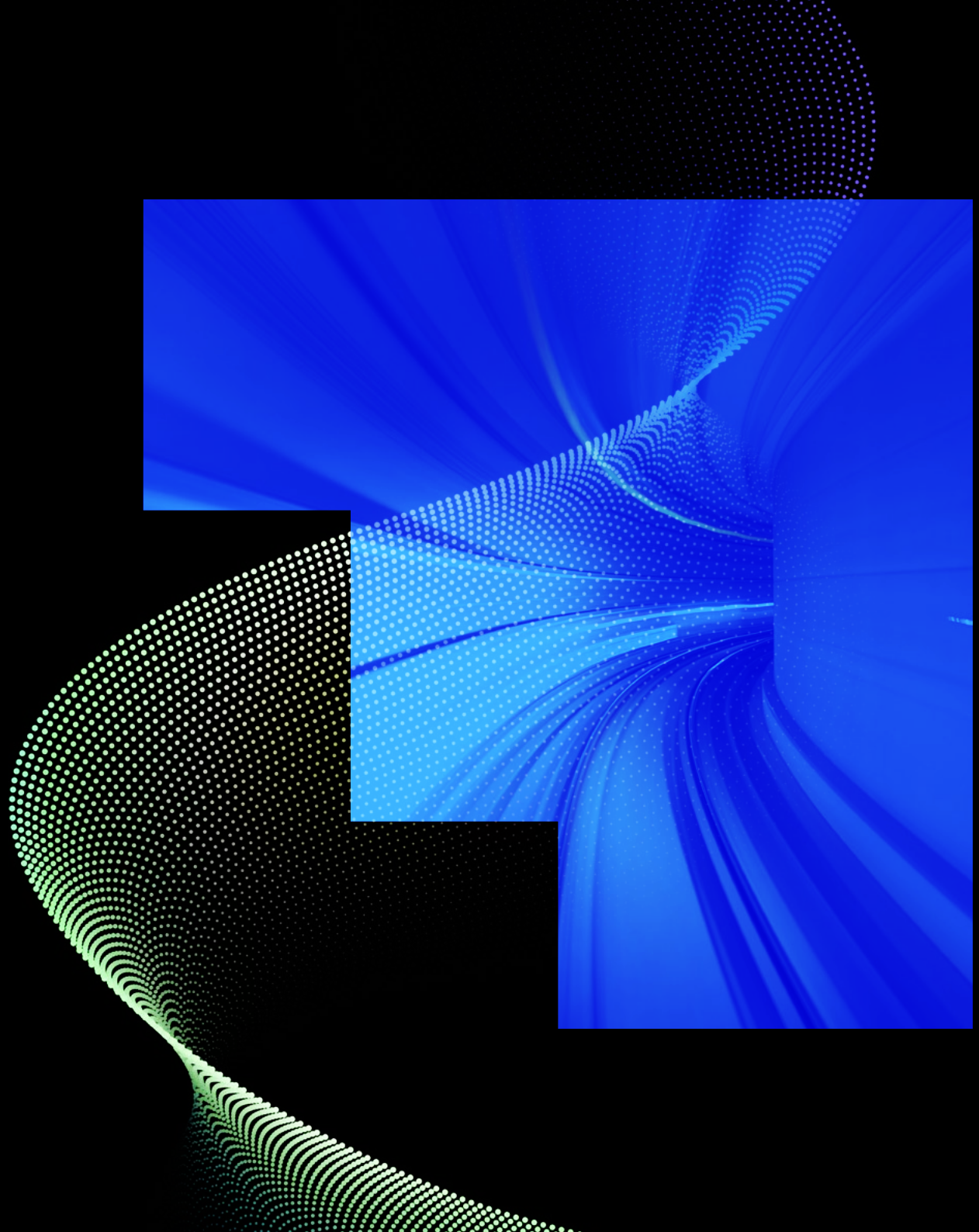
National Capability Statement



Lucid


See clearly. Act boldly.

At Lucid, our purpose is simple:

Creating a better world

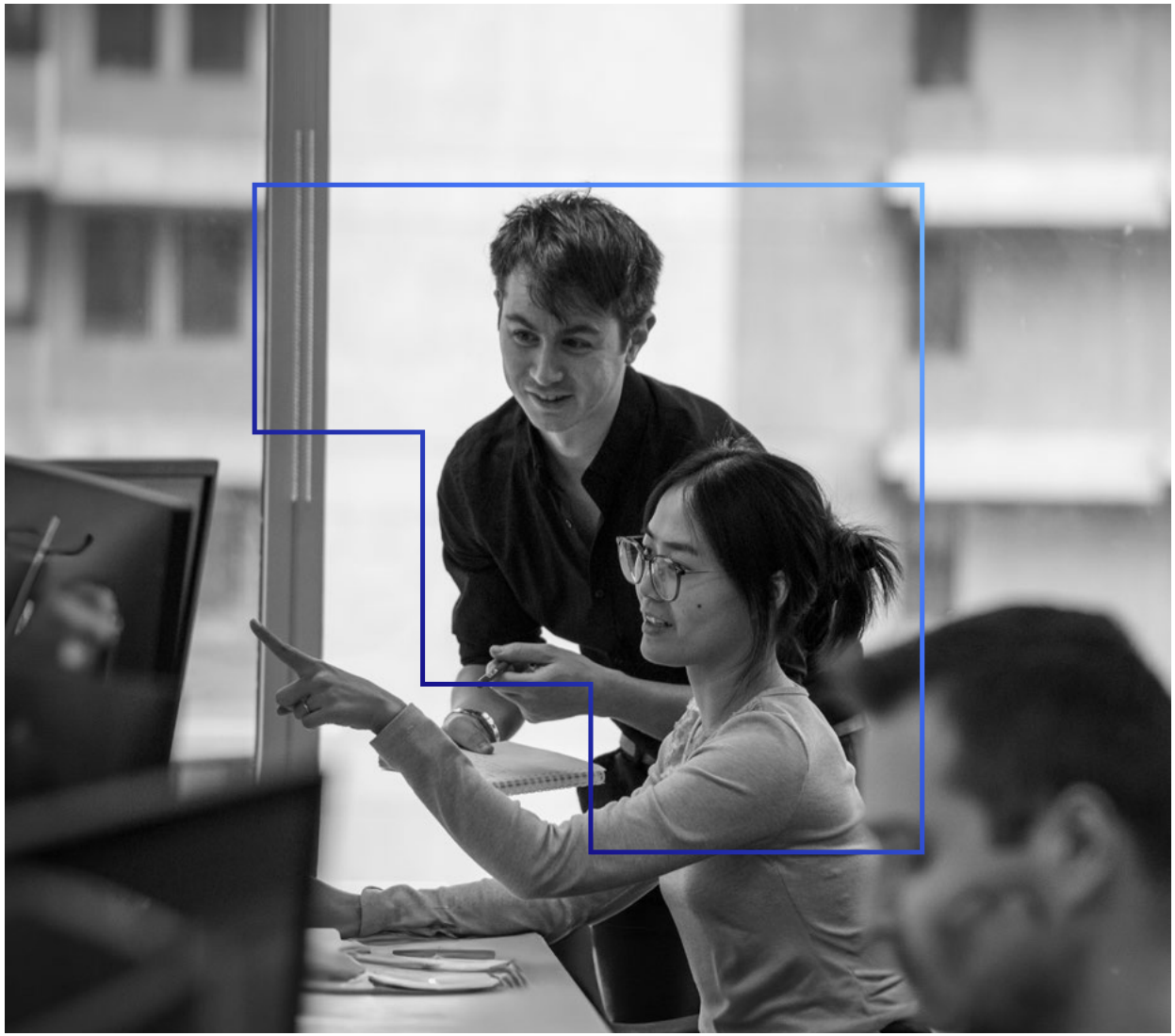
We exist to help clients navigate complexity, design responsibly, and build lasting value – for their projects, their communities, and the generations to come.

Our vision is to be Australia's most forward-thinking, agile, and influential engineers and asset advisors.

Together with our clients, we design solutions that are as considered as they are effective – clear, creative answers to complex problems.

Less assumption. More assurance. Less uncertainty. More Lucid action.

As an employee-owned business, we take pride in showing up with clarity, curiosity, and a genuine commitment to doing better – together.





Lucid at a glance

2000	Founded	80+	Employee Shareholders
25	Years of Client Partnerships	100%	Australian Owned
8	Regional Offices	15+	Engineering Capabilities
360+	Employees	5+	Asset Advisory Services

Where we make an impact

Lucid operates across the entire asset lifecycle, helping you plan, design, deliver, and manage with clarity and confidence. We combine capability with deep industry focus. Our work supports the spaces people rely on every day – to live securely, stay connected, and prosper.



Where we make an impact

Defence

Lucid's Defence team supports critical national projects across air, land, and sea – helping to equip tomorrow's forces and support Australia's security and resilience. We have trusted relationships with the Commonwealth, State agencies, and leading industry partners, delivering strategic infrastructure and sustainable outcomes.



Health

Lucid's national health team brings deep experience across master planning, asset management, electrification, and complex systems design – spanning specialised environments such as hospital, paediatrics, neonatal, surgical, and mental health facilities.



Resources

Lucid supports remote, operationally complex, and safety-critical sites – designing and optimising the critical systems and spaces that keep site operations running. We create the living and working spaces that support remote work-forces well-being, performance, and continuity.



Where we make an impact

Government & Civic

Lucid supports government clients across some of Australia's most critical infrastructure – from international airports and major rail networks to justice, corrections, and civic facilities. These environments demand complex coordination, long-term planning, and strict compliance, alongside deep consideration for community outcomes and operational continuity.



Education

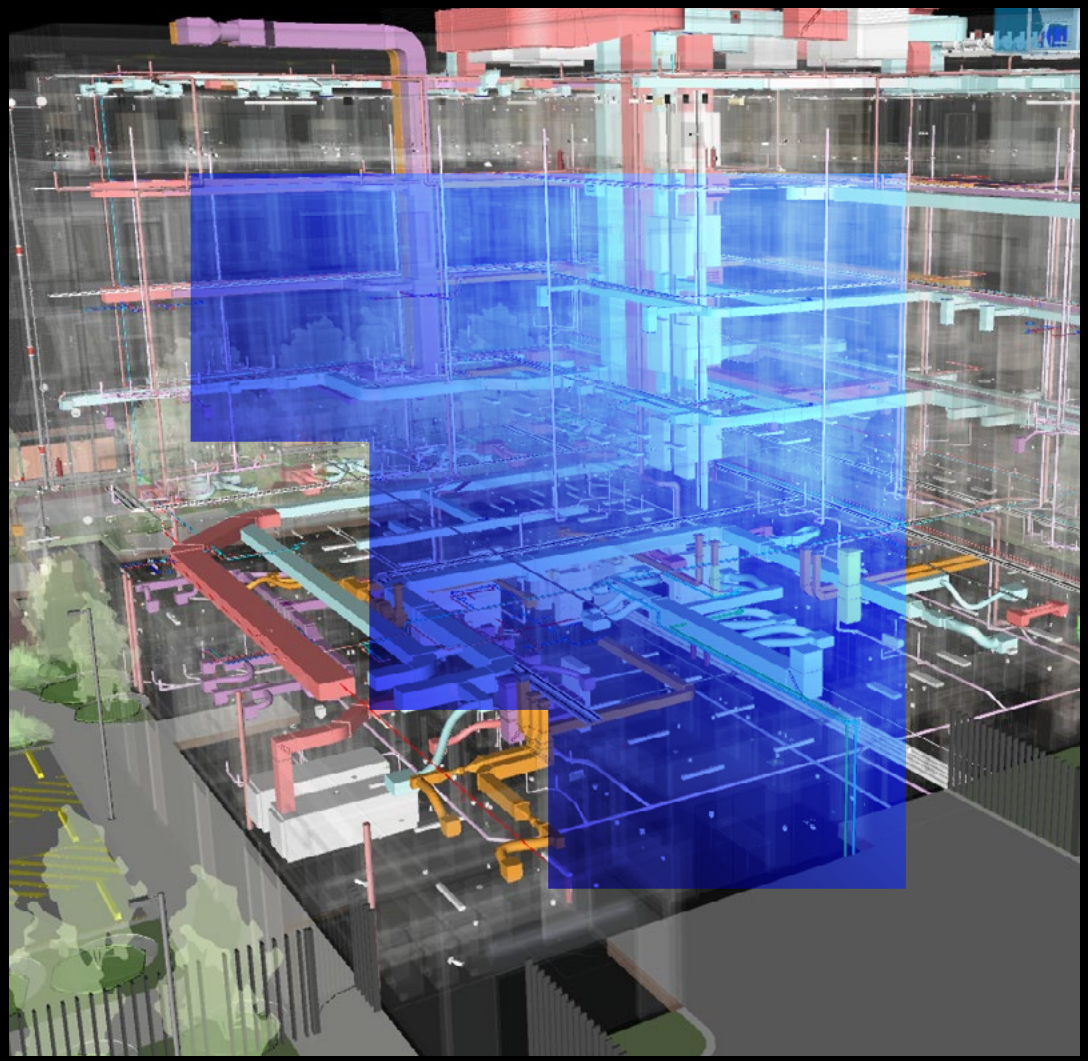
Lucid works across the full lifecycle, from early learning and schools to universities, TAFEs, and training facilities – supporting the need for high-quality, sustainable learning spaces. We help education providers upgrade ageing buildings, deliver efficient new developments, and create future-ready environments for learning.



Property, Industrial & Buildings

Lucid's national team brings multidisciplinary expertise to complex developments – from mixed-use precincts, commercial offices, industrial buildings, storage facilities, and data centres. We work alongside architects, developers, builders, and fit-out specialists to deliver elegant, efficient, and future-ready spaces.





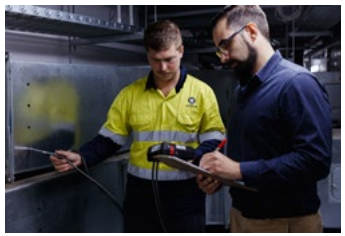
Our capabilities

Clear thinking. Integrated delivery. Local insight.

Lucid brings together a national network of engineering and advisory specialists – working as one interconnected team to deliver smart, practical outcomes across Australia.

Our team are embedded in their industries and communities, providing direct, on-the-ground support backed by the scale and technical depth of a national business. Whether you're planning a new facility, upgrading existing infrastructure, or solving complex systems challenges, we offer integrated capabilities that bring clarity to complexity and confidence to every stage of delivery.

Our integrated capabilities include:



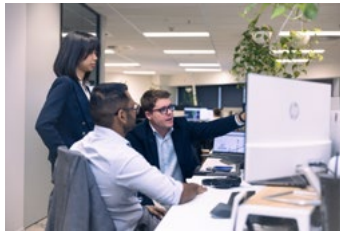
Asset Advisory

Lucid's Asset Advisory team helps clients make smarter decisions across the full asset lifecycle. Our services include Asset Management Consultancy, Acoustic Consultancy, Energy & Sustainability, Fire Safety, and Digital Engineering (BIM). We work with you to optimise performance, reduce risk, and unlock long-term value.



Building Services Engineering

Lucid delivers integrated building services across a range of sectors. Our capabilities include Mechanical, Electrical, Hydraulic, AV, and Fire Services Engineering, as well as Fire Safety, Acoustics, Sustainability, and Digital Engineering (BIM). We work with clients, architects, and builders to design future-ready buildings.



Project Governance & Delivery

From early-stage planning to final delivery, Lucid's Program Management capability provides the structure and oversight to keep major programs on track. Our services span Project Management, Design Management, and Engineering Infrastructure.

Our integrated capabilities include:



Infrastructure

Our Infrastructure capability includes Industrial Power, Structural Engineering, and Digital Engineering (BIM). Lucid supports essential infrastructure projects across transport, energy, utilities, and regional development.



Energy & Sustainability

Lucid's Energy & Sustainability team partners with clients to create low-carbon environments. Our expertise spans renewable energy planning, decarbonisation, climate risk assessments, and smart infrastructure. From achieving Green Star and NABERS certifications to net-zero strategies, we deliver clear, actionable pathways.



Our Leadership

Enterprise Leaders

Paul Billingham – Chair



Joining Lucid's board in 2021, Paul brings deep financial, strategy, and governance expertise. Paul's experience in growing national advisory businesses and shaping executive strategy supports Lucid's ongoing growth and governance focus.

Jarrad Clift – CEO



As Chief Executive Officer, Jarrad is responsible for Lucid's strategy – focused on creating a better world for our clients, people and communities.

jarrad.clift@lucidconsulting.com.au

Vanessa McPherson – People & Culture



As National People & Culture Leader, Vanessa leads Lucid's people strategy, creating an environment where individuals can grow, contribute, and thrive.

vanessa.mcpherson@lucidconsulting.com.au

Adam Greaves – Technology & Innovation Lead



With a key focus on technology and innovation, Adam oversees Lucid's systems and partnerships, enabling smarter delivery, stronger data security, and operations that are future-ready.

adam.greaves@lucidconsulting.com.au

Enterprise Leaders

Cath Hale – Clients & Markets



Cath is focussed on Lucid's client strategy, sector programs, business development, and marketing. Her focus is on strengthening how we partner with clients.

catherine.hale@lucidconsulting.com.au

Daniel Kisgyano – Operations Lead



Daniel oversees Lucid's core engineering services and the delivery of strategic priorities across our regional offices.

daniel.kisgyano@lucidconsulting.com.au

Sean Burton – Finance Lead



As National Finance Lead, Sean oversees Lucid's financial operations, including planning, risk management, and regulatory compliance.

sean.burton@lucidconsulting.com.au

Our Client Experience

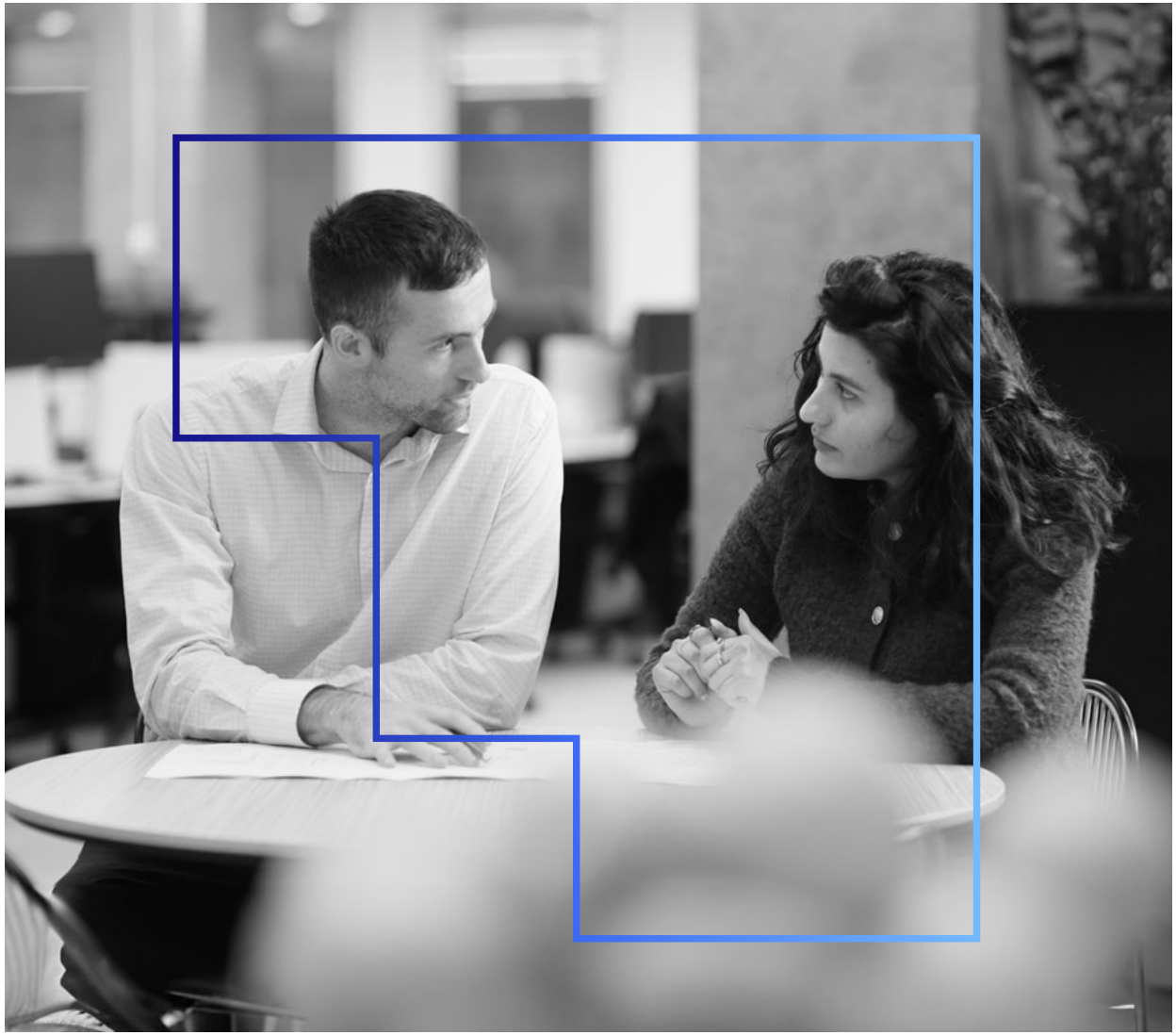
Less uncertainty. More Lucid action.

At Lucid, we don't just join your team – we immerse ourselves in your challenges. We ask better questions early, think beyond the obvious, and shape practical, forward-thinking solutions.

Clients tell us it feels different from day one. That's because we work as a true extension of your team – responsive, honest, and invested in outcomes that last. Our ownership model drives that commitment, with people who care deeply about getting it right.

Together, we simplify complexity, adapt as things evolve, and help you move forward with clarity and confidence. It's a deeper way of thinking and a better way of working, built on real partnership.

This mindset has earned us the trust of clients across defence, health, education, transport, commercial, and resources – from fully electric hospitals to remote infrastructure, world-first buildings, and national programs. The work below reflects not just what we've delivered, but how we work alongside our clients to make it happen.



Our Client Experience



BHP Olympic Dam – Safer, Smarter Site Infrastructure

Client: BHP Olympic Dam
Location: Olympic Dam, SA / Kokatha Country

Project Value

$93M



Australian Formula 1 Grand Prix – Electrical Infrastructure

Client: Australian Grand Prix Corporation & iEDM
Location: Melbourne, VIC / Wurundjeri Country

Project Value

$50M



Safer Correctional Facilities

Client: Queensland Correctional Services, Department of Youth Justice QLD, NT Department of Infrastructure, Planning & Logistics
Location: Various Sites in Queensland & Northern Territory

Project Value

$2.5M



SA Health portfolio SAMP

Client: SA Health
Location: Adelaide, SA / Kaurna Country

Project Value

$450K



EST9101 'Project Phoenix' - Facilities to Support JP9101 EDHFCS

Client: Department of Defence
Location: Riverina, NSW / Wiradjuri Country, Townsville, QLD / Bindal and Wulgurukaba Country, Darwin, NT / Larrakia Country North West Cape, WA / Thalanyji Country, Canberra, ACT / Ngunnawal Country

Project Value

$280M



Australian National University – Decarbonisation Masterplan

Client: Australian National University
Location: Canberra, ACT / Ngunnawal Country

Project Value

$100M+

EXPERIENCE HIGHLIGHTS

New Women's and Children's Hospital – Masterplan, Site Analysis & Detailed Design

Client: SA Health / Women's and Children's Health Network / Lendlease
Location: Adelaide / Kaurna Country, South Australia

Services provided

- Masterplanning
- Site Infrastructure Analysis
- Mechanical Engineering
- Electrical Engineering
- Fire Safety
- Fire Services Engineering
- Audio Visual & ICT Systems
- Hydraulic Engineering
- Energy & Sustainability
- Digital | BIM

Project description

The New Women's and Children's Hospital (nWCH) is South Australia's largest ever public infrastructure investment – a $3.2 billion tertiary care facility designed to deliver world-class healthcare for babies, children, young people, women, and families across the state.

Before design could begin, the project required a rapid, evidence-based masterplanning process to determine the most suitable site. With multiple options under consideration, each with complex planning, infrastructure, and stakeholder implications, Lucid's role was to help cut through the uncertainty and guide decision-makers toward the best long-term outcome.



Experience Highlights



Northern Territory Government New Data Centre

Disaster recovery, designed for resilience and ready for growth.



MCG Sports Lighting Upgrade

Future-ready lighting for Australia's most iconic stadium.



Payinthi – Community Hub, Library and Civic Centre

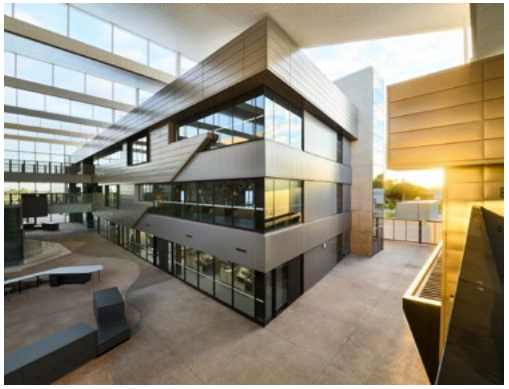
A multi-purpose civic precinct blending heritage, innovation and community connection.

lucidconsulting.com.au/our-projects



QEII Hospital Expansion – HCD546

Enabling better care through smarter, future-ready infrastructure.



Whyalla Secondary College

A next-generation learning environment supporting regional education and community opportunity.



Thomas Foods International – Processing Facility

Engineering high-efficiency, high-welfare, meat processing infrastructure for Australia's largest family-owned protein producer.



Better thinking for a better world



Our purpose in action

At Lucid, creating a better world isn't just a statement – it's the reason we exist. It shapes how we think, how we work, and the decisions we make every day. It connects our strategy to our values, and our work to the communities and environments we serve.

Whether we're designing complex infrastructure, enabling more sustainable buildings, or supporting long-term transformation, we start by asking: What's the long-term impact? This mindset drives us to challenge assumptions, act responsibly, and deliver solutions that contribute lasting value.

We focus our efforts where we can make the greatest difference.



Connection by Dustin-Koa Art

Reconciliation

We are committed to meaningful progress with First Nations communities. Our Reflect RAP formalises this commitment, focusing on cultural understanding, Indigenous partnerships, and respectful practices across all areas of our business.



Gender Equity

Equity at Lucid means creating space for everyone to thrive. From inclusive hiring to Women@Lucid and structured leadership pathways, we're building a culture that elevates diverse voices and removes barriers to opportunity.



Decarbonisation

We are working to reduce our operational footprint through practical actions and informed decisions. Through our Energy & Sustainability services, we also support clients to understand their emissions, identify opportunities for reduction, and develop practical decarbonisation pathways.

Our national connected team

Regional Leaders



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