



DIRECTOR'S MESSAGE

G'day everyone,

For those I haven't had the chance to meet yet I'm Carl Nancarrow, and I've recently joined Mettle as a Director. To those I have met, thanks again for the warm welcome. Starting somewhere new is always a big step, and you've made it a good one.

What has immediately stood out for me is just how strong the culture is at Mettle. "Good People Doing Good Things Together" has clearly been a major driver of Mettle's success to date. Combined with our values, it is not something that is just written on the wall, I can see it in how people behave every day, and it is a big part of why the business has built the strong reputation it has.

As for what I'll be doing, my role is focused on supporting the next stage of Mettle's growth. That means working with Marc, Mike, Matt, Marty, and the broader leadership team to identify new business opportunities, look at new sectors and markets, support strategic diversification, and help make sure we keep growing in a sustainable and well-considered way.

Growth is obviously important, but for me the real value is in the opportunities it creates for our people. As Mettle continues to grow and diversify, it will create new pathways for our people to step up, take on new challenges, develop their careers and be part of something that is building real momentum.

Just as importantly, growth should not mean losing the things that have made Mettle successful. As the business evolves, part of our challenge will be protecting the culture, relationships, nimbleness and pride in delivery that Mettle is so well known for.

Over the last 25 years, I've been lucky enough to see the industry from a few different angles, including working as a subcontractor, a head contractor, a developer, an investor and a capital partner. **One thing that has always been true is that good businesses are built by good people.** Plans and strategies matter, but it's the people who bring them to life. That's why I'm looking forward to spending time with everyone across the business, learning more about what has driven our success to date and where the next opportunities might come from.

Outside of work, I live in the Noosa Hinterland on our small family farm with my wife and two sons. When I'm not pretending to be a farmer and tending to our cattle, I try to get offshore or head up the beach fishing whenever I can, albeit never as often as I'd like.

It feels like a really exciting time to be at Mettle. There are some great opportunities ahead, not just for the business, but for everyone involved. I'm looking forward to working with you all as we keep building the next chapter of Mettle.

Thanks again for welcoming me into the Mettle family so warmly.

A handwritten signature in blue ink, appearing to read 'Carl Nancarrow'.

Carl Nancarrow

RECENT WINS



UQ UNION 21C REFURBISHMENT

Anthony Nardoza, Brendan Flett, Taylor Egberts, Cameron Gorrie

Heavy refurbishment of the four-storey Student Union Building at The University of Queensland's St Lucia campus, delivered within a live campus environment. Works interface directly with a primary pedestrian thoroughfare, requiring staged construction, strict access management, and maintenance of continuous operation to adjacent tenancies and amenities.

THE SALVATION ARMY SOUTHPORT

Brendan Flett, Annoushka Bilyk, Cameron Gorrie

Construction of a 7-level social and affordable housing building comprising 45 Platinum, Gold and Silver apartments with an on-grade basement carpark. The ground level includes a residents community hub and office areas for The Salvation Army team.



AMBULANCE STATIONS X2 NEW BUILD

Joe Issac, Ricardo Pillai, James Antoun, Simon Harrison

Forming part of the \$615.5 million NSW Ambulance Infrastructure Program, this project involves the concurrent delivery of two new ambulance stations at South Windsor and Oran Park. Both stations will be purpose built and incorporate clinical support areas, training spaces, staff amenities, and secure ambulance and vehicle parking.

NEWINGTON PUBLIC SCHOOL

Andrew Anthony, Mark Paterson

Design and construction of a new permanent 2-storey building comprising of 10 general learning spaces, 4 special program rooms and shared indoor common areas, multipurpose learning spaces and student amenities.



THE HILLS PRIVATE HOSPITAL

Daniel Meyer, Jerom Sarol, Dane Fuller, Josh Crookston

Fire services upgrades across Three levels of The Hills Private Hospital including new sprinkler systems, EWIS, fire detection and alarm infrastructure, and passive fire rectification, all within a fully operational clinical setting.

CISCO BRISBANE OFFICE FITOUT

Anthony Nardozza, Payam Rajabi, Annoushka Bilyk

Fitout of Cisco’s Brisbane workspace, featuring technology-driven design with specialist labs, flexible meeting spaces, integrated systems infrastructure, and collaborative areas, delivered within a tight timeframe to meet key operational deadlines. Targeting Gold LEED & Platinum WELL certification.



TELSTRA PITT ST EXCHANGE

Mark Paterson, Jef Van Der Vennet

Upgrade of the existing façade and colonnade, the creation of a new retail tenancy, alterations to the existing Telstra loading dock, and architectural painting of the roof.

CERA STRIBLEY

Michael McLean, Taylor Egberts

Fitout of office tenancy within an existing heritage-listed building, incorporating new amenities, boardrooms, offices, and open-plan workspaces. Works include architectural fitout and associated building services upgrades, balancing contemporary workplace requirements with the preservation of the building's heritage significance.



PENDING OPPORTUNITIES

We have a number of opportunities across both States which have either been secured and awaiting conversion or we are in Post Tender discussions with the client. These include:

QLD | Margate Social Housing, Nundah Social Housing, Paddington Place Robina - Medical Centre, St Rita's College Staff & GLA Refurbishments, ARI Heritage Remediation, UQ Forgan Smith Tower Remediation, PIF236 EOI, 23 Halford Street Newstead, 2 Omeo St MacGregor - Social Housing, UQ Gatton SEQ Innovation Economy Fund Project, QBuild Preferred Supplier Panel - Social Housing, Gladstone Road Mixed Use - Cost Plan, Hogan Street, Keperra Social Housing, Stafford Aged Care Facility

NSW | Aldi Newtown, Lisarow High School - HPGE Stage 2, Aspect - ICS Hub Liverpool, Forestway Shopping Centre, TAFE NSW - Wetherill Park COLA, Salvation Army Norwest Community Hub, Harbord Diggers - TMJ Rectification Works, Campbelltown Industrial Estate, Child Care Development – Casula

CURRENT & UPCOMING OPPORTUNITIES

We have several brand new opportunities across both States. These include:

QLD | Pac Fair Landlord Works 1, RHG Orion Hotel Springfield, Mermaid Street Chermside Social Housing, UQ Tender (Building 99), Pac Fair Landlord Works 2, 555 Lutwyche Rd, Gold Coast Backpackers Cost Plan Update, 41 Edward St - Cost Plan, Riparian Plaza EOTF ECI, Total Fusion High Performance RACV Royal Pines EOI, 667 Mains Rd, Macgregor, UQ Lift Program 3, 166 Toombul Rd Northgate ECI, Ormiston Rise Building 1 Cost Plan, Peninsular Fair Refurb, Woolworths KP Fitout

NSW | St Catherine's College Science Labs, Asquith boys high School - Refurbishment, Cumberland Golf Club - New Build, Maroubra Surf Life Saving Club, Unilever Stage 2 - Amenities, Northern Beaches Secondary College - Cromer, Manly Golf Club – Refurb, Westmead Admin Building CSPD, Danebank Anglican School for girls, CSPD - Westmead Community Campus, SCS (Sydney Catholic Schools) - St Marys Primary School Sydney, Health Scope - Lady Davidson Private Hospital, Woolworths Akuna Vista

SPECIAL EVENTS

Happy Birthday!

JULY

05th Joel Oliver
08th Andrew Phan
10th Ben Francis
11th Cameron Gorrie
12th Ian Fisher
16th Natalie Putt
29th Michael McLean

AUGUST

02nd Chris Sainsbury
04th Suzan Griffin
05th James Muldoon
11th Luke Wagener
11th Philip Hill
16th Fiona Blaszczyk
19th William Fitzgerald
22nd Mark Palmer
23rd Wayne Corbett
26th Joe Issac

SEPTEMBER

05th Justin Matheson
06th Liam Jones
09th Damian O'Leary
15th Chris Lucas
22th Jerom Sarol
23th Ben Burns
24th Jacob Moloney

Happy Anniversary!

TEN YEARS

Matt Hoffman
01st August
Philip Hill
15th August
Joe Issac
26th August

EIGHT YEARS

Simon Harrison
02nd July

TWO YEARS

Grant Forbes
18th July
Jacob Moloney
22nd July
Tim Hutchison
19th August
Natalie Putt
26th August
Damian O'Leary
23rd September
Rachael Biggs
23rd September

ONE YEAR

Michael Connolly
23rd July
Justin Matheson
22nd September
Payam Rajabi
22nd September

NINE YEARS

Wayne Corbett
21st August
Michael McLean
18th September

THREE YEARS

Daniel Tooth
03rd July
Jerom Sarol
10th July
Anthony Ho
24th July

Welcome to the Team!



Carl Nancarrow
Director



Ben Burns
Site Foreman



Charlie Spurling
Site Foreman



Dustin Callum
Site Manager



Rico Mendoza
Contracts Administrator



Cameron Jamesion
Site Manager



William Fitzgerald
Senior Site Manager



Simon Brinsley
Estimator



Nathan Byrne
Construction Manager



Mark Hayden
Site Foreman



Oscar Ninasivinche
Senior Contracts
Administrator



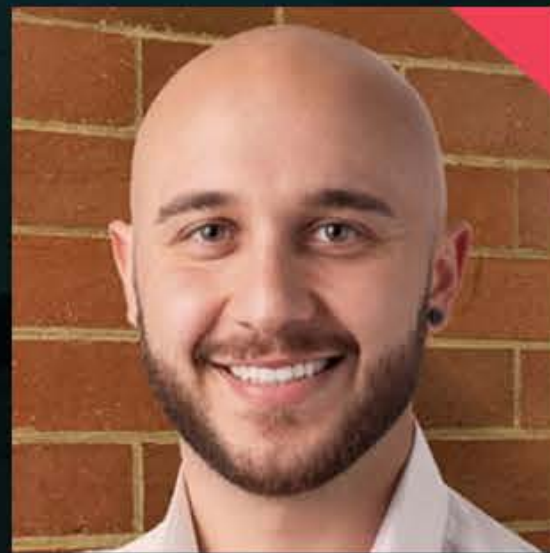
Drew Murphy
Site Manager



Robert McGuckin
Senior Project Manager



Andrew Phan
Senior Estimator



Simon Noveski
Project Manager



David Saunders
Site Manager



Lerentha Kuys
Design Coordinator



Todd Ind
Senior Project Manager



Jason Ahern
Site Manager



Gianni Deguara
Cadet



James Antoun
Senior Site Manager



Giovanni Cablesuelas
Estimator



Zacariah Cutcliffe
Site Manager



Carlos Martinez
Project Engineer



Robert Zukowski
Senior Project
Manager



Ehab Fam
Senior Contracts
Administrator

EMPLOYEE SPOTLIGHT

Getting to Know Simon

Site Manager

How long have you been with the company?

I've been with Mettle for 8 years this year and it's been such an amazing ride of personal and professional growth. Looking back, I can see how much I've learned and the challenges I've overcome and the opportunities I've been given along the way. From where I started to where I am now every project and experience has helped shape my skills, confidence and understanding of the industry.



What's your favourite thing about working at Mettle?

For me, it's the combo of the people and the opportunities. I've been trusted with new challenges that have supported me to develop and have had the chance to work with a great team on a wide range of projects.

What's the best piece of career advice you've ever received?

One of the best pieces of advice I received as an apprentice that helped me was *"Skills can be taught, but attitude, reliability and how you work with others are what people remember"*.

What's the weirdest thing you've ever eaten?

Fried Silkworm from a street stall in Vietnam. I figured if the locals were eating them then I should give it a go. Surprisingly good once you got past the fact you were eating worms.

What's one thing you're excited about in the future at Mettle?

Honestly I'm excited to see what the next chapter looks like. Mettle has grown a lot since I started, and it's been great being part of that. I'm looking forward to seeing where we can go from here.



MONTHLY SAFETY AWARD - BLAIR BASS

Congratulations to Blair Bass from All Site Demo – recipient of Mettle's very first Monthly Safety Award!

Blair was recognised for his consistent dedication to safety and the positive influence he brings to the 383 Wickham Tce project. He leads by example: a strong safety mindset, sharp attention to detail, and always the right PPE – while encouraging everyone around him to do the same.

It's this attitude that reflects what Mettle stands for: accountability, care, and proactive problem solving. Nice work, Blair!

26,500 REASONS TO BE PROUD: THE 2026 COMMUNITY SUPPORT FUND RECIPIENTS ARE IN

Every year, the Community Support Fund hands the decision over to our people. You nominate the causes closest to you, and Mettle backs them. No committee deciding what matters most to the community, just our people, choosing where to make a difference.

This year, the Fund has committed \$26,500 across nine causes nominated by Mettle people right across the business. Here's who put their hand up, and what they're backing.

This year's recipients



RSPCA Wacol

Supplies for the dogs in care at the shelter, from food to leads, inspired by Amanda's own rescue dog Jerry.



Baringa FC

New training equipment for a fast-growing community football club serving men's, women's and junior teams in Aura.



Mater Miracles

Support for babies and families in the Mater Mothers' Neonatal Intensive Care Unit, a cause close to home for Daryl's family.



BEYOND Charity Ride for TRACTION

Backing an 800km charity ride supporting South East QLD's disengaged and at-risk youth.



Endometriosis Australia

Funding research, education and support for a condition that affects one in seven Australian women.



Meteors Netball Club, Alex Hills

New equipment for a volunteer-run local netball club, keeping the game going for its players.



Berowra Wallabies Rugby League

Support for a true family club, with the Paterson name spanning generations of involvement.



Bayanihan Spirit Initiative, Philippines

Continuing support for children and families in need, strengthening the bond between our Australian and Philippines teams.



Little Windmills

Backing a cause supporting children and families in our community.

Behind every one of these causes is a story. A reason it matters to that person, and a difference it's making in the community. Over the coming months, we'll be sharing some of these in more detail, starting with the people and the places this funding is helping.

NATIONAL RECONCILIATION WEEK

This year's National Reconciliation Week theme, **All In**, calls on all of us to commit to reconciliation every day — a message that aligns closely with our mantra: *Good People Doing Good Things Together*.

For Mettle, that means creating meaningful opportunities through the way we work: strengthening community engagement, building cultural awareness, and growing participation across our projects, partnerships and supply chain.

Teams across QLD and NSW took part in a range of events to mark the week, creating connection, encouraging learning, and celebrating culture.

2026 RECONCILIATION QUEENSLAND GALA

In May, members of our QLD team attended the Reconciliation Queensland Gala Dinner in Brisbane, an evening of powerful cultural performances celebrating the richness of First Nations culture and history.

Headline speaker Adam Goodes — former AFL star and dual Brownlow Medallist — spoke about what All In means to him, drawing on his family's story and the challenges he's faced as one of Australia's most high-profile Indigenous athletes. His address was a powerful reminder that meaningful reconciliation is built through listening, learning, and taking action together.



FIRST NATIONS ART COLLECTION TOUR NSW

In early June, Matt Hoffman and Tammy Medhurst represented Mettle's RAP Committee at a First Nations Art Collection Tour at the Art Gallery of New South Wales — led by a First Nations educator through selected works from the Gallery's Aboriginal and Torres Strait Islander collection.

Each artwork opened a window into First Nations stories, cultures and histories, supporting our ongoing commitment to learning and understanding through Mettle's Reconciliation Action Plan.

OTHER EVENTS



MOCK COURT QLD SEMINAR

Some of our team recently took part in a Mock Court Seminar, and the session served as a powerful reminder of why we do things the right way, every single day.

Through an immersive simulated courtroom scenario, participants were taken through the potential real-world outcomes of workplace complacency. It highlighted the profound impact a workplace incident has not only for the person involved, but on their families, colleagues, and everyone around them.

At the end of the day, safety procedures aren't about ticking boxes - it's about making sure everyone gets home safely.

A big thank you to everyone who attended and engaged so openly, demonstrating what it truly means to look out for each other.

LUNCH & LEARN SERIES OFF TO A STRONG START

Mettle's new Lunch & Learn Series is off to a strong start. Our first session, *From Burnout to Peak Performance with Clint Rahe*, brought employees from across NSW and QLD together for a discussion on resilience, energy management and sustainable high performance.

The session gave our people practical strategies for workload management, calendar planning and building sustainable work habits — plus the chance for teams across offices and project sites to connect over lunch, in person or online. It's part of Mettle's ongoing investment in our people's personal and professional growth, with more sessions to come.



The Lunch & Learn Series was developed based on insights from our Employee Opinion Survey.

Employee feedback will continue to shape future sessions as part of Mettle's ongoing focus on supporting the personal and professional growth of our people.

This month, we're joined by the **My Health for Life** team from the **Stroke Foundation**.

Check your inbox for the email *Lunch and Learn July Session: Healthy Habits Talk and Guided Health Check* to learn more!



NSW TEAM ATTENDS BATCH MEWING WORKSHOP

Recently, members of our NSW team attended Batch Mewing Lawyers' workshop on the NSW Security of Payment Act (SOPA).

Attendees were guided through the SOPA process as well as strategies for proactively managing payment risks and protecting project outcomes. This included the best practices for improving payment certainty across construction projects, and the importance of acting quickly when payment issues arise.

The workshop also provided our team with the opportunity to engage with industry experts, participate in live Q&A discussions, and connect with other professionals across the construction sector.

Sessions like these are a great way to keep up with the latest insights and best practices, so keep an eye out for upcoming webinars and industry sessions by Batch Mewing Lawyers.

QLD FAMILY AND FRIENDS PICNIC

Our Queensland team headed to Bulimba Golf Club for the annual Family Day, and it was certainly a good one! Plenty of food and drinks, face painting and a jumping castle for the kids, and most importantly, plenty of time to catch up and unwind with our loved ones. It's Mettle's way of saying thank you to the families who support our team through the late nights and hard work that comes with the job.

A big thank you to everyone who came along and made it such a fun day. This one's always a highlight on the calendar!



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