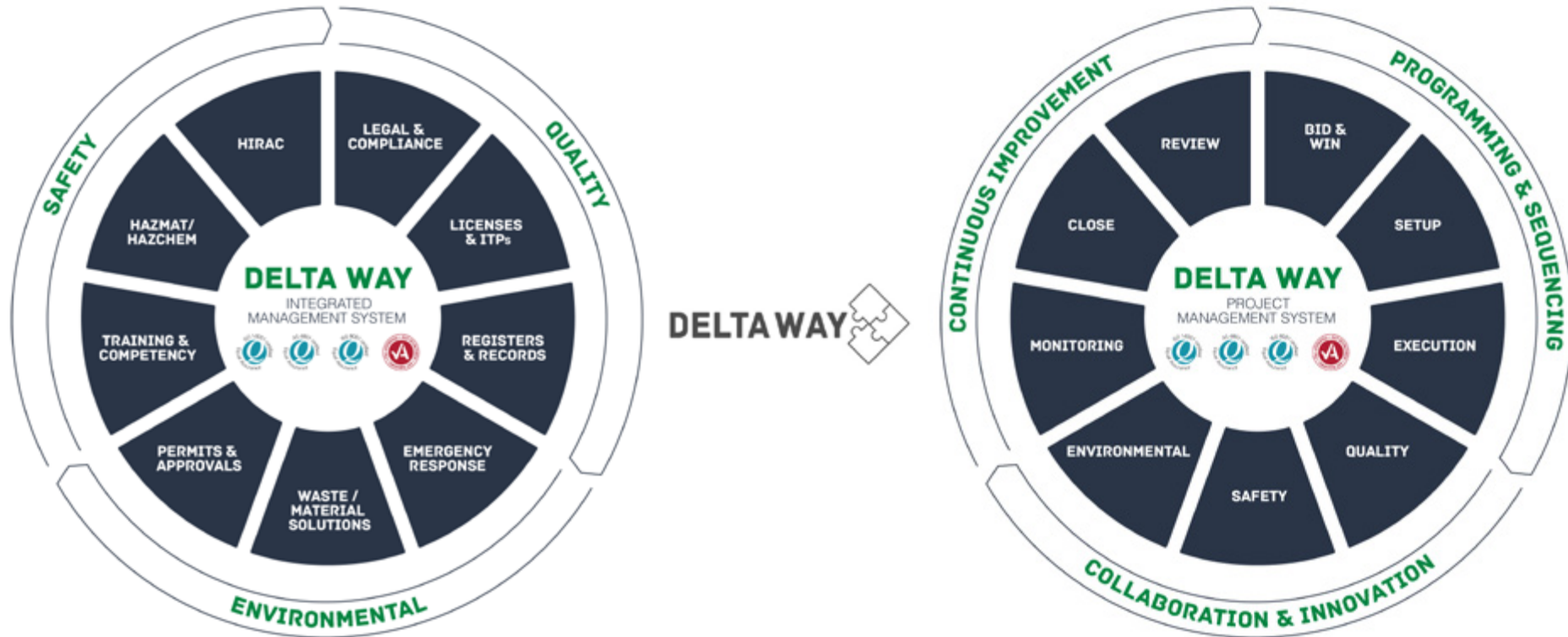
The deployment, operation and maintenance of heavy plant and equipment is high risk and capital intensive. It also requires specialist skills and operating licences. CMA is a trusted partner for the rental of late model plant and equipment as well as 24/7 qualified support personnel to help get the job done right, first time.

- + Late Model Fleet
- + Maintenance Free Rental
- + Expert 24/7 Support Services
- + Licensed Transport & Logistics
- + Flexible & Competitive Rates



# INTEGRATED MANAGEMENT SYSTEMS

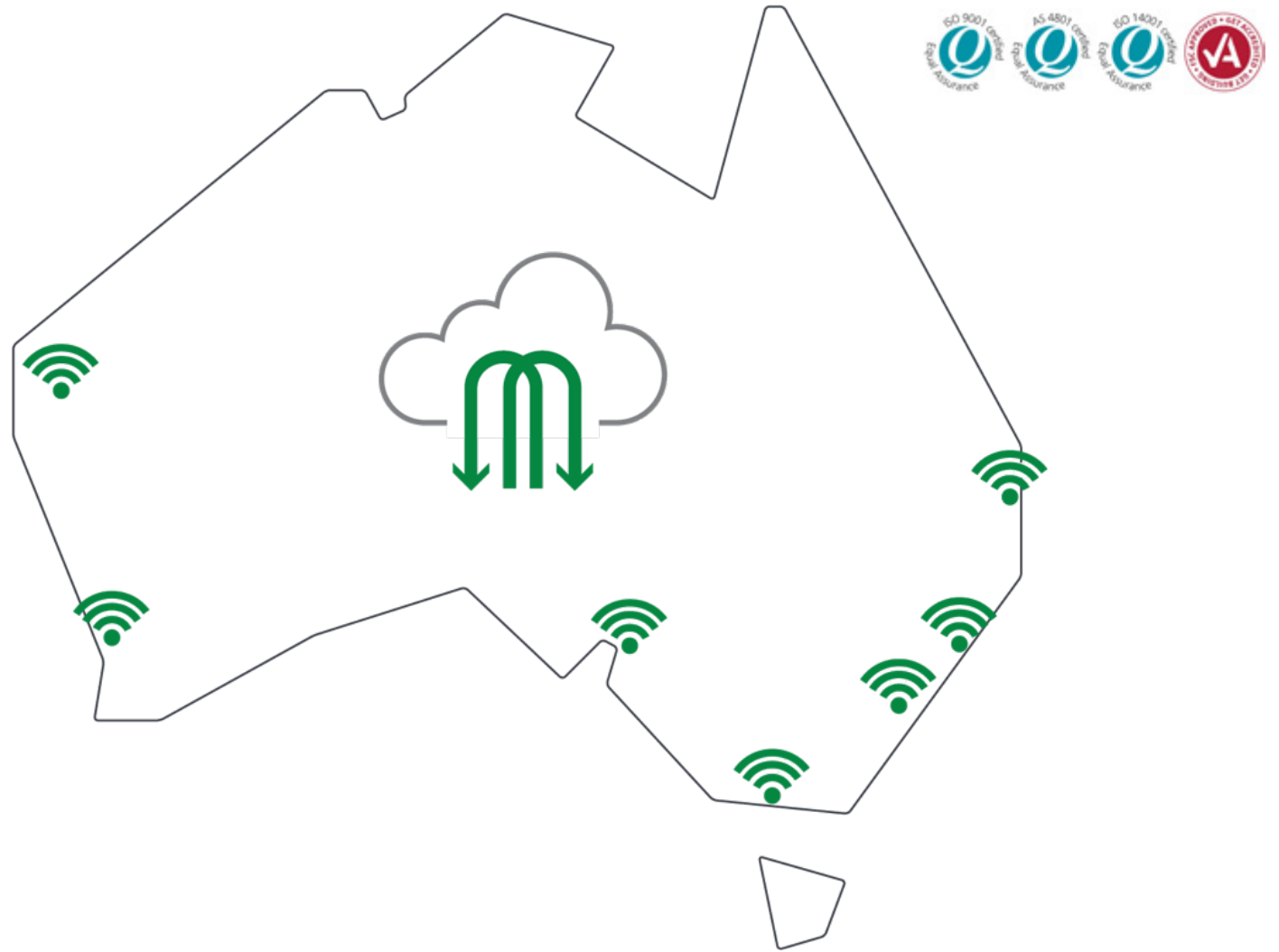
Our triple certified integrated management systems have been proven over thousands of projects in high risk environments, allowing us to continuously improve our practices and to build upon our reputation as best-in-class.



# DELTA WAY KNOWLEDGE TRANSFER

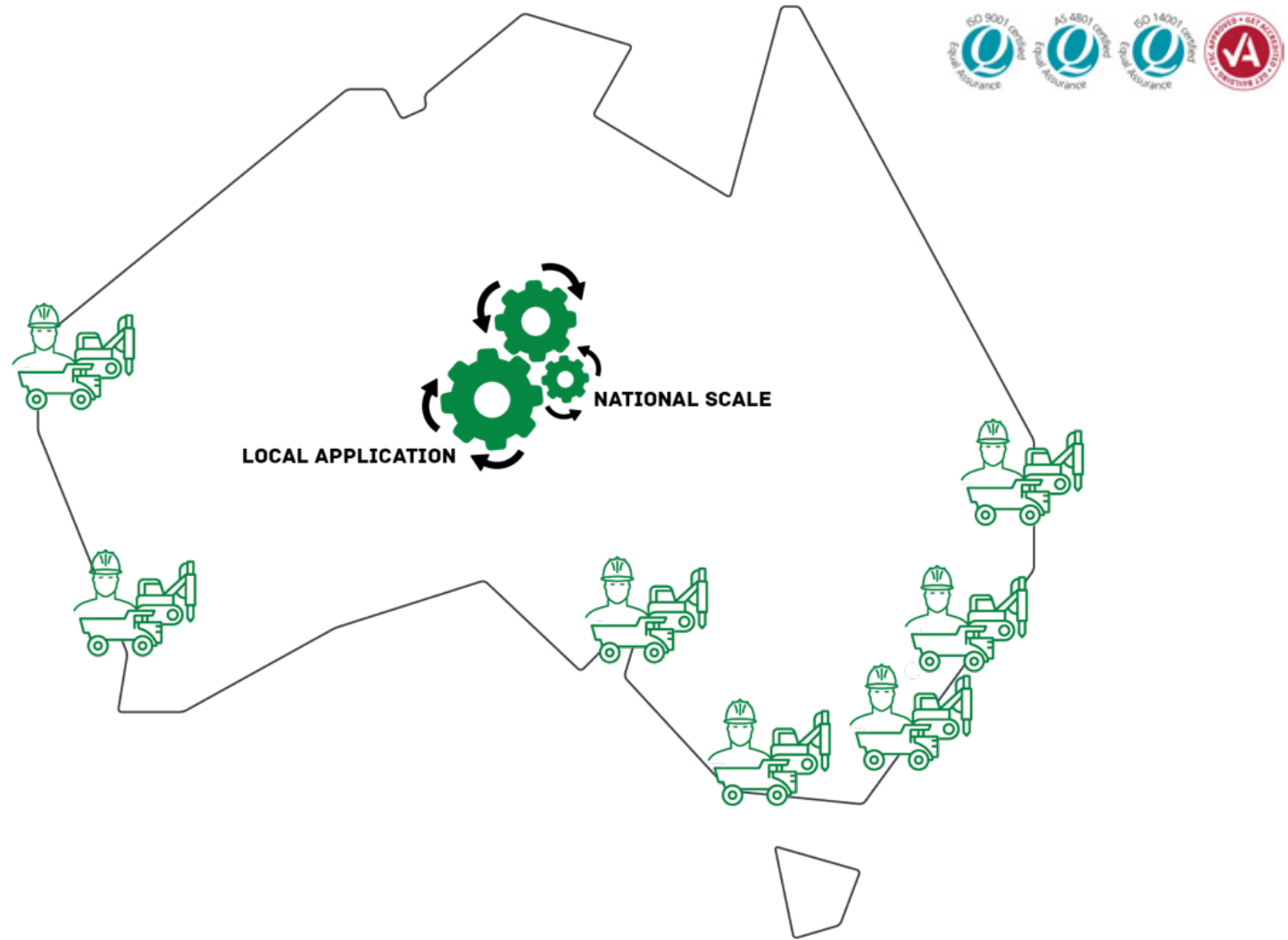
Delta Way is a custom designed cloud based management system that captures and shares commercial IP from project sites across Australia.

CMA has unrivalled capabilities to analyse key performance data from past and current projects – and to facilitate the transfer of technical knowledge to value engineer site specific early works programmes.



# DELTA WAY SKILLS TRANSFER

With more than 800 qualified and trained staff as well as a fleet of 900+ specialist plant and equipment - we can deploy, recruit and develop site specific skills to deliver our projects on time, on budget and without incident.





# PLANT & EQUIPMENT

We operate Australia's largest privately owned fleet of specialist plant and equipment, with specific capabilities to meet the demands of complex, large scale industrial projects.

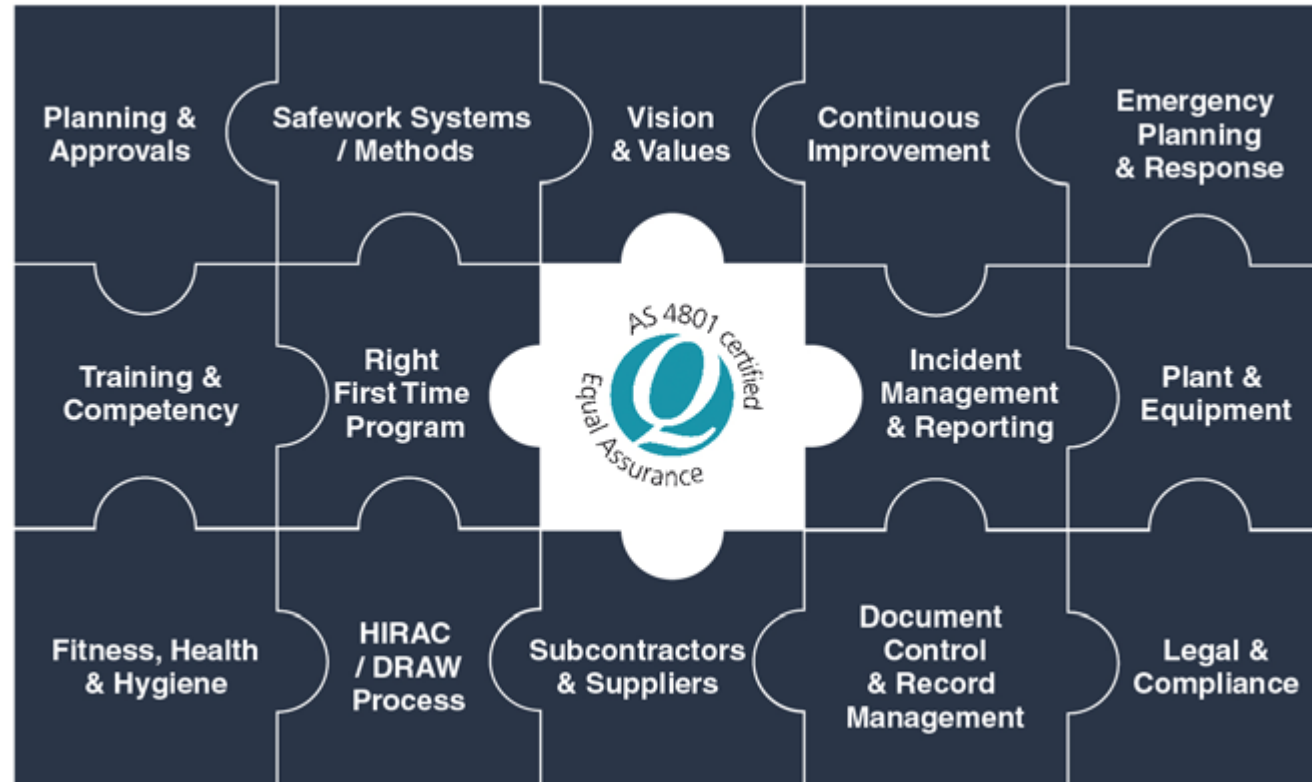


# SAFETY MANAGEMENT SYSTEM



We're committed to an uncompromising culture that refuses to put profit before the health and well being of our people.

Our SMS is AS4801 certified and directs the development of a project and site specific safe work methods and practices to carry out the work involved and to effectively address and manage all OHS/WHS risks.

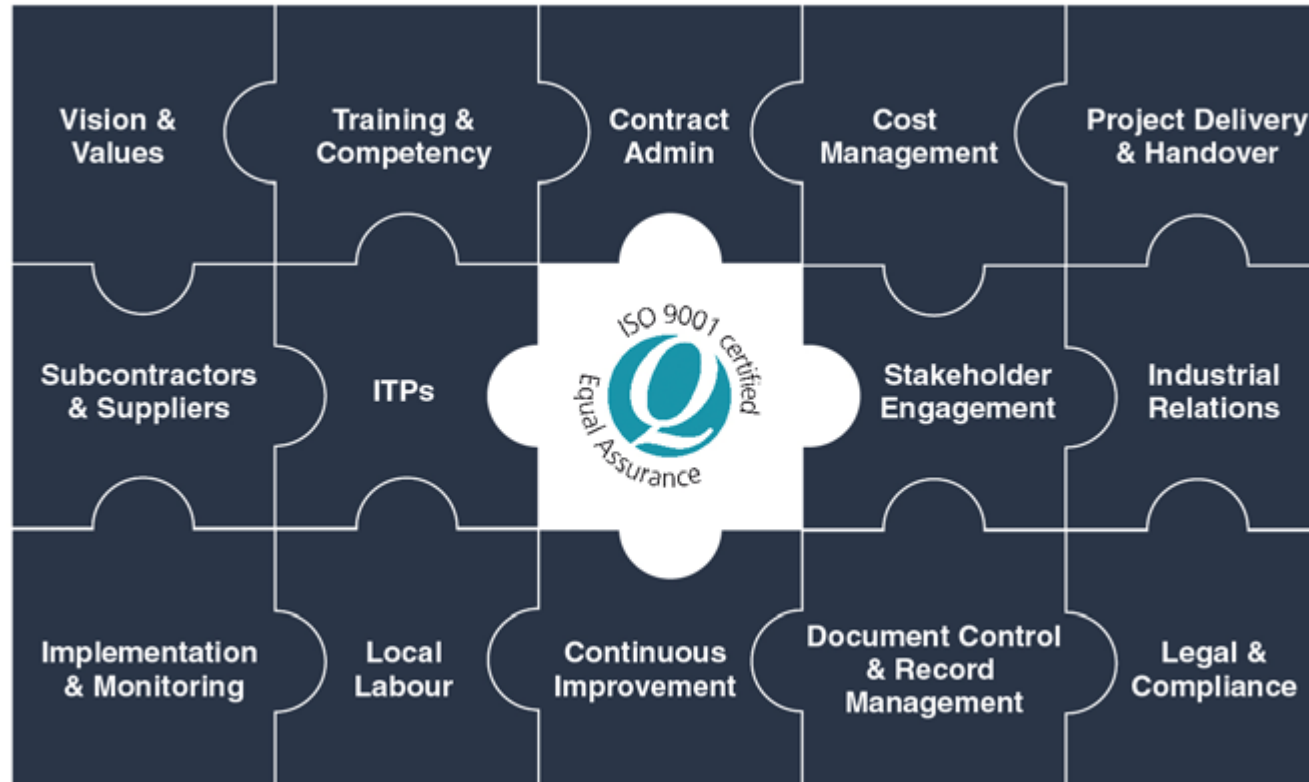


# QUALITY MANAGEMENT SYSTEM



It is our customers and stakeholders who define what quality looks like and the standards we need to achieve.

Our QMS is ISO9001 certified and directs the development of a project or contract specific plan to carry out the work involved, to ensure conformity with the requirements of a project contract and to effectively address and manage all quality risks and assurances.

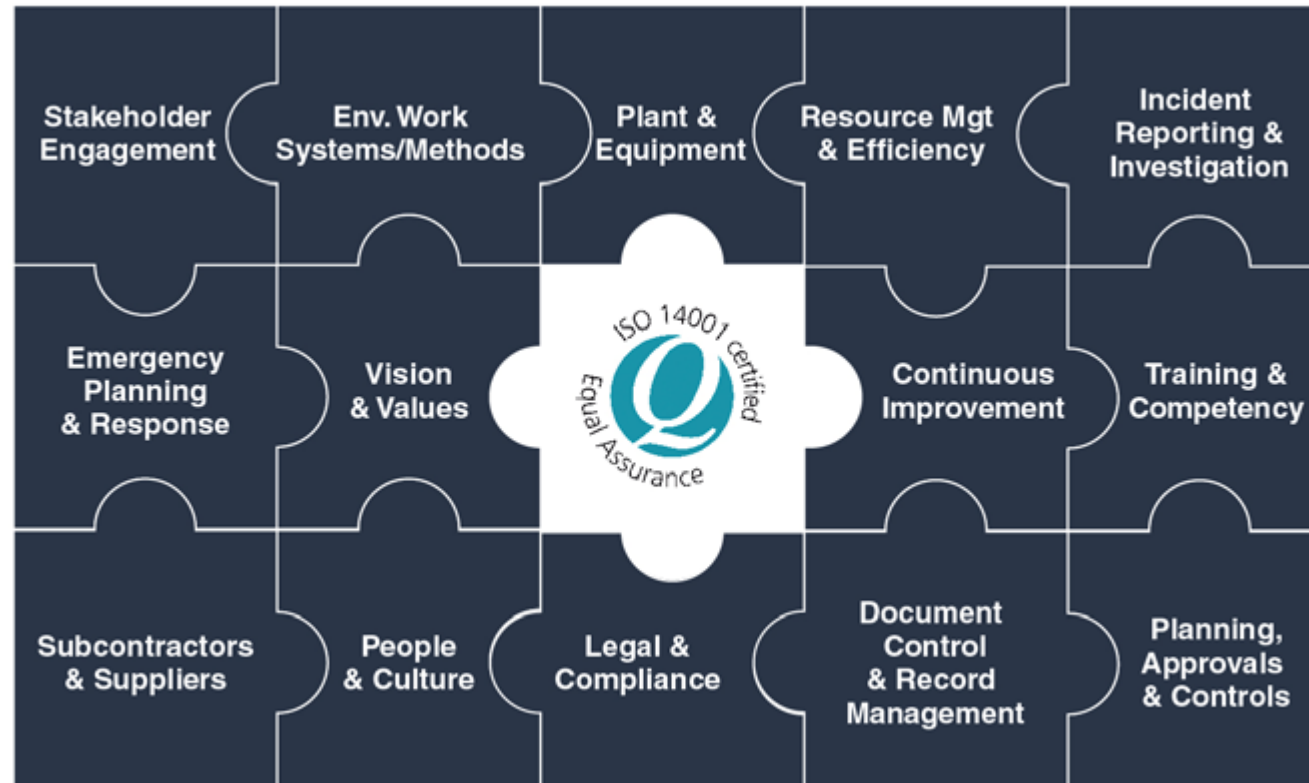


# ENVIRONMENTAL MANAGEMENT SYSTEM



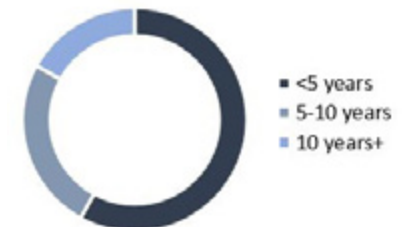
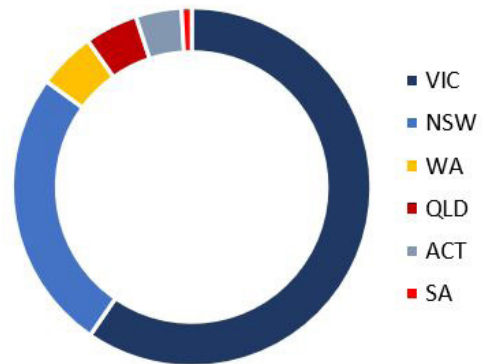
We strive to minimise emissions, noise and vibrations as well as to use energy and water efficiently, reduce waste and to recycle as much as we can.

Our EMS is ISO14001 certified and ensures we deliver environmentally responsible works programmes that also exceed the demands and expectations of our clients as well as the communities in which we work.



# OUR PEOPLE

With 800+ people Australia wide our people don't just benefit from exciting and diverse projects with blue chip clients, they benefit from a culture of collaboration and innovation that allow them to make the most of their remarkable skills and talent.



# INDUSTRIAL RELATIONS

**CMA has a long history of harmonious, productive and proactive working relationships with its employees and peak Australian employee organisations.**

The rates and conditions of our Enterprise Agreements are of the highest standard and ensure our clients and their projects remain protected from changes to the Australian political and Industrial Relations landscape.

CMA has never been subject to direct (protected or unprotected) industrial action at any time or on any project site – Australia wide.

Our Enterprise Agreements are registered with Fair Work Australia, ensuring CMA is compliant with the Building Code 2016.



**Australian Government**  
**Office of the Australian Building and  
Construction Commissioner**



**FairWork  
Commission**

# ACCREDITATION & LICENSES

When you operate in high risk environments across multiple and complex legislative or regulatory frameworks, it is imperative to maintain the relevant corporate and individual licenses to complete the work safely and to the standards of quality clients and stakeholders expect.

## National

- + Australian Government Building & Construction WHS Accreditation Scheme #0715
- + Austroads National Prequalification System Civil (Road & Bridge)
- + Rapid Contractor Management Registered Contractor
- + ICN Gateway Registered Contractor
- + IS Network Registered Contractor

## Victoria

- + Radiation Management Licence 300042021
- + Unlimited Demolisher Licence BD-U 1003/35051
- + Unlimited Commercial Builder Licence CB-U 3498
- + VEDN Civil Accreditation CW220
- + VicRoads Prequalification Certificate R2/B2/F75
- + EPA Victoria Waste Transport Certificate

## ACT & NSW

- + Class A Demolition Licence 19957571
- + Class A Asbestos (Friable) Licence AD211244/AD211811
- + Unrestricted Demolition Licence AD210444/AD200422

## South Australia

- + Building Work Contractor Licence BLD 229236

## Queensland

- + Demolition Licence 2316083
- + QLD Building & Construction Commission Foundation Work Licence 1047132
- + QLD Government Prequalification Certificate 0719

## Western Australia

- + Unrestricted Asbestos Licence WA161/WA166
- + Class 1 Demolition Licence WAD1/WAD137
- + Water Corporation WA Prequalification Certificate Tier 1 B Contractor
- + Main Roads WA Prequalification Certificate Civil (Road & Bridge)



# CLIENTS

Our experience across multiple disciplines and industry sectors means we can adapt our approach to value engineer solutions on each and every project.

We are Australia's premier Tier One contractor and trusted by our public and private sector clients, including:





# AWARDS

An uncompromising commitment to our clients and their projects has led to national and international recognition of our people and the quality, safety and environmental work methods they employ on each and every site.



# INDIGENOUS ENGAGEMENT

**Our commitment to a practical Indigenous engagement strategy led to an agreement with 100% Aboriginal owned Mallard Contracting for the creation of Delta Mallard in 2015.**

We recognise that developing the skills and knowledge of our staff and subcontractors is part of building strong relationships with Aboriginal communities. We aim to establish a work environment that is welcoming, respectful and understanding of Indigenous people and culture.

Indigenous businesses know the customs, environment and needs of their communities better than anyone else. That's why we strive to build positive and meaningful relationships wherever we operate.

We will help develop the capability of Indigenous owned enterprises by providing support to grow their economic prospects and by sharing policies and procedures for best practice management systems and behavioural safety programs.



**Our vision for Delta Mallard is to become the largest employer of Aboriginal apprentices in Australia.**

# CORPORATE SOCIAL RESPONSIBILITY

Delta Group and CMA are proud to play a leadership role in the continuous development of our industry in Australia. We invest heavily in our community and are active participants and members of peak industry bodies or associations, including:

- + Civil Contractors Federation
- + Master Builders Association
- + Waste Management Association of Australia
- + Demolition Contractors Association
- + Construction Material Processors Association
- + Institute of Quarrying Australia
- + Victorian Building Authority
- + Victorian Transport Association
- + Queensland Building & Construction Commission

In August 2018, Delta Group joined the Petropoulos Family as a foundation partner of the Flicker of Hope Foundation. Flicker of Hope has been established to support the Murdoch Children's Research Institute in Melbourne, Victoria, and to fund research into new and more effective treatments for an (as yet) incurable genetic disorder called Neurofibromatosis.







**DELTA GROUP**

**HITACHI**

PH: 1800 335 824

EX113

EX1200

EX113

**DELTA**



# RESHAPING INDUSTRY

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contracting