



Building resilience

2019 Sustainability Report

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> Message from the CEO

John Holland is up for the challenge of transforming lives. Since our foundation more than 70 years ago, we have been committed to supporting communities around Australia by building infrastructure that improves lives and makes us more connected. The legacy we leave in communities is just as important as the physical property and infrastructure we build.

We acknowledge that our industry has a wide impact on the environment, communities, suppliers and subcontractors. We take the responsibility to conduct our business sustainably seriously.

In 2019 we worked hard on making our sustainability efforts integral to the whole of our company. To guide our actions, we developed the John Holland Building Resilience Framework. The framework is aligned with the United Nations Sustainable Development Goals, making John Holland a proud part of the global sustainability community.

We conducted a detailed materiality assessment to ensure we focus our efforts on sustainability priorities critical to our business. We have reviewed and continue to work on our data capture capabilities in relation to resource use and the sustainability of our projects. This will ensure that we can develop robust sustainability goals for our business and report on our priorities and progress.

I am proud of the progress we have made so far, and I am confident that the journey to be a sustainable and resilient business is well underway at John Holland. We are proud to showcase what we achieved in the past year and I am excited to share our first public sustainability report. This report provides a snapshot of how far we have come and acknowledges how far we have to go. It is a testament to our people, who have driven imaginative solutions on our projects to build resilience for our business and our communities.

Some of the sustainability highlights I am particularly proud of are:

- Our Sydney Metro Tunnel and Station Excavation team were awarded the highest Design Rating score ever by the Infrastructure Sustainability Council of Australia.
- We delivered Australia's first driverless Metro, Sydney Metro Northwest, where new station canopies and multi-story parking facades were constructed with 100 per cent responsibly sourced timber.
- We launched the John Holland Wellbeing Strategy to reset our approach to flexible working practices, mental health and business resilience.

Sustainability is the responsibility of everyone at John Holland. Together, we will work to deliver better, smarter assets for our customers and communities, and continue our commitment to a building a resilient and sustainable industry.

Joe Barr
Chief Executive Officer



> John Holland at a glance

John Holland is up for the challenge of transforming lives.

For the past 70 years, John Holland has been driving positive change in Australia and the region.

We are one of the nation's leading integrated infrastructure and property companies. We have had a hand in building the Australia we know today, from Parliament House to the Alice to Darwin Rail Link, from the MCG's Great Southern Stand to Sydney Metro.

We are delivering many of Australia's largest infrastructure projects, as well as significant property and transit-oriented development projects. We believe in creating people-centred solutions to complex challenges. We always aim to have a positive impact on communities, while continuing to push boundaries of innovation.

Our parent company, CCCI, is a wholly owned subsidiary of China Communications Construction Company Limited (CCCC), which is listed on the Hong Kong (1800.HK) and Shanghai Stock Exchanges (601800SH).

CCCC is one of the world's largest infrastructure construction companies. It is currently ranked #110 on the Fortune 500 list and #3 in Global Contractors by Engineering News Record (ENR).



Caring

We care deeply about what we do and how it affects lives.



Empowering

We gain trust through action.



Imaginative

We push the boundaries.



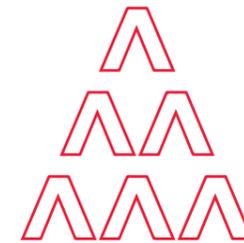
Future-focused

We're in it for the long, long term.

> Our strategy

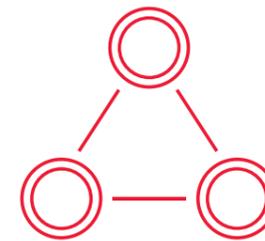
Grow & Lead

Our strategy is to grow the business and lead the industry.



Leading

To be a market leader, known for solving complex problems. With industry-leading employee engagement and setting industry standards in safety.



Integrated

Provide a differentiated experience by integrating capabilities across all areas of the asset lifecycle, integrate technology into all solutions and extend our supply chain.



Sustainable

Future-proof the business by extending our core markets and diversifying our customer portfolio and geographic balance. We'll consider the future impact of everything we do.



Competitive & efficient

Strong discipline and governance in how we win and deliver work. Improved productivity and great engineering, technology, core capabilities and leadership.

> Our projects

We have over 60 projects in Australia and South East Asia across the following sectors:

Infrastructure:

- Major roads and bridges
- Tunneling
- Water and wastewater treatment solutions

Rail:

- Rail operations and maintenance
- Rail systems delivery and integration

Building:

- Airports
- Corrections
- Commercial
- Education
- Health

Development & Investments:

- Property development
- Infrastructure development
- Financial and commercial structuring



● Number of projects

This report covers the key disciplines and projects within John Holland's Australian business operations unless otherwise stated, for the 2019 calendar year.

> Our awards

- Social Traders Business and Government Member of the Year Award
- 2019 Victorian Aboriginal Education Association's Private Sector Award, Metro Tunnel Project's Rail Infrastructure Alliance
- NorthLink WA Southern Section (NLWA Tonkin Hwy Grade Separation) Project won the ISCA Outstanding Achievement Award for the highest Infrastructure Sustainability As Built Submission Score of 95.3 points.
- Sydney Metro TSE Project (JH JV with CPB) also took out the ISCA Outstanding Achievement Award for the highest Infrastructure Sustainability Design Submission Score of 100.5 points out of a total 110.
- National Infrastructure Awards - Contractor Excellence Award, Wentworth to Broken Hill Pipeline
- International Association for Public Participation (IAP2) - Infrastructure Project of the Year, Wentworth to Broken Hill Pipeline Project
- Australian Interior Design Awards - Best of State Award for Commercial Design, Perth Children's Hospital
- Australian Interior Design Awards - Public Design, Perth Children's Hospital
- NSW Civil Contractors Federation Awards - Project of the Year over \$75 million, Wentworth to Broken Hill Pipeline
- CCF Earth Awards - Best Project over \$75 million, CVL9 Finishing Works package for the Ichthys Darwin Onshore LNG Facilities
- INDE.Awards - Winner of The Learning Space category, Green Square Library and Plaza
- Civil Contractors Federation NSW Awards - Best Project over \$75 million, Wentworth to Broken Hill Pipeline
- Civil Contractors Federation NT Awards - Best Project over \$75 million, Ichthys LNG Project - CVL9 Finishing Civil Works
- Australian Rail Industry Awards - TrackSAFE Award, Country Regional Network
- Permanent Way Institute's (SA Section) - Trackwork Achievement Award, Adelaide to Tarcoola Re-railing Project
- Social Traders Business and Government Member of the Year Award - John Holland
- CCF Category 4 Award (Projects between \$10m and \$30m) - North Yarra Deviation Rehabilitation project
- Australian Institute of Project Management's NSW Project Management Achievement Awards - NSW Project of the Year - Enable and Optimise' adaptive organisational project in partnership with Sydney Water and Lendlease
- Australian Institute of Project Management's NSW Project Management Achievement Awards - Best Change Management - Enable and Optimise' adaptive organisational project in partnership with Sydney Water and Lendlease
- 2019 Victorian Aboriginal Education Association's Private Sector Award - Metro Tunnel Project's Rail Infrastructure Alliance
- 2019 NSW Training Awards Large Employer of the Year - Sydney Metro City & Southwest project
- Richard Stanton Memorial Prize for Excellence in Sustainable Forest Management for 2019 - Nick Clarke and Thirukumaran Jallendran, Sydney Metro Northwest project
- Country Regional Network - 2019 TrackSafe award from the Australasian Railway Association in recognition of our innovative approach to managing level crossing safety.
- NWPAs - Business of the Year at Social Traders Conference - Awarded to John Holland as the buyer member of Social Traders based on a submission written by NWPAs with contributions from other John Holland projects.

> Our Sustainability Approach



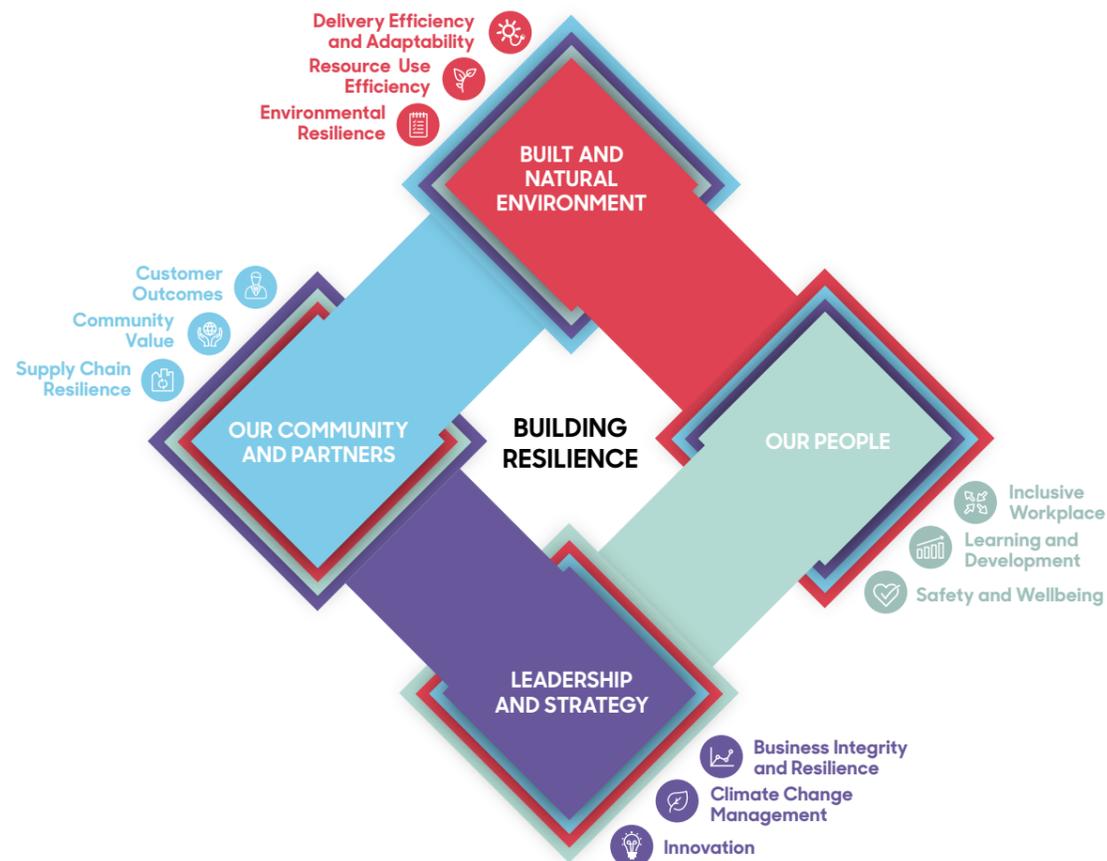
> The John Holland Building Resilience Framework

To ensure sustainability is embedded in every part of our business, we developed the John Holland Building Resilience Framework. It has been designed in alignment with the United Nations Sustainable Development Goals (UN SDGs) and guides our planning decisions based on "shared value" principles.

Our Building Resilience framework is made up of four pillars:

- Leadership and Strategy – To drive a more sustainable industry by showing leadership and encouraging innovation in all areas.
- Our built and natural environment – To enhance infrastructure in a way that is sensitive to local communities and environments.
- Our people – To encourage the know-how and creativity of our people and empower them to thrive.
- Our community and partners – To build strong and rewarding relationships with our communities and suppliers.

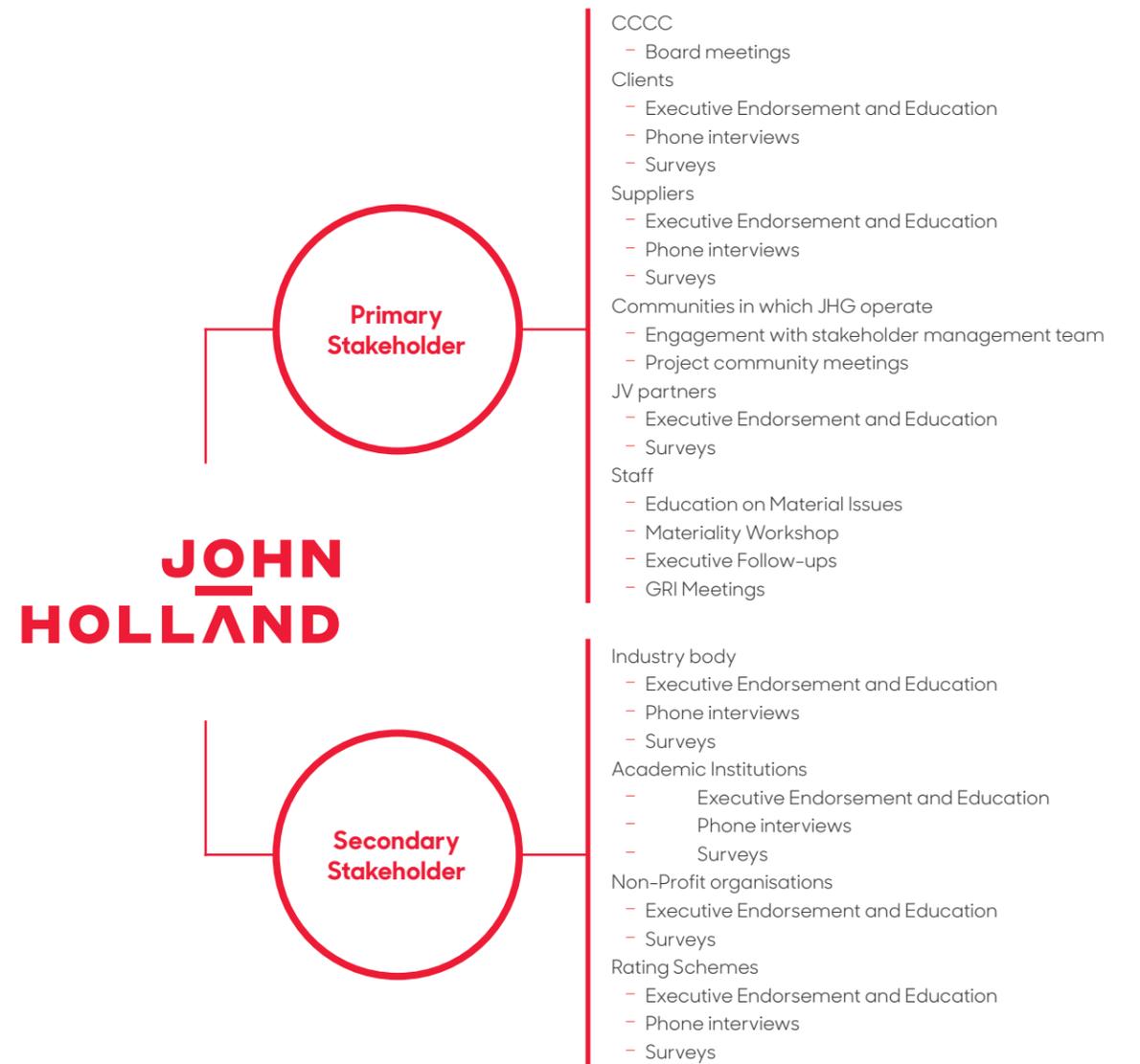
The four pillars which compose the framework are interconnected and overlap, representing the integral nature of driving sustainable outcomes for our business.



> Materiality assessment

Critical to our strategy is focusing on the right social, environmental, economic and governance priorities. Throughout 2019 we spent time understanding how we could align our business to the Global Reporting Initiative (GRI) reporting framework, the United Nations Sustainable Development Goals, and the rating schemes our projects already work to, including the GreenStar and the IS Rating Scheme.

We conducted a materiality assessment in early 2019. We surveyed 137 key internal and external stakeholders. This involved identifying material priorities, evaluating, and prioritising identified issues within a workshop environment, ranking their impact based on short, medium and longer-term impact and value creation.



The assessment identified 12 economic, environmental, social, and governance topics of most importance to John Holland.

As we progress on our sustainability strategy and actions, we will engage with our stakeholders to ensure the topics are aligned with our business needs and stakeholder priorities.

- 1 **Protecting work health and safety**
- 2 **Conducting business ethically**
- 3 **Attracting and retaining skilled employees**
- 4 **Local environmental protection and enhancement**
- 5 **Engaging and investing in local communities**
- 6 **Maintaining a sustainable supply chain**
- 7 **Protection of human rights**
- 8 **Reducing GHG emissions**
- 9 **Maintaining a diverse workforce**
- 10 **Reducing the use of water, energy and materials**
- 11 **Ensuring resilience to climate change**
- 12 **Maintaining Sustainable business growth**

> Alignment with the UN SDGs and industry associations

We are working towards the following SDGs:

- SDG 5: Gender equality
- SDG 9: Industry innovation and infrastructure
- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production
- SDG 13: Climate action

John Holland is also an active member of the Green Building Council of Australia (GBCA), Infrastructure Sustainability Council of Australia (ISCA), Australian Constructors Association's Sustainability Working Party and a founding member of the Australian Supply Chain Sustainability School (ASCSS).

5 GENDER EQUALITY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



➤ About this report



> About this report

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Our first sustainability report covers the 2019 calendar year for key disciplines within John Holland's Australian business: rail, building, property and infrastructure. It addresses both our design and construction projects, as well as operations and maintenance contracts where John Holland has operational control. This includes John Holland's wholly owned Territoria Civil in Northern Territory. Where applicable, we have included information and data from our joint venture projects.

The report includes a limited number of disclosures for 2019. We continue to work on our data capture capabilities to increase the scope and breadth of disclosures as we look to deliver a more thorough overview of our 12 material issues. For any 2019 disclosures that we were unable to capture, we have outlined how we intend to address them in 2020 and beyond.

Due to the complex nature of our business and the associated challenges in capturing data, this report generally does not include our New Zealand or Singapore operations. We did however opt to include New Zealand and Singapore for our Environmental and Safety disclosures, which comprises two Singapore construction projects, and one New Zealand project.

Data presented in this report is correct as at December 31, 2019.

It is our intention to produce a compliant, assured and audited report in the longer term, as we continue to improve our data collection processes. Below are the topic boundaries we have set for our reporting process.

	Economic	Environment	OH&S	People
Included	All John Holland direct employees	All projects and assets over which John Holland has operational control within the reporting year Singapore and New Zealand Operations	All John Holland employees and direct sub-contractors Singapore and New Zealand Operations	All John Holland employees
Excluded	Contractors or JVs (for anti-corruption training)	Assets or projects over which John Holland does not have operational control	Non-direct suppliers	Subcontractors or other suppliers

> 2019 highlights

Our Sydney Metro Tunnel and Station Excavation Works project achieved the highest ever Infrastructure Sustainability Design Rating Score of 100.3, for its approach to environmental, social, economic and governance sustainability.

We launched the John Holland Wellbeing Strategy to reset our approach to flexible working practices, mental health and business resilience.

We spent \$31m with Indigenous suppliers.

Our Work at Height (WAH) campaign was delivered and resulted in an overall reduction in WAH related 1P (serious) incidents.

We launched and expanded our key inclusion initiatives such as the Pride Network and Celebrate Women in John Holland Network.

Our customer satisfaction score (CSAT) improved from a CSAT of 72 in 2018 to 76 in 2019. There was an improvement of the key metrics across the board.

Our Sydney Metro Northwest project was the first ever infrastructure project to earn a responsible timber project certification, with 100% responsibly sourced timber used on the railway station canopies and carpark façades.

We led construction industry talks on how to reset the approach to reusing waste and implementing sustainable products at industry sustainability events like the ISCA (Infrastructure Sustainability Council of Australia) annual conference.

> Priorities

All of us at John Holland want our company to be more sustainable. We are working to expand on our targets and strategy to address key sustainability areas highlighted in our Resilience Framework. Below, we are including our 2021 priorities. These are focused on the key areas we believe we can drive a material impact on in the near term.

Leadership and Strategy		Built and Natural Environment	
Climate Change Management	Report our business climate risks against the Task Force on Climate Disclosure Framework.	Delivery Efficiency and Adaptability	Implement the John Holland Way initiative to provide a consistent and digitised operating framework.
Innovation	Strengthen John Holland's capability in driving construction innovation across digital fronts to realise faster, more efficient outcomes through BIM, VDC, GIS, Survey and technology capabilities including drones and robotics. Capture and manage knowledge across tenders and projects to learn from past experiences and share innovation across the business.	Resource Use Efficiency	Evaluate GHG emissions, energy, material, water usage and waste generation data. Develop a strategy to reduce GHG emissions, energy, material, water usage and waste generation. Ensure new building developments incorporate renewable energy solutions. Work towards a plan for Carbon Neutral operations of assets under John Holland control.

Our People		Our Community and Partners	
Inclusive Workplace	Improve diversity ratios > 40% at each resourcing phase. Prioritise closing the gender pay gap and monitoring salaries to ensure any improvement is maintained. Embed flexible work practices across operations. Increase female participation in key operational roles from 13.6% in 2019 to 18.6%. Deliver on milestones committed to in the John Holland 2020-2022 Innovate Reconciliation Action Plan.	Customer Outcomes	Improve customer engagement to achieve score of 84 or greater. Improve net promoter score, to achieve 50 or greater.
Learning and Development	John Holland Graduate Program placed in the top 10 of the AAGE top Graduate employers list. Embed technical onboarding and training, building on the John Holland Way operating framework.	Community Value	Dedicate resources towards enhancing community value for the communities in which we work.
Safety and Wellbeing	95% of all managers to complete the Black Dog Institute's "Mental Health for Leaders Training". Improve the Safety Culture (OPM) from the 2019 baseline score of 3.42.	Supply Chain Resilience	Develop social and environmental screening criteria for all John Holland suppliers. Undertake a review of modern slavery requirements and implement an action plan. Proactively include Indigenous business screening in the registration of suppliers.

> Leadership and strategy



As industry leaders, we recognise our responsibility to manage our impact on the environment whilst creating a resilient business for our people and the communities we work with.

Our leadership team, governance procedures and business strategy allow us to conduct our business ethically and efficiently, while ensuring we are a good corporate citizen.

LEADERSHIP AND STRATEGY



Imaginative



Business Integrity and Resilience



Climate Change Management



Innovation

◆ Building resilience and integrity

Corporate Governance Framework

We believe that the financial success and long-term sustainability of our business is only achievable with good corporate governance.

John Holland is proud to have built a company where employees live by our values in their work.

We recognise that a workplace that prioritises integrity, ethics, transparency and reporting enables robust and thoughtful decision-making that produces the best solutions.

Board of Directors

The Board of Directors is responsible for John Holland's long-term success and for managing the Group's business affairs to the highest standards of corporate governance. The Board consists of six shareholder appointed directors and three executive directors.

The John Holland Group Pty Ltd Board of Directors is formed with the following members:

- Bo Wang (Chairman)
- Joseph Dominic Barr (Executive Director)
- Rodney Lewis Heale (Executive Director)
- Darryn Alfred Ray (Executive Director)
- Guangsheng Peng
- Jinsong Tang
- Chun Pong Leung
- Glenn Michael Palin
- Martin Nicholas Hadaway

To assist the Board in discharging its responsibilities, a tiered corporate governance framework has been implemented, which provides for the delegation of functions to a number of Board and Management Committees.

Governance, Compliance and Audit Committee

The Governance, Compliance and Audit Committee supports the Board to monitor the financial performance and disclosures of John Holland, as well as compliance with all applicable laws and regulations. This committee oversees the integrity of financial reports and statements, internal and external audit functions, compliance with code of ethics and business conduct, training of directors, officers and employees of the company in relation to ethics and business conduct, as well as recommend to the Board any changes to John Holland's policies, standards, practices, codes, procedures and compliance activities in these relevant areas.

Risk Committee

The objective and purpose of the Committee is to support the Board's task of monitoring the performance of John Holland by overseeing the framework for, and the reporting of, risks including enterprise, project procurement and delivery risks. The role of the committee is to oversee the risk management framework, policies and procedures, oversee how we manage risk on projects, provide assurance of continuity of business during an unexpected disruption, and ensure John Holland's risk management policy and strategy is communicated throughout the Group to ensure it's embedded as part of John Holland's culture.

Strategy and Budget Committee

The Strategy and Budget Committee provides guidance, input and suggestions to the Board and to management in respect of the Company's strategy for the medium and long term. This applies to the strategic direction of John Holland, acquisitions and strategic alliances, responses to external developments and factors related to changes in the industry, economy, competition and technology.

Health, Safety and Environment Committee

The Health, Safety and Environment Committee monitors, reviews and promotes the group HSE strategy and approach to standards and practices, and makes recommendations to the Board regarding changes to the Group's policies, standards, practices, and compliance activities in each of the areas of "health, safety and environment".

Remuneration and Nominations Committee

The Committee assists the Board in fulfilling its duties and obligations regarding the appointment and remuneration of its executives and employees. This includes reviewing the Company's remuneration strategy and policies, monitoring resourcing and retention strategies, and monitoring the overall cost of remuneration structures within the Company.

Management committees

We have a number of internal committees to identify and respond to emerging local and global issues that impact our business.

These committees govern our response to these issues, applying the precautionary principle, where relevant, to our risk management approach.

Involvement in ISCA and GBCA committees

John Holland is involved in external leadership groups which develop best-in-class sustainability practices for our industry. We are involved in working groups within ISCA and the Green Building Council of Australia (GBCA).

We currently co-chair the ISCA Contractors Working Group (CWG), which involves running meetings with other contractors such as Lendlease, Downer and CPB, and coordinating programs to support the broader industry's adoption of sustainability tools.

Our position in the GBCA working group over 2019 saw us contribute to the tools and credits of the updated Green Star Submission Guidelines.

Working on the Future Focus rating system allowed us to positively shape the way our industry delivers buildings projects, making them more sustainable and resilient well into the future.

Involvement in ACA and associated committees and working groups

Our Chief Executive Officer, Joe Barr, is an active member of the Australian Constructor's Associations (ACA) Construction Industry Leadership Forum (CILF). Through this forum, industry leaders are focused on creating a more sustainable industry, addressing concerns around capacity pressures, safety and wellbeing, and resourcing opportunities.

Code of Business Conduct

Our Code of Business Conduct is based on our values, policies, procedures and applicable laws. It guides our daily work and demonstrates our commitment to uphold proper and ethical business practices.

The Code applies to everyone who works for or with John Holland and Territoria Civil, including people working under contract. Where John Holland has a controlling position in a joint venture or other similar arrangement, we require that the standards of behaviour contained in our Code be adopted. We also seek to work with suppliers, business partners and other third parties who operate under similar standards to our Code.

Internal reporting procedures

John Holland introduced a formal Whistleblower Standard in June 2019 in line with new legislative requirements. The Standard provides significant protections and remedies available to whistleblowers who report business misconduct, including unethical or unlawful conduct or business practices.

Raised, known, or suspected breaches of the Code and/or applicable laws are dealt with under the Whistleblower Standard where applicable. Any individual who wishes to report misconduct has three main avenues to do so:

- The Speak up line: An independent hotline service operated by experienced staff who are trained to receive and handle reports of business misconduct and whistleblower disclosures.
- The Company Secretary & Corporate Counsel: Responsible for the governance framework that supports compliance with our Code.
- The Privacy Officer: Oversees John Holland's privacy compliance framework and manages queries and concerns about the handling of personal information by John Holland.

Reviews and monitoring of the Code and investigations into breaches are overseen by the Governance, Compliance & Audit Committee to ensure matters relating to the Code are handled appropriately.

Anti-corruption and anti-bribery measures

Our approach to ethical decision making, corruption and anti-bribery includes:

- All employees receive training in anti-bribery and corruption during their business/role inductions.
- All employees receive refresher training every two years in anti-bribery & corruption, undertaken as a specific training subject in our Code of Business Conduct e-learning training module. Electronic training records are maintained.
- At December 2019, 62.5% of our Group Leadership Team undertaken a half day face-to-face training course in anti-bribery & corruption facilitated by a specialist risk consultancy firm, Control Risks. The remaining members are new starters and are due to undertake training in 2020. Training attendance records are maintained within our systems for internal reference.
- All Senior Managers are also required to attend the same anti-bribery and corruption training course facilitated by Control Risks. The course has been offered every one or two years to ensure that new starters attend the training. Since 2013, the training sessions have been attended by more than 150 Directors, Executives and Senior Management.

Cybersecurity

We ensure our employees, projects, clients and intellectual property are protected using preventative principles and by aligning with the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF).

Our controls include:

- Multiple industry-leading endpoint protection agents
- Industry-leading email filtering
- Robust and evolving cloud security architecture and CI-CD pipeline
- Review and input into critical business processes
- Risk assessments and governance function
- Educational campaigns

As John Holland pushes forward with our digital transformation and technological offerings, we continue to manage our data effectively and maintain information security. During 2019, our IT department completed the following actions:

- Redesign and upgrade our firewall infrastructure to support our commitment to next generation application-based perimeter protection.
- Assisted with the development of, and highly leverage the Microsoft Cloud security ecosystem for control and visibility of applications and users.
- Undertook a Domain-based Message Authentication, Reporting and Conformance (DMARC) project and have reached reject on primary domains to guard against impersonation of the John Holland domains.

◆ Climate change management

At John Holland, we understand risks associated with climate change. We understand that climate change management demands an enterprise-wide focus, therefore we are in the process of developing a formal strategy and an action plan to address this in 2021.

The development of our formal climate change strategy will provide a systematic approach to identifying regional physical and transitional risks and opportunities, setting up appropriate management and reporting strategies, and shaping our targets and initiatives to ensure our business is resilient to climate-related risks financially and physically, both in the short and long term.

In the meantime, given we have such an impact on the entire end-to-end delivery of each asset we build, we have focused on influencing the design, planning and delivery of projects that are resilient to physically changing environmental conditions, adapting and mitigating risks where appropriate, whilst ensuring we reduce emissions wherever possible.

Case Study: North West Program Alliances best practice climate resilience

Adopting a best practice approach in line with Australian Standards and the Infrastructure Sustainability (IS) Rating Tool, the North Western Program Alliance (NWP) conducts a thorough climate change risk assessment on every project, to ensure that the infrastructure it delivers is prepared to withstand a changing climate.

To ensure climate change is appropriately addressed in its projects, multi-disciplinary climate change risk workshops are held early in the design process to enable collaboration within the project and with external stakeholders. When key climate change risks are identified, the Alliance works innovatively and collaboratively to implement adaptation measures that account for the modelled risks, then incorporate them into the projects' design. For instance, flood modelling is conducted for each of the project sites to assess the design under a climate change scenario involving increased rainfall intensity, in accordance with guidelines issued by the local water authority, Melbourne Water. For NWP's Frankston Station upgrade project, this resulted in a redesign of the in-platform drainage detention tank, increasing its capacity by 32% to safeguard the station against flooding in the future.

NWP recognise that Australia is particularly vulnerable to climate change, and the assets we build need to be resilient.

Climate adaptation

Many of our projects undertake climate change adaptation processes. This involves project and designer workshops to identify risks, and the development of plans to address climate risks for the delivery of the asset as well as how the asset will operate in the future.

◆ Innovation

Innovation is important to the success of our business. Our approach to innovation focuses on working with our stakeholders to improve how we deliver projects, run operations, and provide benefits to the end user.

Industry Leadership

As an industry leader, we invest in and trial innovative solutions on our projects through:

- Utilising our Technology, Engineering and Knowledge team (TEK) to develop solutions to complex issues.
- Collaborating with our clients, partners, and other stakeholders to identify opportunities to innovate on our projects.
- Introducing new technologies, such as digital engineering, modularisation, and specification updates to improve the way we do things.

Where we have seen success through our project-led initiatives, we look to apply these solutions not just within our business but share knowledge and benefits across the industry.

Research and Collaboration

John Holland applies innovative technologies across our projects that result in better outcomes for our customers, the environment and the community.

Case study: Pre-Clearance Drone Inspections at Melbourne Water

In a joint venture with KBR, the O'Shannassy Reservoir Outlet Renewal Project team on the Melbourne Water Capital Works Program used a drone with heat sensor technology to undertake pre-clearance tree inspections prior to felling. Generally, pre-clearance tree inspection methods include tree climbing, working from elevated working platforms or attempting to visually sight fauna from the ground. Although these methods are effective, the use of drone technology has increased the accuracy of the inspections, reduced impacts to flora and fauna, improved data collection, reduced costs, and avoided the requirement for working at height.

We aim to continue using this innovation across other projects where significant tree removal is required, where access is restricted, and where there are risks to flora and fauna.

Case study: End-to-End Solution Delivery at Clarence Correctional Centre

Construction of Australia's largest prison, the Clarence Correctional Centre, involved the installation of approximately 5,000 precast concrete panels and more than 600 prefabricated cells, comprising multiple configurations of single, double, triple and quadruple cells, weighing up to 80 tonnes each. The regional NSW location, away from a major centre, presented planning and logistical challenges. Advanced planning was required to ensure that panels were received in specific sequences to align with onsite installation. Meticulous planning was also required for onsite access roads, complex staging and temporary works.

John Holland's TEK Lift & Shift team developed an end-to-end solution to transport and safely complete all installation ahead of the programmed schedule. The team used drone aerial mapping to plan delivery routes and survey road grades for the movement of the 72-wheeled self-propelled trailers, which were carefully selected because of their manoeuvrability and terrain capability while limiting the need for temporary ground stability works. Through meticulous planning and collaboration, the works were delivered without injury and drove multiple benefits for the project, including:

- Completing cell installation five weeks earlier than planned, assisting to fast track the program
- Enabling other work to begin early, e.g. structural steel, roofing and fit out

> Built and Natural Environment

Our infrastructure, rail, building and property projects reshape the environment we work in. Some of the most impactful decisions made by our engineers concern how we engage with resources, communities and the natural environment.

BUILT AND NATURAL ENVIRONMENT



Future-focused



Delivery Efficiency and Adaptability



Resource Use Efficiency



Environmental Resilience

◆ Delivery efficiency and adaptability

Our approach

As a contractor delivering a range of project types and scales, we recognise that we need to think differently and find improved ways to deliver results.

We need to reassess how we do things to minimise redundancy and waste, utilise the best of our workforce, technology and business processes, optimise efficiencies and deliver defect-free work, and improve our standards of project delivery by empowering our people to think outside the box.

We use multiple tools and approaches across our business units including:

- The Technology, Engineering and Knowledge team (TEK team), responsible for providing cost-effective and sustainable solutions through all stages of the project lifecycle.
- An in house TEK Assist App that will make TEK available to all projects at the touch of a finger, enabling the entire business to have technical support.
- Whole of Life (WOL) Model that encompasses the entirety of the facility's lifecycle. This includes everything from planning to implementation and commissioning, to planned and preventative maintenance and eventually replacement, upgrade or retirement.
- Developing the 'John Holland Integrated Model' which reduces cost and increases efficiency by analysing the contributors to a project and how to best drive synergy amongst them. It has been successfully implemented on our Cross Yarra Partnership and Macquarie Square projects so far.
- Building a strong cohort of Design and Engineering Management to better control successful outcomes on our tenders and projects. This was achieved by building stronger consultant mapping and capability frameworks, project start up and training/upskilling of design managers, and improved governance and consistency across the enterprise.
- Using sustainability rating tools to implement smart building and design practices on our projects.

Sustainability governance

The John Holland Integrated Management System (IMS) defines how we deliver sustainability on our projects. We continually update this system to manage sustainability on our projects. The environmental management procedures, monitoring tools and specific business units include:

- Development of Clearing Management, Noise and Vibration, Waste Management, Water Discharges and Erosion and Sediment Control procedures.
- At a project level, we developed site-specific Environmental Management Plans which explain how our IMS and environmental procedures are being implemented on projects to manage and limit our environmental impact on that site.
- Environmental Incident Frequency Rate (EIFR), which measures onsite environmental management.
- Resource Use Plans for each workplace that detail the expected types of waste to be generated and materials, water and energy to be used on site and specific initiatives that can be considered for implementation to reduce use, and improve our efficiency and performance.
- Audit and inspection tools implemented to verify effectiveness of the new procedures.
- Progress of sustainability initiatives and innovations on projects is reported bimonthly to Business Units using the Health, Safety, Environment and Sustainability (HSES) Valuation processes.
- Our systems, such as our HSES Valuation process, enable us to identify and share innovations and initiatives. We share sustainability case studies sourced from our projects with the wider business to enable best practice initiatives to be shared and replicated across the business.

Our Operations Sustainability Network

John Holland has run a National Operations Sustainability Forum (OSF) since 2017. This bimonthly forum involves all sustainability professionals, more than 30 in total, across the business. This Forum enables sustainability professionals to share technical knowledge, lessons learnt, as well as any key challenges they experienced so that there is a network of support. The group collaborates to share knowledge and develop new sustainability initiatives and ideas. It also acts as a network to problem-solve collectively.

Case Study: Infrastructure Sustainability Conference

In October, John Holland sponsored the Infrastructure Sustainability Conference. We organised and hosted a panel discussion, asking engineering decision-makers and leaders representing industry, government, and higher education to discuss what needs to change to enable innovation and deliver more sustainable materials for our projects. The intended outcome was for industry leaders, representing the key bodies, to provide practical advice on how regulatory, quality and delivery cycle barriers can be rethought to improve a project's willingness to trial new products. The group discussed the 'red tape' that prevents our industry from being known for innovating. The panel discussed the cost of innovation how we can better incentivise research and building knowledge and how to alleviate risks whilst embarking on trials.

Sustainability frameworks we use

- Infrastructure Sustainability Rating, ISCA
- Green Star
- WELL
- NABERS

Of our 33 infrastructure, property, building and rail projects in Australia, the majority are currently registered or have commenced preparing a sustainability rating, including ISCA, Green Star and WELL.

In 2019, we completed two Green Star rated projects and four ISCA rated projects.

All our ISCA projects achieved at or above an 'Excellent' rating, with most achieving 'Leading' ratings.

Our building team is focused on achieving high NABERS ratings across our projects. This involves meticulous planning and modelling to demonstrate how our buildings will be resource efficient. Some of our projects which have undertaken NABERS-related planning include our Macquarie Park Glasshouse development, which is targeting a NABERS 5-star energy, and 4-star water rating, and our 275 George St development which is targeting a 5-star NABERS rating.

This means our projects led the industry for their sustainability approach, contributing to changing industry benchmarks. We are particularly proud to hold the highest ISCA rating score ever achieved, after Sydney Metro Tunnel and Station Excavation Works (TSE) received a score of 100.3 in October 2019 for its Design Rating.

ISCA

BU	Project Name	Client	Target	Level/Score Achieved
WA	Northlink WA Southern Section (Tonkin Hwy Grade Separation)	MainRoads WA	50-74 "Excellent"	95.3 "Leading" (IS As Built Rating)
VIC/SA/Tas	LXRP: Mernda Rail Project	Level Crossing Removal Program (LXRP)	65	67 (IS As Built Rating)
NSW/ACT	North West Rail Link NRT OTS	Transport for NSW	65	84.4 (IS As Built Rating)
NSW/ACT	Sydney Metro Tunnel and Station Excavation Works (TSE)	Transport for NSW	65	100.3 (IS Design Rating)

Greenstar

BU	Project Name	Client	Target	Level/Score Achieved
VIC/SA/Tas	High St Level Crossing Removal Project (Reservoir Station)	Level Crossing Removal Program (LXRP)	4 Stars	5 Stars (Design Review)
NSW/ACT	North West Rail Link NRT OTS	Transport for NSW	"4 Stars Design (Whole Office and Admin Building) and As Built (Office Fitout only)"	"4 Stars - Score 45 Design (Whole Office and Admin Building) and As Built (Office Fitout only)"

Case Study: NWPA's 'Continuous Improvement' approach

John Holland is proud to continue delivering Level Crossing Removal Projects in Victoria under the North Western Program Alliance (NWPA) with Kellogg Brown & Root (KBR), Metro Trains Melbourne (MTM) and the Level Crossing Removal Project (LXRP).

To ensure value for money, our client, LXRP, has established Key Result Areas (KRA) across the Level Crossing Removal program focused on innovation and continuous improvement. Initiatives involving new technology or improvement to processes are incubated, developed, tested, proven and then shared across the program, via the Joint Coordination Committee (JCC) that sits across all LXRP Program Alliances.

To achieve results, NWPA has implemented a Continuous Improvement and Innovations framework and team that work to:

- Drive improvements in efficiency, productivity and value for money through benchmarking and tracking key metrics across each works package
- Utilising data from reviews and audits to inform lessons learned and identify performance gaps where improvements in business process can be made
- Encourage creative thinking to challenge and solve complex problems.
- Implement a continuous feedback loop through data capture, reporting and sharing knowledge to capitalise on lessons learnt from previous projects.

This approach has led to innovations including:

- Accelerating the maturity of the design development and review process from 3 stages to 2 stages for civil and rail design packages, resulting in significant time and cost savings.
- Replacing manual surveying methods along the rail corridor with the adaption of Tilt Meter technology. This technology eliminates the need for surveying personnel to enter the live rail corridor to monitor the track condition during construction activity, greatly improving safety and reducing costs. Additionally, the technology provides immediate notification of any out of tolerance subsidence issues, which ensures rapid investigation and response to eliminate rail safety risks.

◆ Resource use efficiency

Our approach to using resources is focused on tracking and reducing the quantity of energy and water consumed, and waste and greenhouse gas (GHG) emissions generated in our corporate offices and on our project sites. During design and construction, we aim to minimise the use of materials or find suitable alternatives to reduce our greenhouse gas emissions generated by project.

We have made it a part of our "business as usual" approach to incorporate energy efficient or carbon neutral offerings for our clients. This includes whole-of-life plant and equipment selections, system controls configurations, and renewables offset solutions.

We are currently improving processes and developing tools to reset our baseline and develop business wide targets to be more efficient with our resource consumption.

The performance information highlighted in this section includes data from John Holland, Territoria Civil, its contractors, and joint ventures from FY2018 – FY2019. Joint ventures have been included for energy and GHG emission performance data where John Holland is deemed to have operational control as defined by the National Greenhouse Energy Reporting Act 1.

Energy

We track energy use by our company and our subcontractors to proactively introduce measures to drive efficiencies across our projects. Our energy consumption across the business is included below. With regards to numbers reported on energy use, please note that the data included in this section of the report is for FY 18/19 and not the calendar year for 2019.

Fuel type	Consumption for 2019
Non-renewables	
Diesel	19,286,867 (L), 744,473 GJ
Petrol (Unleaded + Ethanol Blend)	651,585 (L), 22284 GJ
LPG	22,951 (L), 601 GJ
Jet A1	40 (L), 1 GJ
Marine Gas Oil	660,145 (L), 22577 GJ
Renewables	
Biodiesel	65,723 (L), 227402 GJ
Electricity (renewable and non-renewable) watt hrs	56,702,528kWh, 204129 GJ

Breakdown of energy usage across the organisation.

This usage amounted to a gross total of 72626 metric tonnes of direct Scope 1 GHG emissions. This is broken down into 7669 metric tonnes of indirect Scope 2 GHG emissions.

We have Corporate Energy Intensity Targets which track the efficiency of how we use energy measured as GJ consumed per \$Mil revenue. Our target for 2019 was 286 GJ/\$million of revenue. We performed better than our target, using 153.07 GJ/\$million of revenue.

This usage amounted to a gross total of 72626 metric tonnes of direct Scope 1 GHG emissions. This is broken down into 7669 metric tonnes of indirect Scope 2 GHG emissions.

Greenhouse Gas	Emissions in metric tons of CO2 equivalent
CO2	72233 (t CO2 - e)
CH4	109 (t CO2 -e)
N2O	284 (t CO2 - e)
Gross total:	72626

Breakdown of Scope 1 GHG emissions.

Case Study: Emissions reduction

Providing a freeway-standard, free-flowing link from Collier Road through to Reid Highway via Tonkin Highway, the NorthLink WA Southern Section improved amenity in local communities by reducing congestion on local roads, including removal of one of the State's most dangerous intersections.

The NorthLink WA Project conducted energy and GHG emission modelling and then monitoring of actual consumption data during construction, including onsite diesel use, onsite electricity use and the consumption of materials during construction.

Through the Design and Construction of the Project, John Holland significantly reduced energy consumption overall achieving 22.8% reduction in tonnes of CO2 equivalent (tCO2e), through implementation as explained in the table below:

Phase	Base Case Footprint	As Built Footprint	Saving
Construction	10,603.4 tCO2e	9,950.2 tCO2e	6%
Operation	50,500.5 tCO2e	37,193.0 tCO2e	26%
Total	61,103.9 tCO2e	47,143.2 tCO2e	22.8%

Summary of savings when compared to the base case are outlined below:

- Construction savings: 653.2 tCO2e or 6% phase saving
- Operational savings: 13,307.48 tCO2e or 26% phase saving

When combined across the entire lifecycle (Construction and Operational) the As-built solution saved 13,960.7 tCO2e or 22.8% saving.

The Project was awarded the ISCA Outstanding Achievement IS AsBuilt Rating award in 2019, achieving the highest AsBuilt Rating Score in 2019 of 95.3 points out of 110.

Waste

The construction industry generates high volumes of waste. We are focused on waste minimisation and driving reuse and recycling throughout the whole project lifecycle. The ultimate objective is diverting waste from landfill to other more productive uses.

Water

We design, build and operate projects to be water efficient, in recognition of the need to preserve this precious resource and ensure our assets are resilient in times of future drought.

Case Study: Sydney Metro Sydenham Recycled glass sand

The Sydney Metro Sydenham Junction Project (SSJ), have applied a circular economy focus into their projects by using recycled glass sand as drainage pipe embedment in lieu of virgin quarried bedding sand.

Glass sand is a waste by-product of glass recycling facilities. This initiative has the potential to close the loop on thousands of tonnes of glass as it diverts material from landfill and conserves natural resources. Glass sand has replaced approximately 1000m³ of stabilised sand across SSJ, benefitting the environment and reducing material import costs. John Holland hopes that the successful use of glass sand on our projects will set a new, sustainable standard across our industry.

Case study: Water sustainability

John Holland, as part of the Rail Infrastructure Alliance (RIA) with CPB Contractors and AECOM which is part of the Metro Tunnel project, identified an opportunity to improve how we dispose of non-destructive digging (NDD) or hydro excavation waste on the Sunbury Line Upgrade Project. NDD waste can incur high disposal costs due to its solid/liquid state and weight.

In a Victorian first, RIA has constructed an "on project" EPA-endorsed consolidation facility. This facility is set to reform the way NDD waste and spoil is managed and maximise recycling capabilities on the project. The facility allows not only on-site storage and dewatering of NDD waste, but also allows the project to receive spoil for temporary stockpiling, prior to offsite disposal or reuse. The solution recovers up to 100% of water and soil which would have otherwise been sent offsite to a licenced facility for disposal. Through extensive collaboration with the EPA, an EPA endorsed Spoil Management Plan was developed that looked at site selection criteria, training and inductions, contaminate thresholds including leachate levels, and tracking and reporting requirements, amongst other aspects.

To date, approximately 576,000L of potable water has been replaced by water generated from the facility. This is approximately 6000 to 8000 litres of NDD waste per truck. Recovered water can be reused for dust suppression, significantly reducing potable water consumption. By working with the EPA to develop this industry-leading initiative, the project is more sustainable, disposal costs are reduced, processing is more secure, and less time and money is spent on transportation, which in turn, reduces our carbon footprint from greenhouse gas emissions.

Materials

John Holland is mindful of how we consume materials and has a focus on reducing our environmental impact through the following objectives:

- Supporting efficient material use across the business
- Purchasing 'green' materials as alternatives which reduce waste or have lower environmental impacts
- Minimising material wastage through effective design and planning

Our people across the business all have a role to play to reduce on material use. This is tracked on a project level and we recognise there is room for improvement at a whole-of-business level.

Case study: Efficient materials use

Our project team at the New Intercity Fleet Maintenance Facility project on the Central Coast in NSW, have embraced the project as an opportunity to trial new, sustainable materials.

E-mesh is 100% recycled plastic fibres. It was used to replace steel reinforcement, in 2,739m² of footpath (approximately 274m³ of concrete) on this project. Steel and fiberglass fibres have been used in shotcrete and prefabricated applications for some time and E-mesh has been used in high volumes in QLD, however this use highlights the first application in NSW on a Roads and Maritime Services asset.

It replaces the requirement to lay conventional steel reinforcement in non-structural concrete applications, such as, footpaths, cycleways, islands and pre-cast drainage. This is a faster, cheaper, safer and more sustainable product than traditional concrete with steel. Compared to conventional steel reinforcement, E-mesh represents:

- 20% cost reduction vs use of conventional steel reinforcement
- 92% carbon reduction
- Time savings: no need to lay steel reinforcement, just form and pour
- Safer: no requirement to handle steel
- Reduces steel wastage
- Closes the loop on plastic waste
- Creates jobs for people on the National Disability Insurance Scheme; product is packaged by NDIS employees in Ballarat
- Now a preferred option by the asset owner

◆ Environmental Resilience

We build environmental resilience into how we design and construct projects with a focus on protecting and enhancing the environment.

Our environmental management plans consider minimising impact on sensitive receivers including soil, waterways, air, flora and fauna, and the community during construction.

John Holland's Integrated Management System (IMS) includes the Global Mandatory Requirements (GMRs) which define the critical controls for key environmental risks. In addition, the IMS includes procedures that define how projects need to approach work to minimise impact on the environment and ensure we are complying with necessary environmental requirements. This environmental management system is accredited to ISO 14001.

Global Mandatory Requirements

1		Traffic, Plant and People To prevent injury caused by the use of mobile plant and vehicles	8		Isolation To prevent exposure to energy sources
2		Excavation and Trenching To prevent exposure to hazards during excavation and trenching activities	9		Site Environment Management To prepare the work area, protect the surrounding environment and minimise impacts to the community
3		Lifting Operations To prevent harm to people from the risks associated with lifting operations	10		Clearing, Water Management and Earthworks To ensure the environment is protected during earthworks and clearing activities
4		Electrical Safety To ensure that people are protected from the risk of electric shock	11		Resources, Recycling and Waste Management To manage resources efficiently, prevent pollution and minimise waste
5		Working at Height To prevent people falling from height and exposure to falling objects	RMR 1		Accessing the Rail Corridor To prevent harm to people from the risks associated with entering and working in a rail corridor or operating railway.
6		Fitness for Work People present fit for work so that they do not expose themselves or others to harm	RMR 2		Rolling Stock Safety To prevent injury or damage resulting from a collision between rolling stock, trains, track maintenance machines, rail bound trolleys and personnel
7		Temporary Works To prevent temporary works from collapsing and exposing people to harm			

Case study: Responsible timber project certification

We constructed railway station canopies and parking garage façades for Sydney Metro Northwest stations with 100% responsibly sourced timber, according to certification body, SCS Global Services (SCS). The wood used at seven stations has been certified by SCS under Programme for the Endorsement of Forest Certification (PEFC) and Responsible Wood (RW) Chain of Custody Project Standards, and one additional station has been certified with a Forest Stewardship Council® (FSC®) Partial Project Certificate. Additionally, the timber used on four multi-story parking structures, with space for more than 4,000 vehicles, has also been certified as sustainably sourced under the PEFC and RW Project Standards.

The sustainability benefits of FSC and PEFC project certification is that a robust process is in place to remove any non-certified timber from the supply chain. The Sydney Metro Northwest project developed a timber procurement strategy to secure the supply needed for the new station canopies and multi-storey car park façades. With approximately 200 linear kilometres of certified wood, it is the largest applicant of this process within Australia, representing an innovative approach to ensuring certified timber is procured – making the Sydney Metro Northwest the first project of its kind to earn a responsible timber project certification.

Contamination management

John Holland has well established processes to manage contamination where it exists, primarily on brownfield sites (previously disturbed land) through the implementation of our ISO14001 certified IMS and project specific Environmental Management Plans (EMP).

The EMP requires each project to develop a site-specific Environmental Control Plan to manage environmental aspects such as contaminated soil, as an Appendix to the main EMP.

John Holland implements these processes, plans and procedures, according to Environmental legislation and WHS requirements throughout the delivery of a project. We rely on site assessments to understand the type and extent of contamination so that we can manage it in accordance with legislation and protect the environment and people in the process. On occasion, we are able to innovate in this space, providing solutions to contamination issues which can change how we do things across our projects, and the wider industry.

Case Study: Contamination Management

The WestConnex M4 East Project in Sydney, NSW developed and constructed a solution for excess spoil in consultation with their Urban Design and Landscape consultants to create a landscaped mound next to the new M4. The collaborative effort between the project construction, environmental, sustainability and approvals teams together with key Project stakeholders, delivered a number of benefits to the Sydney Olympic Park precinct through this initiative, which include:

- Re-use of over 60,000 tonnes of spoil from M4 East tunnelling and earthworks, resulting in diversion from landfill).
- Additional green space created resulted in the increased total number of shrubs and plants to over 14,000.
- The Running Man metal statue on the top of the mound provides a positive community landmark for people associated with the Homebush area and also recognizes the strong linkages to the local history of the Sydney Olympics. The metal statue depicts a sprinter (aka Running Man) which was made famous for its position on top of the AMP Tower (now Westfield Tower) in the Sydney CBD (1998-2001) during the 2000 Olympics.
- Reduction in costs, truck movements and greenhouse gases associated with transport of general solid waste, virgin excavated natural material & excavated natural material removal that were diverted from landfill and Western Sydney tip sites.
- Reduction in project costs across a number of construction sites (Homebush, Underwood and local tunnel sites) for spoil removal and timing for earthworks (through the approval of an onsite spoil mound).

Heritage protection

We care about preserving the heritage of communities and work to enrich it where possible. On relevant projects, heritage is assessed prior to and during project delivery. Where identified, heritage sites are protected.

Environmental compliance

Where possible, we aim to conserve and enhance the environments in which we work. This is particularly true when we work in areas with high environmental diversity value, protected areas, and heritage areas.

John Holland strives to be proactive in our approach to assessing risk and environmental management, however, in September 2018, Department of Environmental Science officers raised non-compliances with the Environmental Authority in respect of sediment control on a site in the Sunshine Coast. John Holland immediately reviewed our approach by providing additional training to construction team members and added further detail to the Erosion and Sediment Control (ESC) Plan. The intent was to ensure confidence in hazard identification and address knowledge gaps.

John Holland was issued a penalty notice of \$13,055 in respect of these non-compliances in February 2019.

Case Study: Melbourne Metro Tunnel - Archaeological Investigations and Excavation

The largest archaeological investigation in Victoria’s history took place on the Melbourne Metro Tunnel, prior to the construction team commencing tunnel excavation at the new State Library and Town Hall stations.

Works began in May 2018 and continued until the end of 2019, with more than 100 archaeologists, field workers and students from Melbourne, La Trobe, Monash and Deakin Universities painstakingly sifting through the discoveries.

The investigations provided a once-in-a-lifetime opportunity to unearth a whole landscape of early Melbourne that tells the story of the city’s settlement, growth and change. More than one million artefacts were found, some dating back more than 180 years to the early days of European settlement in Melbourne. All items of significance are being permanently stored by Heritage Victoria so they can be viewed by future generations, with some artefacts on display at the project’s information centre, MetroHQ.

Community members and archaeological students were engaged by the project as part of ‘The Big Dig’, providing training and employment opportunities. Viewing windows through the on-site hoardings provided unique opportunities for the public to see the digs underway, generating further community engagement and awareness.

By the numbers:

- 12 Victorian Heritage Inventory sites (two previously unknown and discovered)
- More than 6,000m3 of hand-dug fill
- More than 70,000 hours worked
- More than 1,000,000 artefacts found
- More than 50 students and community member participants

John Holland also received two penalty infringements of \$722 each, relating to a single environmental incident following a weekend rain event at a project in Darwin. On the Monday morning, no incident was detectable by our project team and therefore, was not proactively notified, which accounts for the second infringement. The impact from the exceedance is reflected in the penalty imposed.

John Holland has taken a “lessons learned” approach to this event and applied it to reinforce how we handle erosion and sediment control on our projects, particularly those close to waterways, by ensuring that long term (permanent) erosion protection controls are installed in advance of forecast high rainfall events. Where this cannot be achieved, a local downstream sediment control is put in place.

Environmental performance

It is important to know procedures we implement are effective in protecting the environment and communities we work in. Our success in onsite environmental management is measured by our Environmental Incident Frequency Rate (EIFR). Any serious environmental incidents, (Class 1A or 2A) will negatively impact our EIFR. Our EIFR targets and performance for 2019 were as per the table below.

	Target	Result
Environmental Incident Frequency Rate (EIFR)	0.2 per million hours worked	0.24 per million hours worked
Class 1A Events	0 events	0 events
Class 2A Events	0 events	7.41 events in 2019 (weighted*)

*Weighted means JH carries only the portion of an event equivalent to its share in the JV/Alliance

Case Study: Batemans Bay River Awareness Cultural Change Program

Our Batemans Bay Bridge Project on the NSW South Coast involves construction work over and adjacent to the Clyde River. This area is a sensitive marine environment, with protected sea-grass habitat, oyster farms and recreational users all within close proximity to the works. The waters of the project also constitute Batemans Marine Park, which is a state-listed significant marine environment. Working in response to the regulator’s concerns with a discharge incident, a range of preventative actions and controls, a River Awareness Cultural Change Program was developed to ensure we were educating our people and protecting the environment. This included:

1. Focusing on environmental risks associated with the works by delivering task-specific environmental advice specific to work crews at each morning pre-start.
2. A set of Batemans Bay Bridge Golden Rules for working near or on the waterway was developed. This simple set of rules included management measures like dewatering requirements, permits, washdown rules, and open discussion with the environmental team.
3. A program of regular “All Hands” toolboxes were scheduled on site and shared on John Holland’s Workplace internal communications platform to educate interested employees beyond the project of marine construction requirements and the values and attributes of the Clyde River and Batemans Marine Park.
4. Signage and slogans placed at all waterway entry points and proximity areas to raise awareness.

> People



We put people at the heart of everything we do. We want to ensure our employees thrive and bring their whole self to work. We have worked to create a diverse and inclusive workplace and an empowering and caring environment for our employees.

OUR PEOPLE



Empowering



Inclusive Workplace



Learning and Development



Safety and Wellbeing

Inclusive workplace

In the past couple of years, we worked to increase the representation of women, Aboriginal and Torres Strait Islander peoples, and refugees on our projects and across the business. Our social inclusion strategy has also allowed us to make an impact through prison release employment and disability employment on projects. We have worked to address the stigma around the construction industry being difficult to work in and address those challenges head on.

Areas we focused on have been:

- Inclusive pathways:
 - o Supporting and employing indigenous and disadvantaged employees and social enterprises.
- Gender and Equal Opportunity:
 - o Increasing diversity at all levels of the business by addressing barriers to success accounting for cultures, gender, and age.
- Flexible working:
 - o Working with our employees to arrange when, where and how they work in the business.

Targets and progress

We set a number of targets in 2019 to improve our diversity and inclusion initiatives. We are proud to report we made significant progress in a number of areas identified for improvement.

Area	2019 Target	2019 Progress
Female workforce participation	27% female employees	21% female employees
Indigenous participation	4.3% indigenous participation	Staff and workforce at 2.7% Staff at 1.5% Workforce at 5.5%
Retention rate	Above 88%	Exceeded at 89.1%
Critical roles retention rate	Above 88%	Exceeded at 92.6%
Gender pay gap	Close the gender pay gap	Pay gap at 3.3% ¹
Graduate programme female participation	Exceed 2018 level of 21.5%	35.8% in 2019

¹ Calculated as (#average comparatio of males - #average comparatio of females)

Employee engagement

A company-wide employee engagement survey allowed us to receive feedback from our people on how they understood the business strategy, our values, their connection to the business, and their learning and development.

The survey results reiterated that our people are proud to work for John Holland. However, there is room for improvement concerning what we communicate and how we collaborate across projects and business units. We are working on this with the implementation of tools such as Workplace by Facebook to enable networking and knowledge sharing in an informal and accessible setting.

As an outcome of the engagement survey, each business group and region developed actions to address employee concerns. Focus was also given to individual career planning, learning and development opportunities, and the talent review process.

Outcomes of the survey include the following:

- 88% said they are proud to work for John Holland
- 84% would recommend John Holland as a great place to work
- 91% said they are comfortable voicing concerns about workplace health and safety
- 90% said that John Holland is truly committed to the health and safety of its people
- Engagement score of 73%, a 13% increase on the target, and participation rate of 84%, 8% increase on the target

In 2019, the company voluntary turnover reduced to 12.6%, which is aligned to our internal benchmark and that turnover, though largely stable, has been decreasing since 2018.

Diversity and inclusion

John Holland has developed strategies, processes and activities that enable sustainable social employment of identified jobseekers such as:

- Young disadvantaged jobseekers
- People living with disability
- Refugees, people seeking asylum, migrants
- Long term unemployed
- Ex-offenders and young people at risk of offending
- Military Veterans
- People impacted by violence
- Aboriginal and/or Torres Strait Islanders

Case Study: Our Aboriginal and Torres Strait Islander workforce

We work with local Aboriginal and Torres Strait Islander communities to ensure we respectfully provide employment and engagement opportunities across our projects.

Our projects, particularly those delivered in areas with a high Aboriginal and Torres Strait Islander populations, create opportunities for local communities and deliver projects in a way that is culturally sensitive.

On the Wentworth to Broken Hill Pipeline Project completed in 2019, John Holland employed 151 local people across a number of roles including administration, community engagement, safety management, trades and engineering. We nearly doubled our target for Aboriginal employees, with 47 Aboriginal or Torres Strait Islander people working on the project against a target of 25. A major highlight for the project was our trainee program, where 19 local people (17 of whom were Aboriginal) completed a Certificate II in Civil Construction.

Six months after project completion more than 70 per cent of these trainees have used their newly-acquired qualifications and skills to gain full-time employment in other construction roles in NSW and Victoria.

Case Study: Pathway program to support refugee and migrant engineers

Our Pathway Program in Victoria is an industry-first, built to support engineers from refugee and migrant backgrounds by providing a six-month work placement with ongoing employment opportunities. Our goals, which we exceeded, were to place 15 marginalised engineers into the business with a 50/50 gender split, aiming to convert 80% to permanent employment. We partnered with Jesuit Social Services (JSS) on the pilot.

Through the program we placed 23 migrant and refugee engineers into nine Melbourne projects, who had been working as taxi drivers, factory hands, and in aged care. From the 23 participants, 21 were offered full time positions. A year later all 21 engineers are still working at John Holland. We also upskilled participants, who all now have a Certificate IV in Work Health and Safety.

The success of the program and our commitment to reducing inequalities received attention from major media outlets including the Australian Financial Review, ABC TV and Radio news nationally ABC online news as well as a feature in Engineers Australia magazine.

Case Study: LGBTI Inclusion and our PRIDE Network

A 2014 Human Rights Commission report stated that 11% of Australians identify as having diverse sexual orientations, sex or gender identity. John Holland noticed that diversity and inclusion for the LGBTI community was lacking industry wide, and as a result, in 2019, we became a member of Pride in Diversity, the national not-for-profit program, to support equality and LGBTI inclusion in the workplace. Pride in Diversity publishes the Australian Workplace Equality Index, Australia's national benchmarking instrument for LGBTI workplace inclusion. During March 2019, John Holland undertook the Australian Workplace Equality Index (AWEI) to benchmark our performance, being awarded the title of 'Participation Employer'.

During April 2019, John Holland launched the company's Pride Network for LGBTI employees and allies. The network was established by our employees on a volunteer basis to advocate for LGBTI inclusion across all levels of the business. The Pride Network runs submissions to the AWEI, advises our People Team about issues that are important to the LGBTI community, and identifies areas of improvement in the business that represent best practice.

We have already seen many benefits from having this network including improvements to inclusivity and morale in the workplace. During 2019, the network has coordinated company-wide participation in days of significance such as Wear it Purple Day, helped drive the development of visual aids, such as stickers for hard hats, developed internal and external awareness training to help allies understand how they can support LGBTI inclusion in the workplace, and advised on the implementation of John Holland's Domestic Violence Policy.



Gender pay parity

In every annual remuneration review cycle, remuneration is linked to performance and capability, and Total Fixed Remuneration (TFR) increases are analysed from a gender perspective. Any discrepancies in proposed increases between male and females are challenged to ensure a balanced pay between men and women in the same or similar role.

Promoting flexibility

Flexible working is important to John Holland as it has significant benefits to employee wellbeing and mental health. In 2019, we completed a pilot program in six projects across the business to embed flexible working practices on construction sites. The success of the program is reflected in its strong uptake by our teams and the overall positive feedback received. In an engagement survey conducted late last year, the project that had been most successful with embedding flexible working practices had an overall engagement score of 98%.

Case Study: Gender representation with Celebrate Women in John Holland

The Celebrate Women in John Holland network was established on October 1st, 2019. It aims to empower our employees to think differently about gender equality in our industry and celebrate the vast contribution made by all the women at John Holland. Using our Workplace platform, the network provides an opportunity for women to share ideas and experiences, receive support, and raises the visibility of our women across the business.

Our CEO, Joe Barr, is a Pay Equity Ambassador with the Workplace Gender Equality Agency and is the executive sponsor for the Celebrate Women in John Holland network. His support and position on the committee emphasises the importance of this issue across the business. John Holland aims to be an employer of choice for women and this is one way to ensure we are listening to the needs of our people and supporting positive change.

Parental leave

We enhanced our Parental Leave Policy towards the end of 2019 to make balancing work and life commitments easier for families.

We now offer 18 weeks paid parental leave to primary carers, three weeks paid parental leave to secondary carers, and 15 keep in touch days. People of all genders have access to both primary and secondary carer's leave. The response to these changes has been overwhelmingly positive. The new policy allows for greater support of people with caring responsibilities and allows for more flexibility in how parental leave is taken.

During 2019, we had 84 male and 40 female employees take parental leave. Of these, we are proud that the percentage of employees that took parental leave and returned to work after their parental leave end date was 98.8% male and 100% female. Of these, the retention of employees that took parental leave during 2019 that were still employed as at December 31, 2019 is 83.3% Male and 95% Female.



Learning and development

At John Holland we know that when we invest in our people, we maintain a strong work culture, attracting and retaining the best talent. John Holland is proud of how we continue to support development of our employees, despite the challenges of our workforce being dispersed across projects, often in joint ventures.

The Learning & Development team developed many initiatives in 2019. These include:

- Developed a Leadership Capability Framework and relevant materials to educate employees and leaders on the required behaviours for all employees.
- Psychometric Hogan coaching for all our executives and working through our Senior Leadership Teams as well as 150 Project Leaders.
- Implemented a new Learning Platform to aid with better promotion of learning opportunities within John Holland as well as more efficient processes in managing compliance data.
- Reviewed our onboarding programs and implemented a self-paced online program spread over 6 months to help employees understand what they need to know as a new starter.
- Implemented a company-wide mentoring program with 123 mentees and 95 mentors participating.
- Upgraded all HR and online learning and development systems to be accessible whether our employees are on a site or at an office through their laptop, mobile or tablet.

Gender	Sum of Total Training Hours	Number of employees	Average Hours per Employee
Female	9680.75	900	10.756
Male	77820.25	3612	21.545
Not Specified	1165.75	124	9.401
Grand Total	88666.75	4636	19.1257

Graduates and apprentices

John Holland is proud to offer an industry-leading graduate program that offers opportunities for graduates from a range of disciplines, including rail, infrastructure, building, environment, sustainability, finance, and information technology.

We also run a trainee and apprenticeship programme, covering a variety of trades, including civil construction, carpentry, human resources, rigging, business administration, and mechanical engineering. We work with job access providers to assist in the employment and transfer of our 153 apprentices and trainees across the country to various subcontractors during a project's lifecycle.

In 2019, we set targets to further improve our graduate, undergraduate and apprenticeship programs. We are proud that we achieved or exceeded our goals in a number of areas identified for improvement.

Area	2019 Target	2019 Progress
John Holland Graduate Programme	Renew our approach to Graduate Program and Emerging Talent development.	Our Graduate Program was upgraded and launched on the new MyLearning platform to all Graduates in December 2019.
John Holland Undergraduate Programme	Enhance our undergraduate programme.	In partnership with People Managers and projects we implemented an Internship Program with 9 undergraduates across the business commencing in November 2019.
Gender equality	Increasing the graduate gender balance from our 2018 intake (62 male, 16 female).	Our 2019 graduate intake was at a ratio of 33% female (56 Male, 28 Female). Our Victorian Infrastructure division hired graduates at a ratio of 50% male, 50% female.
Retention rate	Having a graduate retention rate of 95% (based on 2018 graduate retention rate of 92%).	Our 2019 graduate cohort retention rate is currently at 96%.

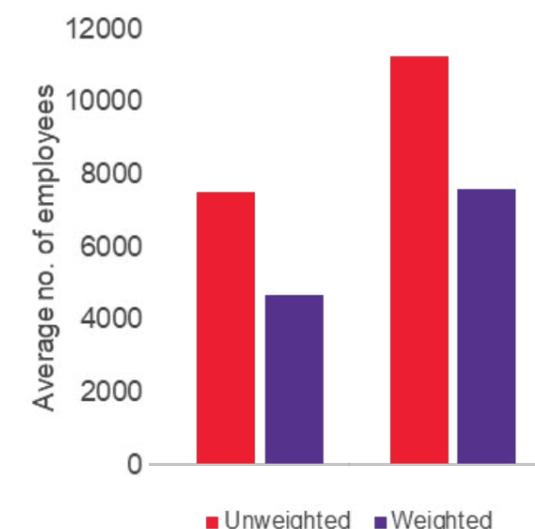
Safety and wellbeing

John Holland has a moral and legal obligation to ensure our people are safe at work every day. Our Health, Safety and Wellbeing Policy defines our approach and the commitment of our leaders to the safety and wellbeing of our employees.

John Holland's Integrated Management System (IMS) includes the Global Mandatory Requirements (GMRs) which define the critical controls for key health and safety risks. Our Management System is accredited to AS4801 and has been developed to meet our Work Health Safety (WHS) legal obligations. Our certification is maintained by external surveillance audits, conducted annually to verify the Management System has been implemented correctly and to identify any opportunities for improvement.

All employees are covered by the WHS management system, either the John Holland Workplace Health and Safety (WHS) Management System, or where participating in a joint venture (JV) where John Holland is not principal contractor, the JV partner's WHS system. Our subcontractor workforce (60% of our workforce) is required to work according to the standards and requirements of the WHS management system of the principal contractor as a term of their engagement.

Employees covered by a WHS management system



Graph demonstrating the average number of employees covered by a WHS management system. Our workforce is 60% Indirect workers (Subcontractors, labour hire etc) and 40% John Holland Direct employees. These figures are based on the average numbers as reported monthly by John Holland and Territoria Civil projects and sites over the 12-month period January 2019-December 2019.

Safety targets and progress

We identified a number of health and safety targets for 2019. We met or exceeded most of our targets and we are working to better ourselves in areas that require further improvement.

Area	2019 Target	2019 Progress
Safety incidents	1P events to be investigated in timely manner	Target met - 1P Event tracker is updated and sent to the Operational Leadership Team each Monday morning, resulting in most investigations being completed within 14 days post event and event records being closed soon after corrective actions are completed and verified.
Fatalities	0	Target met - 0
Lost Time Injury Frequency Rate (LTRIFR)	Under 1 lost time injury per million hours worked	Target met - rate of 0.70 per million hours worked
Total Recordable Injury Frequency Rate (TRIFR)	Up to 4.3 recordable injuries per million hours worked	Target not met - TRIFR for 2019 landed at 5.01. Body Location data indicated an over-representation of hand injuries in our reportable injuries, which prompted a hand injury awareness campaign in the second half of 2019. This campaign incorporated a call to action via video communication and the creation of learning teams at the front-line to identify and address causes with worker-led, practical solutions.
LTI Severity Rate	Maximum 12.8 days lost on LTIs per million hours worked in FY19 † Safety Culture (OPM) - Improve on 2018 score of 3.38	Target met at 12.8 days
Safety Culture (OPM)	Exceed 2018 result of 3.38	Target met - 3.42

Safety Risk Management Process

Management process is designed to create a risk awareness culture with processes in place to ensure risks are effectively identified, documented, assessed, controlled and monitored throughout the project lifecycle.

At John Holland, safety risk management is incorporated into our Safety, Quality and Environment Risk Management Process. This includes strategic, operational, team and individual planning processes embedded throughout the entire lifecycle of our workplace activities. This also includes contractual and legislative requirements.

Safety Hazards and Risks are identified using a tiered approach working from the Whole of Project perspective activities down to individual tasks. For all the risks identified, we use the 'hierarchy of controls' to ensure the highest order controls available are in place to effectively mitigate risks at every level.

Monitor and Review

More granular methods used to identify Hazards and Risks and monitor the effectiveness of controls are achieved through a variety of activities including observations, inspections, toolbox meetings, assessments and audits.

Where high-risk activities are identified in a program of works, high risk audits are scheduled and completed to provide independent assurance that the controls have been fully implemented and are effective.

Safety risk management planning is further assured through Project Bimonthly HSES Valuations and Quarterly Governance Reviews. In addition, data collected from audits and incidents allows us to identify business-wide trends and develop plans and initiatives to manage emerging trends, as outlined in the case-study below.

Learning

We have a detailed process for incident notification, management, investigation and reporting of events. The classification of the incident determines the type of incident investigation required. Investigations seek to determine underlying causal factors including organisational failings as well as identify controls that worked well to minimise negative outcomes. We also utilise an Accountable Culture Tool which provides a structured process to address an event and the people involved in a constructive way and not simply react to the outcome.

Case Study: Responding to trends

Our reporting culture allows us to identify emerging trends and test the success of safety campaigns. The number of working at heights incidents and hazards reached a peak at the end of 2018 into early 2019. After the trend was identified, a targeted campaign was developed and launched across the business in Q1. The campaign had a noticeable impact on the number and severity of Work at Height related events for the remainder of the year, with just 22 Working At Heights related 1P events reported in the 12-month period Q2 2019 to Q1 2020 compared to 52 reported in the 12-month period prior to the campaign (a reduction of 58%).

A hand injury prevention campaign was also developed to address the over-representation of hand injuries in our total recordable injury data. The campaign launched in early October commencing with the release of an engaging video 'Happy Hands'. Early indications are that the campaign will positively impact our injury trends over the coming months.

Wellbeing Strategy

At John Holland, we care deeply about the wellbeing of our employees. We developed our Wellbeing Strategy in collaboration with our employees to ensure our policies match employee expectations, boost engagement, satisfaction and retention levels while driving business performance.

The 2019-2022 Wellbeing Strategy aims to:

- Define what Wellbeing means to John Holland
- Promote awareness of Wellbeing through regular 'mini-campaigns' for the four Wellbeing elements:
 - o Healthy Bodies
 - o Healthy Minds
 - o Healthy Relationships
 - o Healthy Workplaces
- Instil in our people that their health and wellbeing is of utmost importance to the organisation and its continuing success
- To provide ongoing programs aligned with our four focus areas, as required by our people

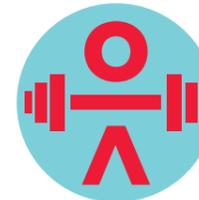
Wellbeing Strategy progress ²

Three high impact Wellbeing programs were launched to kick off the new strategy. They covered three priority areas of wellbeing including:

- Work Flexibly - The People team worked with five pilot projects to review and define what working flexibly means.
- Resilience Training - The Building business completed a pilot roll-out of this program with SpringFox who have since been approved as the preferred John Holland supplier for the broader implementation of this program, both across the Building business in 2020 and the organisation into the future.
- Mental Health Training for Leaders - The Black Dog Institute designed and delivered a leader's program for mental health literacy which was trialled and then rolled out to frontline leaders across the company.

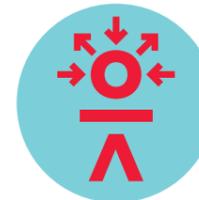
² The performance information in this section includes data from John Holland, Territoria Civil, its contractors and John Holland employees involved in joint ventures.

To promote awareness of our Wellbeing Strategy, we have launched a number of initiatives for our employees:



Healthy Bodies

- The "Work Health, Your Health Portal" provides employees with access to existing resources such as wellness assessments, healthy recipes, medical information and more.



Healthy Minds

- In 2019, we continued to offer Mental Health First Aid training to a variety of our employees using qualified inhouse trainers.
- In addition to training, we offer mental health support to all John Holland employees and their immediate family members through our Employee Assistance Program. Support is available free of charge and over the phone.



Healthy Relationships

- As part of this element, we advocate for our workplaces to be welcoming, have open communication, be free of bullying or harassment, be supportive and inclusive, and for all our people to strive for equality.

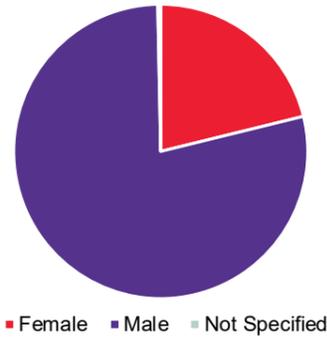


Healthy Workplaces

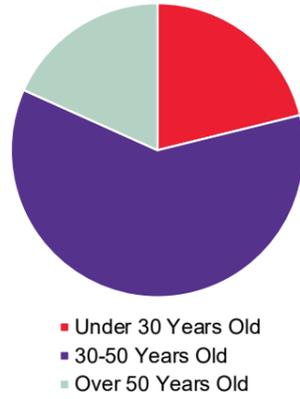
- John Holland offers income protection insurance to all our employees.
- The Employee Financial Support Plan (EFSP) provides salary continuance for our people where they are incapacitated for work due to one of the following three reasons:
 - o Work related injuries/illnesses
 - o Injuries arising from traveling directly from work to home and vice versa
 - o Non-work-related injuries/illnesses
- To date we have provided just over \$19 million of support to almost 400 people, the majority of which have recovered and returned to work.
- John Holland partnered with the Black Dog Institute to roll out mandatory training for all people leaders. The training aims to increase manager awareness and capability when presented with mental health challenges in the workplace.

Our people highlights

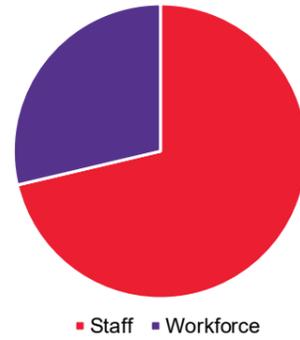
Enterprise-Wide Gender Breakdown



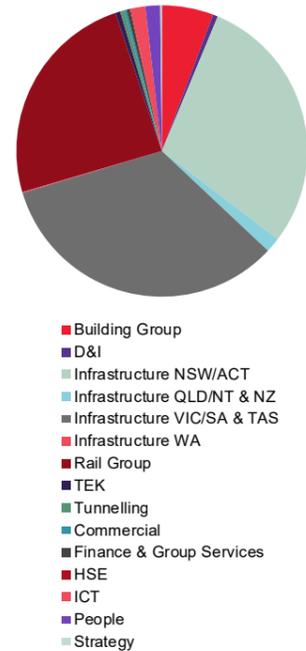
Enterprise-Wide Age Breakdown



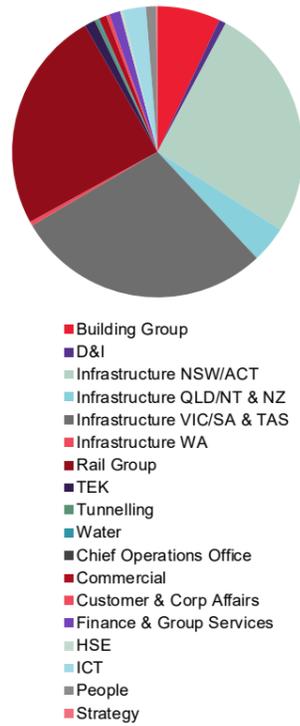
Enterprise-Wide Category Breakdown



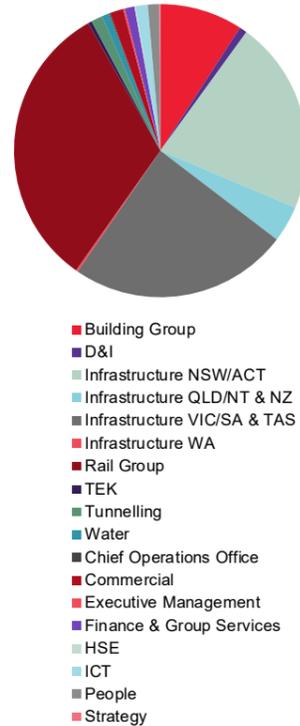
Business Unit by Age: Under 30



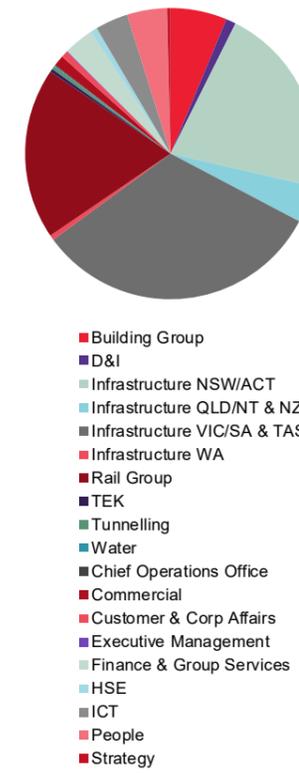
Business Unit by Age: 30-50



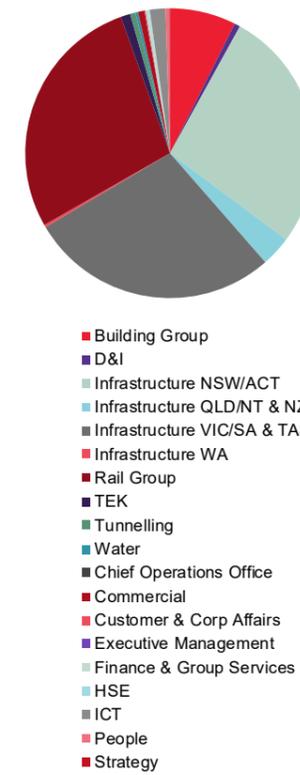
Business Unit by Age: Over 50



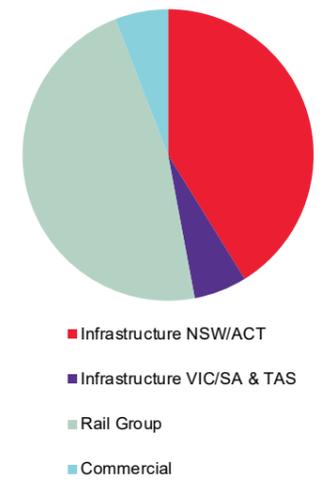
Business Unit by Gender: Female



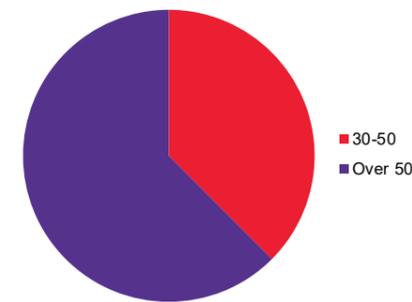
Business Unit by Gender: Male



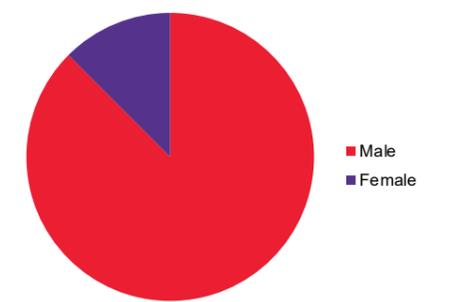
Business Unit by Gender: Not Specified



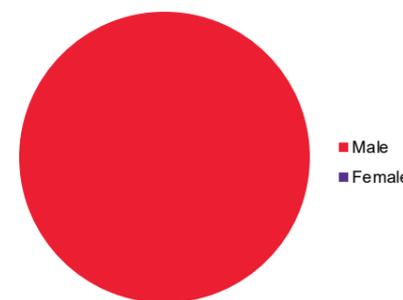
Age diversity of Group Leadership Team



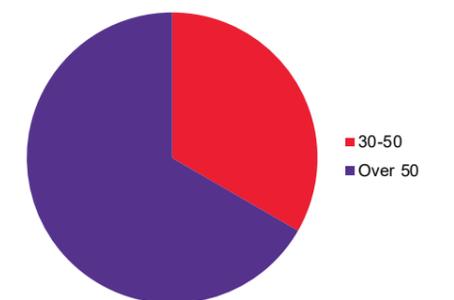
Gender diversity of Group Leadership Team



Gender diversity of JHG Board



Age diversity of JHG Board



> Our community and partners

We embark on every project with the aim of delivering the best possible outcomes for our customers, while striving to leave behind a positive legacy for communities we operate in.

To live up to our vision, we approach each project with these principles in mind:

- We ensure we support each community through a variety of enrichment initiatives during project delivery.
- We champion the role of communications practitioners to enhance project delivery and give local communities a voice in shaping our projects.
- We proactively engage with external stakeholders, to educate, collaborate and work together to build trusting relationships.

OUR COMMUNITY AND PARTNERS



Caring



Customer Outcomes



Community Value



Supply Chain Resilience

Customer outcomes

John Holland's strategy is to be a leading, customer-focused company. We believe in the value of collaboration. We work closely with our customers to deliver their vision, while also pushing the boundaries on our projects to make positive changes industry-wide, particularly in relation to sustainability.

Targets and progress

We formally engage with our customers three times a year for our annual customer survey and two pulse surveys. By understanding our customer's needs throughout the lifecycle of a project, we ensure we are being adaptable, understanding ever evolving requirements, and continuing to make positive changes to how we deliver on our customer promises.

For our Annual Customer Survey in 2019, we improved across all key metrics, achieving a CSAT score higher than our target. We also improved across key indicators including being community-minded, working with stakeholders in a collaborative manner, and effectively communicating to all stakeholders.

For our second Pulse Survey of 2019, we had the highest response rate - a 400% increase from previous pulse surveys. Our Pulse Survey gives us a "pulse check" in real time of any issues on our projects.

Our October 2019 survey had the highest CSAT of 83%, with some of our teams achieving 100% CSAT - Rail and our customers located in NSW/ACT and WA.

Annual Customer Survey

Customer Satisfaction



Increase in Customer Satisfaction score from 72 in 2018 to 76 in 2019, exceeding our target.

Market Image



81% positive market impression of John Holland.

↑ Increase in mean scores for being community minded, working in a collaborative and partnering manner, and effective communication and management of all stakeholders.

Our Net Promoter Score (NPS)



NPS increase from +1 in 2018 to +19 in 2019.

2 key reasons for recommending John Holland:



“ I think John Holland is showing progressive leadership in the construction industry. Diversity and inclusion is becoming a strong part of their policy, which aligns well with Government. ”

“ They've done a very good job of reinventing themselves. They want to work with their clients and have built up a highly professional management team. ”

“ They have done a lot in the last 12 months from our perspective with stakeholder engagement, especially with communities, etc. There have been improvements, they have really been heading in the right direction. ”

Case Study: Stakeholder engagement at North West Program Alliance

North West Program Alliance along with the Level Crossing Removal Project (LXRP), is responsible for delivering a package of level crossing removals in Victoria. Strongly focused on sustainability, the NWPA has developed comprehensive Community and Stakeholder Engagement Plans to identify the possible impacts construction may have on the community and effectively engage with and listen to the people who are affected by the infrastructure we build. We aim to build community and stakeholder understanding of, and trust and confidence in, program solutions and the delivery process. By undertaking this task effectively, the NWPA can achieve the requirements of our customers and minimise disruptions. Examples of the initiatives undertaken include:

- Operating 'Info Hubs' at all our project sites for the community to visit and learn about the project. We also extend the hub to jobseekers to access our online employment and training portal, and to register their details towards opportunities within any of our projects.
- Partnerships and fundraising with social enterprises to enhance the local community.
- Supporting Indigenous Artwork – The Reservoir project partnered with Aboriginal and Torres Strait Islander artists from the Preston based Narrun Yana Art Collective to display their work at the temporary façade of the level crossing removal site.
- Employment opportunities for graduates, cadets and apprentices.
- Involving multidisciplinary internal team members and external stakeholders, to identify key climate change risks and develop mitigation measures to be included in the design.

Case Study: Northlink WA Sustainability Committee

On the Northlink project in Western Australia, John Holland saw an opportunity to set up a Sustainability Committee to open dialogue between the project team, partners and customers.

The committee ensured our customer was included in the sustainability journey during design and construction. They were given a seat at the table to voice their sustainability concerns and included in the process of delivering people-centred solutions to achieve sustainable social, environmental and economic outcomes. By doing this effectively, we pushed the boundaries and produced a smarter asset for our customer.

The committee facilitated implementing initiatives such as:

- A lifecycle assessment tool
- Considerations for social value, environmental value and lifecycle costs on all initiatives
- Trialling of a sustainable asphalt on a heavily traffic section of the highway
- Supplier sustainability day in collaboration with the Supply Chain Sustainability School

Community value

John Holland is committed to developing strong relationships with communities in which we work, through meaningful engagement and investment.

Our approach to community engagement is consistent with the best practice framework developed by IAP2. It is based on setting expectations up front, providing relevant and timely updates on progress and working closely with the community to minimise impacts wherever possible.

Our skills and presence in the local community can provide opportunities to build lasting and positive relationships and create long-term benefits. Wherever possible, we strive to provide local employment opportunities, community legacy projects and support for local charities.

Progress

Each of our projects and corporate offices now have some form of community partnership in place. We are proud to be a leader in this field in the construction industry.

In 2017 we launched "Community Central", our Centre of Excellence for community engagement. Community Central provides a forum for collaboration between our highly skilled community engagement personnel across Australia, and enables us to share information, experiences and best practice throughout the business, to improve how we work with communities.

Supporting local employment

We make a significant effort to develop and implement locally based employment and procurement strategies that stimulate local economies and create jobs.

Throughout the procurement process, our team identifies opportunities for local businesses to get involved with our projects. During delivery, we work closely with local subcontractors to upskill their workers and provide valuable experience working with a Tier 1 contractor, which better equips the local workforce to deliver future infrastructure projects within the region. Having local people work on our projects in a range of skilled, unskilled and professional roles gives the wider project team a better understanding of issues important to the local community, builds capacity within the local workforce and creates social and economic benefits that flow through to the local community.

Community partnerships

Caring for our local communities is an integral part of our values. Our aim is for every John Holland workplace and project to develop at least one community partnership in order to leave a positive legacy. Examples of partnerships include workforce fundraising and donations to local community groups or charities, provision of labour and materials to assist community groups to deliver local projects, and initiatives with local schools to deliver education and enrichment programs.

Case Study: West Gate Tunnel Project

A priority for our West Gate Tunnel Project includes supporting local businesses and social enterprises. We have engaged 30 social enterprises including Aboriginal and Torres Strait Islander businesses – spending more than \$3.5 million to date. We are also raising the bar in relation to social inclusion targets across a range of areas. As of December 2019, we have employed:

- 170 Aboriginal and Torres Strait Islander people
- 75 asylum seekers
- 247 new migrants
- 95 people with a disability
- 1006 women
- 50 former auto-industry workers

The success of the project is hinged on the hard work and diversity of our teams and suppliers. A key highlight for the project is that we more than doubled our Indigenous workforce during the year, and as we progress working on this vital infrastructure, we aim to keep the positive momentum going.

Case Study: Wentworth to Broken Hill Pipeline – Community engagement

John Holland's industry-leading approach to effectively managing on the ground community engagement was recently demonstrated on the Wentworth to Broken Hill Pipeline Project. With our joint venture partner MPC Kinetic and our customer WaterNSW, we successfully delivered this 270km water pipeline within a highly complex social, political and environmental setting. There was a high degree of interest from the wider community and political stakeholders due to the 2019 NSW State election, and extreme drought conditions.



At project commencement the team developed a comprehensive Communications and Engagement Strategy that detailed our approach to minimising and managing any construction-related impacts on the community. Our team included a combination of local engagement officers and experienced senior managers who split their time between site and supporting remotely. This approach of combining local knowledge with industry leading engagement experience contributed significantly to the effective management of community relations on the project.

In addition to standard communication and engagement activities, the team rolled out the following initiatives which contributed significantly to increasing community awareness and understanding of the project, while minimising risks.

- Design and delivery of a large driver and road safety awareness campaign
- Development of a monthly Project Report Card made available to the public.
- Management and response to newspaper, radio and television media enquiries. This included the JV Communications Manager serving as a key Project Spokesperson.
- Daily face-to-face consultation with local stakeholders
- Briefings for senior NSW Government Ministers
- Weekly Council briefings
- Delivery of a school education program for high schools in the local area
- Site tours for local community groups
- Extensive engagement with local jobseekers about employment opportunities (including a Careers Roadshow)
- Development and delivery of a cultural awareness program for the workforce.



Members of our construction team with Broken Hill residents after modifying works to avoid removal of trees

Charity partnerships and donations

Our NSW/ACT Infrastructure business is a long-time supporter of the Humpty Dumpty Foundation, which raises funds to provide lifesaving medical equipment to hospitals throughout Australia.

For a number of years, we have been a major sponsor of the Balmoral Burn and over the past two years we have donated more than \$50,000 in medical equipment to maternity and children's wards at hospitals located in Broken Hill, Parkes, Murwillumbah, Gosford and Hornsby,

In 2019, Our Brisbane office began supporting the great work of Orange Sky Laundry through volunteering and as a charity partner. Orange Sky's mobile laundry service provides dignity and friendship to those experiencing homelessness.

Our tunnel and station excavation team on the Sydney Metro project raised more than \$140,000 to support families that stay at Bear Cottage, the only children's hospice in NSW.

Our focus on delivering community benefits could also be seen in the Northern Territory, where Territoria Civil partnered with Cash for Containers, a Social Enterprise providing employment opportunities for young people with Down syndrome and intellectual disabilities.

Towards the end of the year, teams delivering the Batemans Bay Bridge replacement project and a rail upgrade at Mount Victoria in the Blue Mountains saw first-hand the impacts of unprecedented bushfires on local communities. To help support these communities, we donated \$100,000 to local and regional organisations and provided in-kind support on the ground, including generators, mobile accommodation units and dedicated specialist resources.

◆ Supply chain resilience

John Holland recognises that sustainability of our projects relies on choosing the right suppliers and subcontractors.

We choose our suppliers based on goals and objectives stated in the John Holland Procurement Policy:

"John Holland is committed to efficient, effective, ethical and sustainable procurement. John Holland will and expects all our employees, contractors and business partners to uphold ethical business practices, comply with legislation, regulations, standards, codes, licences and comply with applicable codes of business conduct, policies and procedures including those of John Holland".

We have the following procurement objectives:

- Investigate our supply chains to ensure compliance with our ethical procurement standards;
- Uphold ethical business practices, comply with legislation, regulations, standards, codes, licences and comply with applicable codes of business conduct, policies and procedures;
- Understand the risks and complexities of the services and products we procure so that we can recognise and respond to issues appropriately to minimise risks;
- Develop, promote and maintain systematic, integrated and competitive selection, approval, and review processes to manage all critical and strategic suppliers;
- Continuously improve supplier relationships, and develop a resilient supply chain;
- Ensure procurement decisions are aligned with the business strategy and plans, and take into consideration total lifecycle cost including economic, governance, environmental and social impacts.

We have also implemented systems for additional checks to meet contractual requirements to achieve ISCA, Green Star ratings and other social criteria within our contracts, like supporting local businesses or Aboriginal and Torres Strait Islander-owned businesses.

We are working to improve and update our screening procedures and policies to ensure our supply chain aligns with our sustainability framework.

Risk assessment and management

The procurement team manage a procurement and supplier platform as well as a preferred supplier list. A manual system is in place to monitor high risk suppliers. "High risk" is defined by the project and is dependent on the likelihood of particular issues occurring, and the impact of these issues. Before signing any contract, the project has to get a commercial report from the corporate accounts team and subsequently monitor the supplier's stability. This report assesses past financial performance on other projects.

A Smarter supplier management system

We are developing an integrated, automatic system, which will perform a supply chain risk assessment for the top 2,000 suppliers (covering 80% of our spend). This will feed into a live dashboard to monitor their risks and assist with executive oversight.

Alerts will go to the commercial managers of projects, with the intention of ensuring our projects are first to know of any issues.

As part of managing our suppliers effectively and increasing efficiency on our projects, John Holland has prioritised digitising our procurement processes. To ensure a diverse supply chain is well managed and resilient to issues, and data is available to the appropriate people, management of this information is crucial.

Global risk management

We are based in Australia, New Zealand and South East Asia, but our suppliers span the globe. For tunnelling projects, highly complex tunnel boring machines are designed and manufactured with globally sourced components, then brought into Australia for final assembly, commissioning and use on our projects. Since these machines contain parts and materials which may have been sourced in whole or part from almost any country, to minimise any attendant risk associated with provenance, we undertake the following precautions:

- Develop, promote and maintain systematic, integrated and competitive selection, approval, and review processes to manage all critical and strategic suppliers.
- Ensure procurement decisions are aligned with the business strategy and plans and take into consideration total lifecycle cost and the economic, environmental and social impacts.
- Implement a policy aligned with the John Holland Code of Business Conduct and addressing current global issues of preserving human rights under the Modern Slavery Act 2018.

Modern slavery

Our Code of Business Conduct forbids involvement in slavery, including forced labour, sexual slavery, child labour, domestic servitude, debt bondage and human trafficking. We ensure that neither our business nor our partners on projects use slavery in the supply chain.

John Holland have partnered with industry leaders in a coalition to identify the supply chain risk in terms of modern slavery for the goods and services which are critical to the industry.

This coalition is being led by ISCA and regularly performs workshops to share knowledge to identify and mitigate supply chain modern slavery risks.

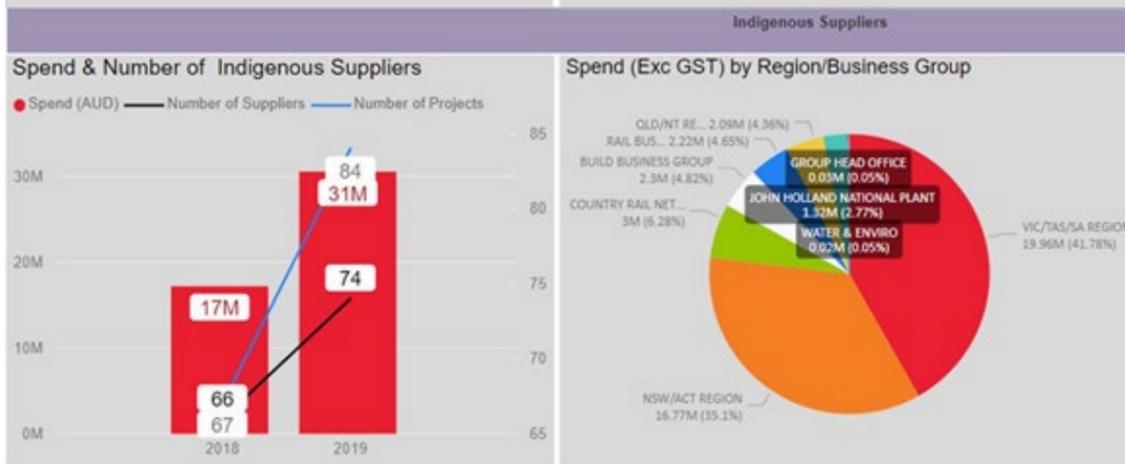
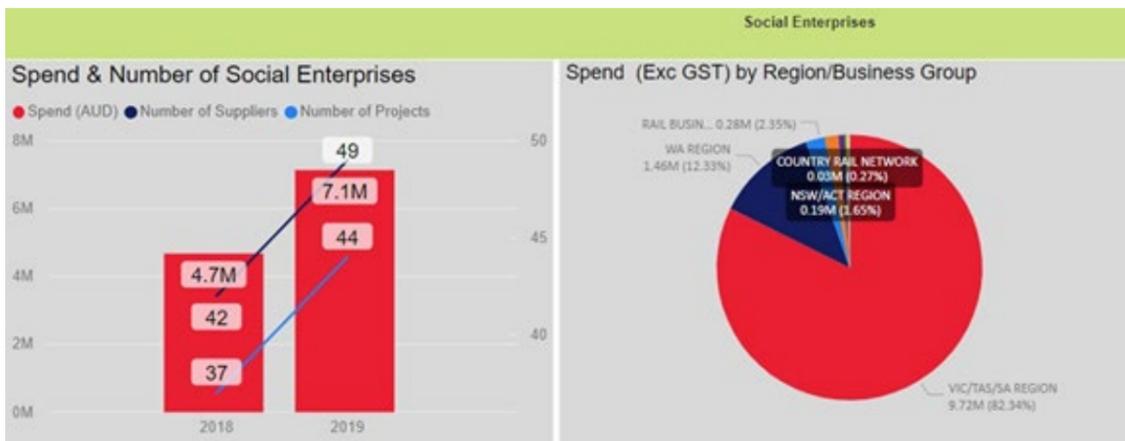
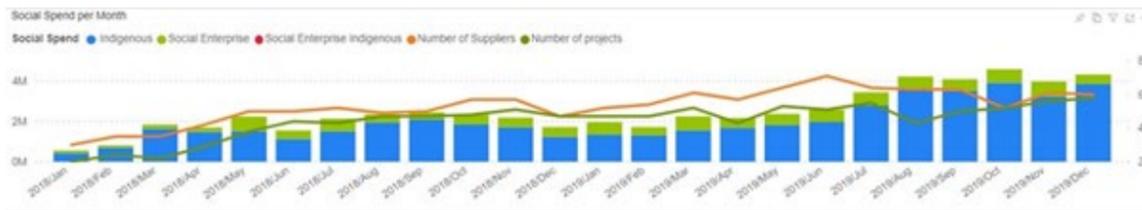
Strengthening our supply chain

We are improving our social procurement and inclusion practices, working with our subcontractors and suppliers to provide employment opportunities to people from diverse backgrounds. This includes supporting employment either directly or indirectly through social and Indigenous enterprises.

We are happy to report that since 2018, we have almost doubled our spend and support for social enterprises and Indigenous suppliers.

During 2019, we spent a total of \$7.1M on social enterprises and \$31M on Indigenous suppliers*.

* Topic boundary: Spend is based on the ABNs certified by Supply Nation for indigenous companies and ABNs certified by Social Traders for social enterprises. This spend only covers John Holland projects and joint ventures where John Holland is the lead contractor.



Case study: Aboriginal pre-employment program with Goal Indigenous Services

We worked with Goal Indigenous Services to give Indigenous trainees a head-start in the construction industry. The group of three women and seven men were selected to participate in a four-week pre-employment program and were then placed in various roles on the West Gate Tunnel Project.

During their pre-employment program the trainees completed modules towards a Certificate II in Building Construction Pre-Apprenticeship at Kangan Institute in Broadmeadows. Once they started on the project, they were enrolled in a Certificate III Civil Construction. Goal Indigenous Services was contracted to engage the trainees and provide mentoring and support throughout the program.



Graduates of the West Gate Tunnel pre-employment program

Case study: Business Procurement Schedule Improvement at Melbourne Metro Tunnel

On the Melbourne Metro tunnel project in Victoria, a single Excel spreadsheet was accessed and managed by up to thirty people at a time to establish a procurement schedule for the hundreds of works packages. Using this approach, significant time was being spent on data cleansing and the loss or manipulation of valuable information was a significant risk. Our TEK Business Improvement & Knowledge team was engaged to help design a better solution.

TEK reviewed the existing procurement scheduling process and developed a digital procurement platform using SharePoint technology to streamline the scheduling process, achieve a more efficient user experience and generate significant time and money savings. The simple online platform guaranteed data authenticity, real-time access and generated reports using existing integrated Microsoft applications, such as Excel and Power BI. By working with the project team to develop and build a solution to support procurement, TEK was able to achieve the following business efficiencies:

- Improved ways of working
- Increased accuracy, effectiveness and efficiency
- Real-time status tracking through simplified data entry
- Improved progress tracking of procurement packages (planned, actual, forecast)
- Streamlined, high-quality reporting dashboards
- Tighter controls and restrictions to reduce significant data cleansing requirements
- Increased team collaboration

> GRI Index

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
Organisational Profile					
GRI 102: General Disclosures 2016	102-1	Name of the organization	About this report	5	
GRI 102: General Disclosures 2016	102-2	Activities, brands, products, and services	John Holland at a glance About this report	5 10	
GRI 102: General Disclosures 2016	102-3	Location of headquarters	-		Sydney
GRI 102: General Disclosures 2016	102-4	Location of operations	About this report Our projects	9	
GRI 102: General Disclosures 2016	102-5	Ownership and legal form	John Holland at a glance	5	
GRI 102: General Disclosures 2016	102-6	Markets served	About this report	9	
GRI 102: General Disclosures 2016	102-7	Scale of the organization	Our Projects		
GRI 102: General Disclosures 2016	102-8	Information on employees and other workers	Inclusive workplace - Progress and performance	43	Employment contract and type not identified. Data is not reported at Group level.
GRI 102: General Disclosures 2016	102-9	Supply chain	Supply chain resilience	34	
GRI 102: General Disclosures 2016	102-10	Significant changes to the organization and its supply chain	-	-	Not applicable: This is John Holland's first report.
GRI 102: General Disclosures 2016	102-11	Precautionary Principle or approach	Management Committees	14	
GRI 102: General Disclosures 2016	102-12	External initiatives	Alignment with the UN SDGs and industry associations Involvement in ISCA and GBCA committees Frameworks we use	9 14 19	
GRI 102: General Disclosures 2016	102-13	Membership of associations	Alignment with the UN SDGs and industry associations Community Partnerships Modern Slavery	9 33 35	
Strategy					
GRI 102: General Disclosures 2016	102-14	Statement from senior decision-maker	Message from the CEO	4	
Ethics and Integrity					
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behaviour	Leadership and Strategy Code of business conduct Internal reporting procedures Anti-corruption and anti-bribery measures Supply chain resilience	13 15 34	

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
Governance					
GRI 102: General Disclosures 2016	102-18	Governance structure	Delivery efficiency and adaptability Sustainability Governance Business Integrity and Resilience Corporate Governance and Oversight	22 81-83	
Stakeholder Engagement					
GRI 102: General Disclosures 2016	102-40	List of stakeholder groups	Our Sustainability Approach - Materiality Assessment	7	
GRI 102: General Disclosures 2016	102-41	Collective bargaining agreements	-	-	All of our workforce employees are covered under an agreement and staff are covered under staff contracts
GRI 102: General Disclosures 2016	102-42	Identifying and selecting stakeholders	Our Sustainability Approach - Materiality Assessment	7	
GRI 102: General Disclosures 2016	102-43	Approach to stakeholder engagement	Our Sustainability Approach Materiality Assessment Customer Outcomes Our Progress and Performance	7 32	
GRI 102: General Disclosures 2016	102-44	Key topics and concerns raised	Our Sustainability Approach Materiality Assessment	7	
Reporting Practice					
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	-	-	Not applicable to this report.
GRI 102: General Disclosures 2016	102-46	Defining report content and topic Boundaries	About this report	10	
GRI 102: General Disclosures 2016	102-47	List of material topics	Our Sustainability Approach - Materiality Assessment	8	
GRI 102: General Disclosures 2016	102-48	Restatements of information	-	-	No Restatements.
GRI 102: General Disclosures 2016	102-49	Changes in reporting	-	-	Not applicable: This is John Holland's first report.
GRI 102: General Disclosures 2016	102-50	Reporting period	About this report Our Projects	5 8-9	Reporting period is for calendar year 2019.
GRI 102: General Disclosures 2016	102-51	Date of most recent report	-	-	Not applicable: This is John Holland's first report.

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
GRI 102: General Disclosures 2016	102-52	Reporting cycle	-	5	John Holland aims to report annually.
GRI 102: General Disclosures 2016	102-53	Contact point for questions regarding the report	-	5	sustainability@jhgc.com.au
GRI 102: General Disclosures 2016	102-54	Claims of reporting in accordance with the GRI Standards	About this report	5	This report has been prepared in accordance with GRI Standards: Core Option.
GRI 102: General Disclosures 2016	102-55	GRI content index	This table	-	
GRI 102: General Disclosures 2016	102-56	External assurance	-	-	We have not sought external assurance on this data.
200 Economic Topics					
GRI 200: Anti-corruption	205-1	Operations assessed for risks related to corruption	-	-	We have not included information regarding operational assessments for risks related to corruption.
GRI 200: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption and anti-bribery approach	15	
300 Environmental Topics					
Energy					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	About this report Built and Natural Environment Delivery efficiency and adaptability Built and Natural Environment Resource use efficiency	21	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 302: Energy	302-1	Energy consumption within the organization	Resource use efficiency - Energy	22	"Refer to table for 302-1. Note that data is for FY18/19 not calendar year 2019. Standards, methodologies, assumptions, and/or calculation tools used: Includes usage reported by John Holland controlled projects and subcontractors. Invoices submitted through our finance system and subcontractor reports are used to determine energy usage. Source of the conversion factors used: Clean Energy Regulator, Emission and Energy Reporting System calculation tools and default conversion rates."
GRI 302: Energy	302-3	Energy intensity	Resource use efficiency - Energy	22	

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
Emissions					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	Our Sustainability Approach Materiality Assessment Built and Natural Environment Delivery efficiency and adaptability Built and Natural Environment Resource use efficiency Energy Business integrity and resilience Climate change management	21 22 16	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Resource use efficiency - Energy	22	"Refer to table 305-1. Note that data does not include property as we do not currently hold assets. Note all data included in this section of the report is for FY 18/19 not calendar year 2019. Source of the emission factors and the global warming potential (GWP) rates used: Clean Energy Regulator, Emissions and Energy Reporting System default rates applied. Standards, methodologies, assumptions, and/or calculation tools used: Clean Energy Regulator, Emission and Energy Reporting System calculation tools and default conversion rates."
GRI 305: Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Resource use efficiency - Energy	22	"Note that data does not include property as we do not currently hold assets. 7669 metric tons from CO2, CH4, N2O. Calculation from projects where John Holland has operational control. Source of the emission factors and the global warming potential (GWP) rates used: Clean Energy Regulator, Emissions and Energy Reporting System default rates applied. Standards, methodologies, assumptions, and/or calculation tools used: Clean Energy Regulator, Emission and Energy Reporting System calculation tools and default conversion rates."
GRI 305: Emissions	305-4	GHG emissions intensity	-	-	John Holland does not have this data - Currently, we only monitor our energy intensity rate. Over 2020 we will be reviewing our energy data processes, approach and targets.

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
Environmental Compliance					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	Our Sustainability Approach Materiality Assessment Environmental resilience	21 24 25	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Environmental compliance Environmental Performance	27 28	
400 Social Topics					
Employment					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	Our Sustainability Approach Materiality Assessment Our People Inclusive workplace	21 30	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 401: Employment	401-1	New employee hires and employee turnover	Inclusive workplace Progress and performance Inclusive workplace Employee Engagement Graduates and apprentices	31 32 33	Breakdown of data as per Table 401-1.
GRI 401: Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Wellbeing - Healthy Workplaces: Corporate support of self-insurance	34	
GRI 401: Employment	401-3	Parental leave	Inclusive workplace - Parental leave	34-35	Refer to Table 401-3
Occupational health and safety					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	Our Sustainability Approach Materiality Assessment Safety and wellbeing Safety Safety and wellbeing Wellbeing"	21 33	

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Safety and wellbeing - Safety	33	"a. JH WHS Management System is accredited to AS/NZS 4081 and OFSC. Effective implementation of these systems has been achieved in 2019 following external surveillance audit. This also confirms our certification is maintained. i. The system has been developed and implemented to assist in meeting our legal obligations. ii. Refer to a. above."
GRI 403: Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	Safety and wellbeing Safety Risk Management Process	34	
GRI 403: Occupational Health and Safety	403-3	Occupational health services	Safety and wellbeing Safety Risk Management Process Safety and wellbeing Wellbeing"	"33 34"	
GRI 403: Occupational Health and Safety	403-4	Worker participation, consultation, and communication on occupational health and safety	Safety and wellbeing Safety Risk Management Process Safety and wellbeing Wellbeing"	34 35	
GRI 403: Occupational Health and Safety	403-5	Worker training on occupational health and safety	Safety and wellbeing Safety Risk Management Process Safety and wellbeing Wellbeing"	34 35	
GRI 403: Occupational Health and Safety	403-6	Promotion of worker health	Wellbeing - Healthy Bodies 'Work Health, Your Health Portal' Wellbeing - Healthy Minds Improving awareness around mental health"	34 35	
GRI 403: Occupational Health and Safety	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Wellbeing - Healthy Workplaces Wellbeing - Healthy Relationships Improving our work culture	34 35	

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
GRI 403: Occupational Health and Safety	403-8	Workers covered by an occupational health and safety management system	Safety and wellbeing - Safety	34	"All projects submit hours worked and average direct and indirect employee numbers each month. Average Number of Direct Employees over 12mths: 7522 (unweighted) or 4665 (weighted) - 38% Average Number of Indirect Employees over 12mths: 11,236 (unweighted) or 7,593 (weighted) - 62% ii. & iii.: All employees are covered by an externally accredited and internally monitored OHS Management system - either JH's or where participating in a JV where JH is not principal contractor, the JV partner's OHS MGMT system. JH does not partner with companies that do not meet our minimum standard for accredited OHS Management Systems. Note: Weighted = calculations based on the % split of a JV that JH is accountable for."
GRI 403: Occupational Health and Safety	403-9	Work-related injuries	Safety - Performance	34	"i. Nil ii. LTIs = 21.55, LTIFR = 0.7 iii TRIs (including LTIs + AWIs + MTIs): = 154.1, TRIFR = 5.0 iv. Wounds and lacerations, traumatic joint/ligament and muscle/tendon injuries v. 47,563,295 (unweighted) 30,800,027 hours (weighted) Note: Weighted = calculations based on the % split of a JV that JH is accountable for. Rates calculated based on 1,000,000 hours worked. Calculations based in standard industry calculation - definitions align to OSHA."
GRI 403: Occupational Health and Safety	403-10	Work-related ill health	-	-	Injuries and ill-health were not reported on in this report.
Training and Education					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Sustainability Approach Materiality Assessment Learning and development	21 32	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 404: Training and Education	404-1	Average hours of training per year per employee	Learning and development Our Priority: Digitalising our people capabilities platform	32	

GRI Standard	Disclosure Number	"Disclosure Title Individual disclosure items ('a', 'b', 'c', etc.) are not listed here"	Location	Page	Additional Information/Omissions
GRI 404: Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Learning and development Progress and performance	32	
GRI 404: Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	-		A breakdown of the percentage of employees receiving regular performance and career development reviews is not included in this report.
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Sustainability Approach Materiality Assessment Our People Inclusive workplace	21 30 31	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Inclusive workplace - Progress and performance	30	Diversity of employees and governance bodies by age group and gender is provided in this report.
GRI 405: Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women to men	Inclusive workplace - Progress and performance Inclusive workplace - Gender Pay Parity	30	Gender pay gap is addressed in this report as a percentage.
Local Communities					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Our Sustainability Approach Materiality Assessment Our community and partners Community value	21 36-37	
GRI 103: Management Approach 2016	103-2	The management approach and its components			
GRI 103: Management Approach 2016	103-3	Evaluation of the management approach			
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Community value - Community Engagement Community value - Supporting local employment Community value - Improving Communities	36-37	

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