

**> Annual Review
2018**





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A woman with sunglasses is holding a baby in a patterned shirt. They are in a city at sunset, with blurred lights and people in the background. The woman is wearing a patterned top and a watch. The baby is wearing a patterned shirt and shorts.

Transforming lives

John Holland is up for the challenge of transforming lives.

From humble beginnings almost 70 years ago, John Holland has been driving positive change in Australia and the region, and is now one of the nation's leading integrated infrastructure and property companies.

From Parliament House to the Alice to Darwin Rail Link, from the MCG's Great Southern Stand to Sydney Metro, we've had a hand in the Australia we all know today.

We are currently involved in delivering many of Australia's largest infrastructure projects, as well as significant property and transit oriented development projects.

Whatever we face, the heart of what we do is creating people-centred solutions to complex challenges and opportunities.

We think deeply about what we do and how it affects communities. We push boundaries and innovate, gain trust through our actions and whatever the project, we're in it for the long, long term.



“ We made the bold decision to stop and take stock of what we do and why we do it. To think deeply about our purpose in the world. ”

> A message from the CEO

2018 was an incredible year of growth and change for John Holland. We won several significant projects and continued to deliver Australia's transformational mega projects including Sydney Metro, Melbourne Metro and Westgate Tunnel and WestConnex to name a few.

But perhaps most importantly, we made the bold decision to stop and take stock of what we do and why we do it. To think deeply about our purpose in the world. We spent most of the first part of 2018 asking our employees just that – why they worked at John Holland, and what being here meant to them.

On the back of this, we launched the new John Holland brand which puts people at the heart of everything we do. Our new brand has been overwhelmingly embraced by our employees and owners as well as our customers and the community.

Our new brand is not just a new logo (though it is a great logo!). Our new brand defines our purpose and our values, co-created with our people. Our employees told us they were proud to work for a company with a rich history and a strong future, but the highest levels of employee satisfaction are when the work we do creates tangible benefits. The journey of embedding our brand and values into the company commenced and will continue into 2019 and beyond.

Our renewed focus on people created real change across the company. It was the first year for our new Group Leadership Team who were tasked with restructuring the business and setting us up for the long-game.

We launched our new strategy to 2025, refocused our rail and building teams, revamped our Engineering, Technology and Innovation (ETI) team and made our first acquisition under our owners, with the purchase of the rail and transport business RCR O'Donnell Griffin. We have also focused on creating end-to-end solutions for our customers by creating a Facilities Management business and highlighting the ongoing Operations & Maintenance contracts we currently have with Country Rail Network (CRN) and Metro Trains Melbourne (MTM).

We closed the gender pay gap, refreshed our safety approach, created the Pathways Program that gives disadvantaged and migrant refugees the chance to get their foot in the door and placed a greater emphasis on our customers, to name a few initiatives. We also commenced building our new headquarters in Melbourne, Flinders Gate.

And of course, the people on our projects continued to deliver amazing work in challenging situations. Our people are the heart of our business and they continue to make me proud to lead this organisation. I am excited to see where we can take our new approach in 2019.

Joe Barr
Chief Executive Officer

> A message from the Chairman

John Holland has been part of the China Communications Construction Company (CCCC) for four years now, and I am delighted with the work and positive outcomes the team has achieved in 2018.

CCCC achieved over AU\$120 billion in revenue in 2018 but also reached a major milestone with the opening of the Hong Kong – Zhuhai – Macau bridge, the world's longest sea crossing, among a number of large signature projects. Recognised as an incredible engineering feat, the team displayed resilience, perseverance and innovation in their planning and execution. These are all traits I see in the team at John Holland.

From the major project wins in 2018 including the Rail Infrastructure Alliance for Melbourne Metro, the Sunshine Coast Airport Expansion, the Rozelle Interchange, the Batemans Bay Bridge and the sale of 275 George Street to the new John Holland brand and the company's first acquisition of RCR O'Donnell Griffin, the team led by Joe Barr has delivered excellent work in a caring and imaginative way.

The new executive team are displaying leadership across the business and empowering all employees to help us achieve our goal to double in size by 2020.

I am pleased with the alignment of John Holland's and CCCC's values and business goals. I am proud of the strength of the John Holland brand, its leading position in the Australian market and look forward to another successful year in 2019.

Dr Jianzhong Lu
Chairman



“ I am proud of the strength of the John Holland brand, its leading position in the Australian market and look forward to another successful year in 2019. ”

> 2018 at a glance



> Our strategy

Our strategy is focused on making John Holland 'stronger' and 'smarter'. It focuses on four key strategic objectives:



> Our projects and office locations



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
- Developments & Investments:**
 - Financial and commercial structuring
 - Infrastructure development
 - Property development

● Number of projects

Corporate Offices

Sydney
65 Pirrama Road
Pyrmont NSW 2009
Phone: +61 2 9552 4288

Melbourne
Level 5, 380 St Kilda Rd
Melbourne VIC 3004
Phone: +61 3 8698 9400

Melbourne
70 Trenerry Crescent
Abbotsford VIC 3067
Phone: +61 3 9934 5209

Perth
Level 5, Commercial Tower 3
10 Telethon Avenue, Perth WA 6000
Phone: +61 8 9482 2700

Brisbane
1000 Ann Street
Fortitude Valley QLD 4006
Phone: +61 7 3867 7000

Darwin
110 Coonawarra Rd
Winnellie NT 0820
Phone: +61 8 8943 1000

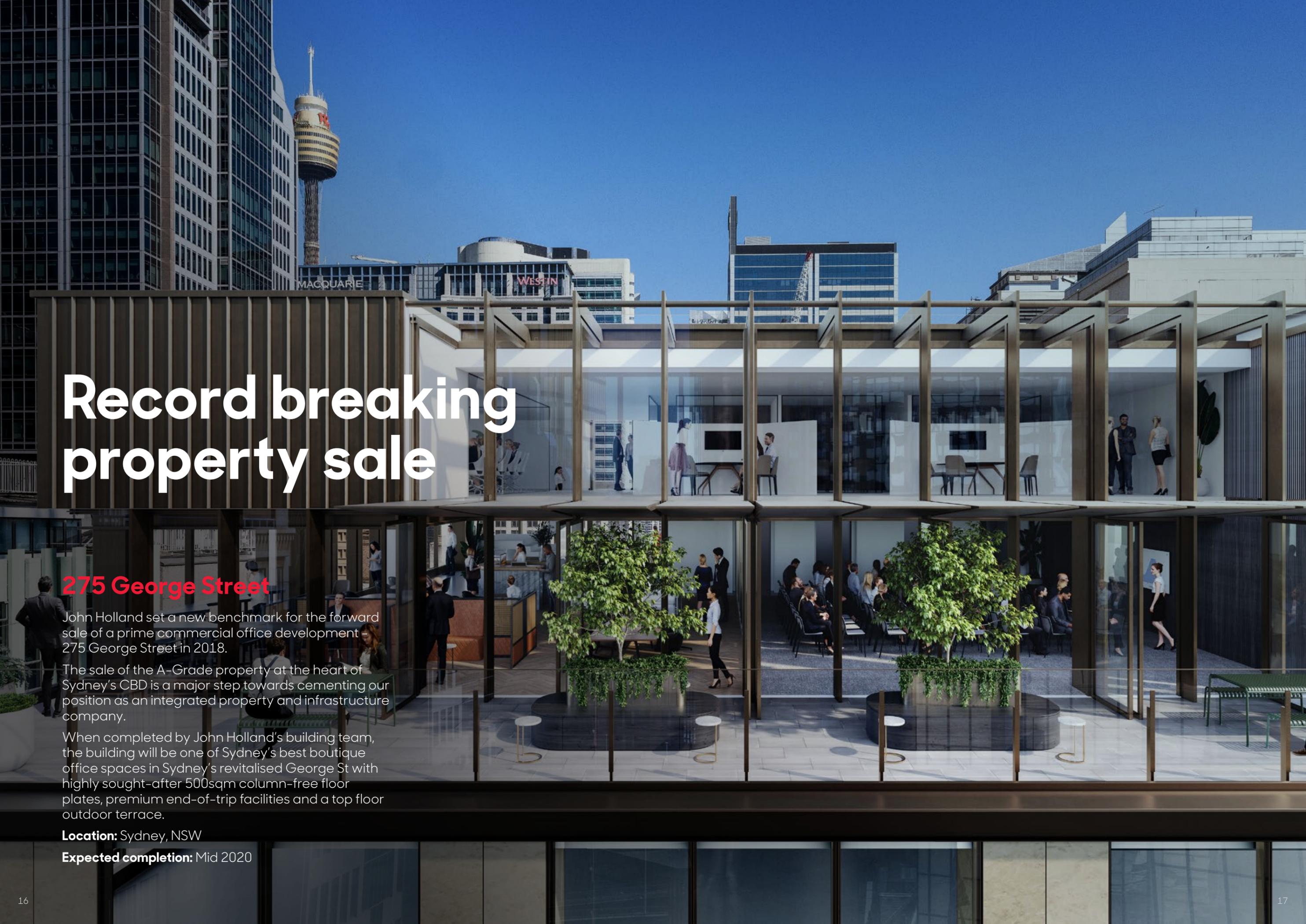
Hobart
Level 2, 13-17 Castray Esplanade
Battery Point TAS 7004
Phone: +61 3 6221 8900

Singapore
200 Newton Road #05-01
Newton 200, Singapore 307983
Phone: +65 6357 9700

New Zealand
7a McNab Street, Penrose
Auckland 1061 New Zealand
Phone: +64 9 525 1743

> Project highlights





Record breaking property sale

275 George Street

John Holland set a new benchmark for the forward sale of a prime commercial office development – 275 George Street in 2018.

The sale of the A-Grade property at the heart of Sydney's CBD is a major step towards cementing our position as an integrated property and infrastructure company.

When completed by John Holland's building team, the building will be one of Sydney's best boutique office spaces in Sydney's revitalised George St with highly sought-after 500sqm column-free floor plates, premium end-of-trip facilities and a top floor outdoor terrace.

Location: Sydney, NSW

Expected completion: Mid 2020

Australia's first metro

Sydney Metro

Sydney Metro is Australia's biggest public transport project and is months away from becoming Australia's first driverless metro system, transforming the way communities travel in Sydney.

Our team are in the final stages of major upgrade work inside existing railway tunnels between Epping and Chatswood and are putting the finishing touches on the 13 metro stations.

One of the new driverless metro trains has completed its first test along the full 36km length of track, getting ready for services which will run every four minutes in each direction in the peak.

As this part of Metro winds up, the John Holland team on Sydney Metro City and Southwest have started tunnelling to Sydney Harbour. We're delivering the new 15.5km twin metro railway tunnels under the Harbour and the CBD using five purpose-built tunnel boring machines, which will extend the new metro system from the north west into the city and beyond to the south west in 2024.

Location: Sydney, NSW

Client: Transport for NSW

Contracts:

- Build, finance and operate Sydney Metro's Northwest metro train service as part of the Northwest Rapid Transit Consortium (John Holland, MTR, Leighton Contractors and UGL Rail Services).
- \$2.81 billion contract to deliver the Tunnel and Station Excavation (TSE) Works with JV partners CPB Contractors and Ghella.
- \$240m contract for the Sydenham Station and Junction (SSJ) Works, preparing the existing rail network for integration with the new metro line.
- John Holland has also previously completed the \$1.15 billion tunnel and station and civil works contract, digging the tunnels for Sydney Metro NorthWest.



Water for the desert

Wentworth to Broken Hill Pipeline Project

The last pipe on the landmark Wentworth to Broken Hill Pipeline project has been laid, bringing communities one step closer to water security.

Water from the Murray River will be flowing into Broken Hill homes by April 2019, following the successful laying of 270km of pipe in less than 10 months.

This large-scale infrastructure project will guarantee a reliable water supply for the region to allow it to grow.

During construction, more than 150 local jobs have been created by the project and local young people including 18 Aboriginal trainees received critical on-the-job training to open doors to our industry.

Location: Broken Hill, NSW

Client: WaterNSW

JV partners: MPC Group and Trility

Project value: \$467 million

Metro Tunnel Trifecta

Melbourne Metro Tunnel

Our work on the landmark Melbourne Metro Tunnel project continued this year.

John Holland is proud to be delivering a trifecta of contracts for this essential public transport project that will transform the way Melbourne commuters travel.

Our Early Works team finished vital preparation this year for the start of tunnel and station construction. Another John Holland team was also chosen to deliver station upgrades and new infrastructure to support day one operations of Melbourne's first metro.

Location: Melbourne, VIC

Customer: Rail Projects Victoria

Projects and values:

- \$324 million early works contract.
- \$6 billion tunnel and stations contract as a member of the Cross Yarra Partnership (CYP) consortium with Lendlease, Bouygues and Capella Capital plus a \$500 million over-station development on CBD North station and the 25 year asset maintenance contract once the project is finished. John Holland is also one of the major investors in the project.
- \$1 billion Rail Infrastructure contract as a member of the Rail Infrastructure Alliance with CPB Contractors and AECOM.

West Gate to kick off

West Gate Tunnel

Another Melbourne mega project proudly being delivered by John Holland is the West Gate Tunnel. This city-shaping project will create a more efficient route for freight, by creating an alternative route to the West Gate Bridge and direct access to the port.

Major work began this year that will remove thousands of trucks off local streets, reduce congestion, and make driving around Melbourne safer for all commuters.

Location: Melbourne, VIC

Client: Transurban

JV partner: CPB Contractors



A more connected Sydney

WestConnex M4 East

The final touches are being made to the landmark M4 East project, which will ease congestion and make Sydney more connected.

The first underground section of WestConnex is set to open in 2019, making trips around Sydney more reliable for people, business and freight by giving drivers the option of bypassing up to 22 sets of traffic lights along Parramatta Road.

This section of WestConnex will extend the M4 motorway via new three-lane tunnels with interchanges at Homebush, Concord, Haberfield and Ashfield; relieving gridlock and getting motorists home sooner.

Location: Sydney, NSW

Customer: Sydney Motorway Corporation

D&C Value: \$2.8 billion

JV partners: CPB Contractors, Samsung C&T

A photograph of two construction workers in white hard hats and high-visibility orange safety vests. They are standing on a concrete floor, looking at a set of blueprints held by the worker on the right. The worker on the left is pointing towards the blueprints. In the background, there are large concrete blocks forming the walls of a building under construction, with a steel truss roof structure visible. The scene is brightly lit, suggesting a sunny day.

Keeping communities safe

Clarence Correctional Centre

Construction of Australia's largest correctional centre has provided a much-needed boost to the local economy.

As part of the NorthernPathways Consortium, John Holland, as the D&C contractor is creating a facility with the aim of keeping the community safe and giving people the best chance of rehabilitation. John Holland is also an investor in the project.

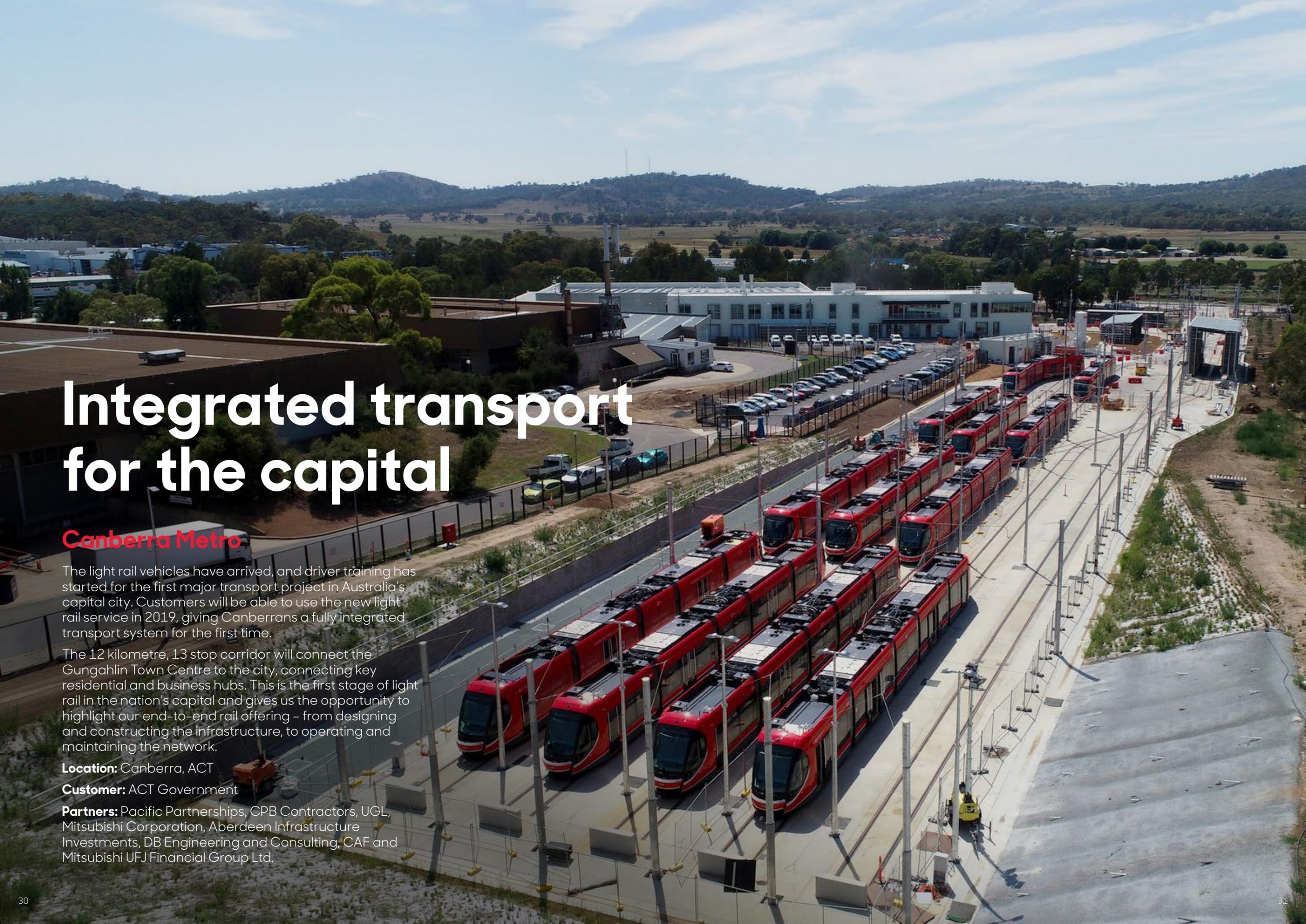
The state-of-the-art facility will return about \$560 million to the local economy over the next 20 years, creating 1,100 construction jobs and 600 operational jobs.

The team has now passed the halfway construction point, and all ground slabs have been cast.

Location: Grafton, NSW

Customer: NSW Government

JV partners: Macquarie, Serco, Laing



Integrated transport for the capital

Canberra Metro

The light rail vehicles have arrived, and driver training has started for the first major transport project in Australia's capital city. Customers will be able to use the new light rail service in 2019, giving Canberrans a fully integrated transport system for the first time.

The 12 kilometre, 13 stop corridor will connect the Gungahlin Town Centre to the city, connecting key residential and business hubs. This is the first stage of light rail in the nation's capital and gives us the opportunity to highlight our end-to-end rail offering – from designing and constructing the infrastructure, to operating and maintaining the network.

Location: Canberra, ACT

Customer: ACT Government

Partners: Pacific Partnerships, CPB Contractors, UGL, Mitsubishi Corporation, Aberdeen Infrastructure Investments, DB Engineering and Consulting, CAF and Mitsubishi UFJ Financial Group Ltd.

> Projects won in 2018



Flinders Gate

Melbourne, VIC

Our new Melbourne headquarters at 180 Flinders Street in Melbourne's CBD is well and truly underway opposite Federation Square.

John Holland's Building, D&I and VIC/SA/TAS regional teams are working together to design and build the iconic A-Grade building in the middle of Melbourne's CBD.

John Holland will be the anchor tenant of the new building, which will have direct access to Melbourne's Metro Tunnel - one of our major projects.

The design integrates existing heritage structures with new construction and is set to become a landmark commercial space.



North Western Program Alliance - Reservoir

Melbourne, VIC | \$231 million

This project marks another important level crossing removal project for John Holland and our NWPA partners, after the successful delivery of three level crossing removals.

The Reservoir project is already underway and is another step towards the Victorian Government's goal to remove 75 level crossings by 2025.

The team is focused on improving safety for more than 36,000 people who use High Street in Reservoir every weekday, by removing boom gates and building an elevated rail line over the existing road.



Garramilla Boulevard

Darwin, NT | \$41 million

Our Territoria Civil team is creating a new entry to Darwin's CBD to unlock the potential of the city's eastern end. The new road will connect Tiger Brennan Drive directly to Cavenagh Street to better distribute traffic and reduce congestion in the CBD.

More than 90 per cent of the procurement spend on the project will be sourced from local suppliers and subcontractors, adding to our local reputation for creating jobs, and improving the communities we work in.



Batemans Bay Bridge

Batemans Bay, NSW | \$274 million

Major work on this key local infrastructure project begins in 2019 to relieve pinch points and fix traffic problems at a key NSW tourist destination.

A new four-lane bridge is being built which will improve traffic flow, allow larger trucks to travel across the Clyde River and create new pedestrian and cycle paths.

Our outstanding team worked with industrial artist Chris Fox, the creator of the Wynyard Walk installation, to use the existing bridge to create public artwork on the foreshore.



Rail Infrastructure Alliance, Metro Tunnel

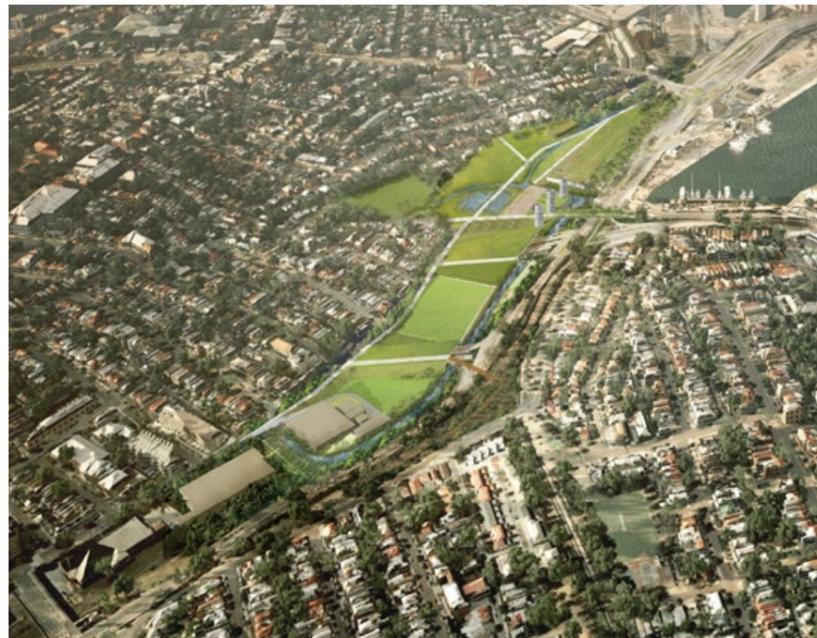
Melbourne, VIC | \$1 billion



Work is ramping up on this essential part of Metro Tunnel, Melbourne's biggest public transport project. We are delivering two new entrances at each end of the Metro Tunnel at Kensington and South Yarra as part of a consortium with CPB Contractors and AECOM. The package of work also includes a new platform at West Footscray, and further suburban rail upgrades to get the existing rail network ready for Metro Tunnel. John Holland is proud to be delivering this city-shaping project, in addition to our work on the tunnel, stations and early works for Metro Tunnel. Melbourne is set for less delays and congestion and more reliable journeys when the project opens at the end of 2025.

Rozelle Interchange, WestConnex 3B

Sydney, NSW | \$3.9 billion



This mega project is the missing link of the WestConnex motorway that will make Sydney better connected than ever before. The joint venture with CPB Contractors is a project that will reduce congestion and make it easier for motorists to travel in a growing city. The new interchange will connect the extended M4 and the new M5 to the Anzac Bridge and Victoria Road, providing for a future connection to proposed motorways such as the Western Harbour Tunnel and Beaches Link. Construction begins in 2019 and the project is due for completion in 2023.

Sunshine Coast Airport Expansion

Sunshine Coast, QLD | \$303 million

This vital upgrade to supercharge the local economy is well underway, with our team adding a new runway that has the capacity to return \$4 billion to the local community. The new runway measures a third longer than the existing runway, allowing bigger aircraft to fly into the Sunshine Coast and opening up the region to new destinations in Australia, Asia and the Western Pacific. The team has worked closely with community and our customer to reduce local traffic impacts and address environmental concerns associated with construction.



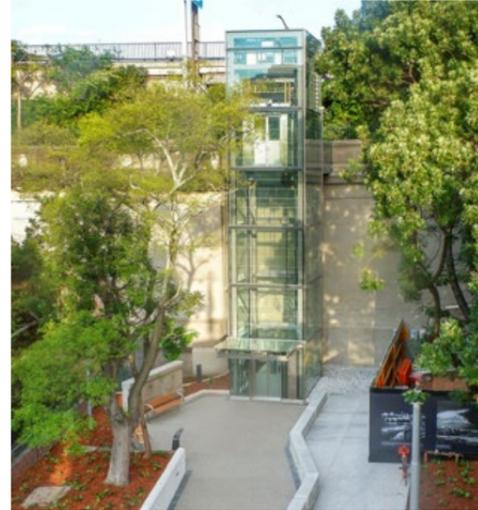
Sydney Harbour Bridge Access Lifts

Sydney, NSW | \$12 million

A small but transformational project that was both won and delivered in 2018. For the first time, the landmark Sydney Harbour Bridge became accessible to everybody, regardless of age or ability.

This important work is proof that it is not always the biggest projects that have the biggest impact.

Since its opening, people with a disability, parents with prams and those who have difficulty climbing stairs did not have access to one of Sydney's most iconic structures because climbing 60 stairs was the only way to access the bridge path.



Dillwynia Womens Correctional Centre Expansion

Windsor, NSW | \$137 million

The first sod has been turned on the major expansion to this women's correctional centre in Western Sydney. The project will add 248 maximum security beds along with program and education facilities to improve rehabilitation prospects for inmates.

As D&C contractor, John Holland's work will include a building for visitor and visit processing, a health and reception building, an education facility, and recreation areas as well as five accommodation buildings.

The project is due for completion in 2020.



Melbourne Water Capital Works

Melbourne, VIC | Approx. \$140 million a year

The contract to deliver major projects for Melbourne Water was re-won this year following four years of hard work by our team and JV partners.

The work includes upgrades to Melbourne Water's existing assets and the design and construction of new and innovative infrastructure to ensure local communities have high quality access to water and seamless sewerage removal and treatment.

The new capital delivery framework will deliver work such as sewer relining, treatment plant upgrades and water main upgrades.



Other projects won in 2018

VIC

- o Melbourne Airport 2018 T2 Project
- o Youth Justice Redevelopment Project
- o Boneo Water Recycling Plant
- o Melbourne Airport Water Separation system upgrade

QLD

- o Morayfield, Strathpine and Boondall Station Accessibility Upgrade
- o Gold Coast Seaway
- o North West Private Hospital Redevelopment

NSW

- o Broken Hill Pipeline Operations & Maintenance
- o Macquarie Park Building C building contract

SA

- o Murray Bridge Waste Water Treatment Plant

NT

- o Solar Energy Transformation Program (SETuP Tranche 2)



Macquarie Park Building C, NSW

> Projects completed in 2018



Green Square Library and Plaza, NSW
Image: City of Sydney

CVL9 - Civil finishing works

Darwin, NT | \$89 million



Territoria Civil completed the roads, paving and finishing works for the landmark CVL9 Darwin project in September.

The Ichthys LNG project is one of the most significant oil and gas projects in the world, contributing \$8 billion to the economy of the Northern Territory and directly benefiting 1,000 local businesses.

Our team ensured the safe and high-quality delivery of civil works including roads, signage, guardrails and underground piping in a highly complex environment.

Mernda Rail Extension

Melbourne, VIC | \$600 million



Thousands of Melbourne residents now have easier and more reliable commutes thanks to the opening of the Mernda rail extension in August 2018 - six months ahead of schedule. Since November 2016, more than 800 people worked more than two million hours to construct the new 8km rail extension to Mernda.

Our team built three state-of-the-art stations, six new grade-separated railway crossings, and community spaces including playgrounds and a skatepark. This vital piece of infrastructure was built to improve, connect, regenerate and transform public transport services for the rapidly growing communities in Melbourne's northern growth corridor.

Green Square Library and Plaza

Sydney, NSW | \$50 million

This highly-anticipated new library and plaza has won fans all over the world for its innovative design, and welcoming atmosphere.

Our team created a new place for Sydneysiders to gather, which includes a 7,000 sqm public plaza and subterranean library building, a six-storey glass tower, an internal courtyard garden and a water play zone.



Metro Tunnel Early Works

Melbourne, VIC | \$324 million

Key work to get Melbourne ready for the transformational Metro Tunnel project was completed successfully. As managing contractor for this package of work the team relocated utilities to allow main works to start, built two access shafts for station construction, and completed site preparation works. This vital preparation has paved the way for our teams to get started on the stations and tunnels.



Other projects completed

VIC

- North Western Program Alliance: Frankston Station upgrade and level crossing removals for Skye Road, Frankston; Camp Road, Campbellfield; and Buckley Street, Essendon

NT

- Solar Tranche 2
- Palmerston Sewer

NSW

- Transport Access Program: Easy Access Station Upgrade Projects
- Sydney Harbour Bridge Access Lifts
- Sydney Desalination Plant Rebuild Project

QLD

- St Andrews Private Hospital



North Western Program Alliance, VIC

Empowering our people



Jodie Grant and Abdul Jamal, Permanent Way Institution Young Achiever

Our new brand puts people at the heart of everything we do. Our employees and the culture we create are vital to our future success.

In 2018 our new executive leadership team formed, providing the business with clarity and vision for our future. As leadership comes in all forms and at all levels, work commenced on a leadership capability framework to support and develop all leaders across John Holland. This framework will be launched in 2019.

After closing the gender pay gap in early 2018, focus was placed on developing wellness, diversity and inclusion initiatives, creating a benchmark for future years. Examples include the creation of an LGBTI Network, participation in the Women in Transport Mentoring program and nationwide initiatives for Men's Health Week, International Women's Day, World Mental Health Day, R U OK Day and more.

In 2018 John Holland created a game-changing program for the industry - the Pathways Program. In partnership with Jesuit Social Services this industry-first employment program was designed to give qualified engineers from migrant and refugee backgrounds the chance to get a foot in the door. For 23 available positions John Holland received over 450 applications.

These 23 people were placed on nine different Victorian projects and gained a Certificate IV in WHS. The feedback from the program participants, our on site teams and customers was extremely positive, and the program is now being replicated by others in the industry.

We also embarked on the first talent exchange program with our owners, CCCC. Three CCCC employees worked with our teams in Sydney and three John Holland employees spent 11 weeks in China with the building information modelling (BIM) teams to gain valuable insight into their global expertise.

The John Holland Awards for Excellence were held in November, recognising our people and teams across 10 categories. Our people and teams were also recognised in other awards including Design Engineer, Abdul Jamal who won the Permanent Way Institution Young Achiever Award; Site Engineer Senjuti Bala won the Young Achiever of the Year Award at the Victorian National Association of Women in Construction; and our Victorian team won the Good Corporate Citizen Award in the annual Victoria Day Awards.



John Holland Awards winners



Project Engineer Russell Connors and South East Asia team at the Hulme Prize Awards



Comcare Safety Awards



Pathways Program



Senjuti Bala, Young achiever of the year - Victorian NAWIC Awards

Caring for our communities



We are committed to transforming lives in every community we work in.

Our people take their responsibility to local residents, businesses and community groups seriously, and we involve them every step of the way.

It is important that the benefits of our projects are felt by as many people as possible, especially those that are impacted by the construction of major infrastructure.

Our experienced team of community practitioners work across Australia, from mass transit projects to local infrastructure upgrades, putting people at the centre of every project.

In 2018, our NSW/ACT region continued its support of the Humpty Dumpty Foundation to raise funds to provide lifesaving medical equipment to hospitals throughout the State. This year we donated almost \$30,000 of medical equipment to regional hospitals located in Broken Hill, Parkes and Murwillumbah.

On our Wentworth to Broken Hill Pipeline project, we worked with our project partners MPC group and our customer WaterNSW to open doors for local trainees. We employed 19 local trainees on the project, 18 of whom are from Aboriginal or Torres Strait Islander backgrounds.

Our VIC/SA/TAS/NZ region has harnessed the size of the infrastructure boom to encourage projects to use their spending power to transform lives.

The Metro Tunnel – Tunnel and Stations PPP has spent more than \$2 million with social enterprises – businesses that provide economic, social and environmental benefits to local communities, and employed more than 270 priority jobseekers.

The West Gate Tunnel Project has engaged 20 social enterprises and spent more than \$1 million with local Aboriginal and Torres Strait Islander businesses. The project has also been sensitive to construction disruption for local businesses and created a trader directory to encourage workers on the tunnel to shop local.

Our Northern Territory business Territoria Civil has a strong track record of ensuring locals see the benefits of construction.

The team banded together to deliver 217 kilograms of food to Foodbank ahead of Christmas. Foodbank is the largest hunger relief organisation in the NT and supplies more than 6,500 meals to people in need every month.



John Holland donates lifesaving equipment to Humpty Dumpty Foundation



Indigenous trainees at Broken Hill



Territorial Civil donate to Foodbank

Pushing new boundaries with our health, safety and wellbeing approach

Our people are our biggest priority. We care and value all our employees and want to ensure our people are safe and healthy.

In 2018, we undertook a safety refresh to move away from a process driven system to a more people-centric approach. This involved creating better governance; simplified, consistent reporting; and refining our auditing approach. We also created a health and wellbeing strategy with a focus on mental health – one of the key issues facing the construction industry – which will be launched in 2019.

Over the year we recorded our lowest Total Recordable Injury Frequency Rate – 4.70. This is our best result since 2014, which is a 49% improvement.

Our safety excellence was recognised at the 2018 Comcare Safety Awards with three mentions including winning a Prevention Award for the Dalrymple Bay Coal Terminal (DBCT) Management Mobile Swing Stage Gantry; the Recovery and Return to Work Award for our Intensive Rehabilitation for Long Term Incapacity program; and our Rail team were recognised as a finalist in the Prevention category for its work on Digital Track Occupancy Authorities.

Future-focused with sustainability

Our future-focused approach to sustainability is centred around the triple bottom line principle – finding thoughtful and innovative environmental, social and economic approaches that produce positive long-term benefits to our communities and provide our customers with more comprehensive solutions.

Sustainability is fundamental to our 2025 business strategy. We recognise our customers require confidence in their assets' resilience to climate change and a carbon constrained future.

One of the ratings schemes John Holland commits to is the Infrastructure Sustainability Rating Scheme (IS) of the Infrastructure Sustainability Council of Australia (ISCA). This rating scheme evaluates sustainability across the planning, design, construction and operational phases of infrastructure programs, projects and assets.

We are proud that 40 percent of the highest rated IS projects are John Holland projects and we were recognised at ISCA's awards with the IS Outstanding Achievement Award for the Metro Tunnel Early Works project and its innovative research initiative with the University of Melbourne to embed geothermal energy capture in its design. We have delivered 10 IS Ratings to date and are currently delivering 19 additional ratings across four regions.

Sustainability in action

New Intercity Fleet Facility: closing the loop

The project team has established a relationship with Plastic Police, who will work towards recycling the project's soft plastics into new and useful products including wheel stops, signage, furniture, decking and fencing. This marks the beginning of an industry-wide shift towards creative processing opportunities.

WestConnex M4 East: creative engineering resulting in positive environmental outcomes

The project team innovated the standard process of laying utilities to more efficiently use time and resources. They did this by installing wall mounted cable trays within new road tunnels rather than excavating trenches and pits. This reduced the project's carbon footprint by reducing spoil excavation and disposal required, fill concrete and plant usage.

West Gate Tunnel Project: globally celebrated inclusive workforce

The project hired more than 100 people who are new migrants or from refugee backgrounds which was internationally recognised at the United Nations General Assembly. The project has also been publicly commended for its West Gate Women in Construction committee, which featured as a case study in a new government publication supporting the implementation of Victoria's Social Procurement Framework.

SETuP- Tranche 2: working and collaborating with the local indigenous population

The project's scope to install solar power arrays for 15 remote Aboriginal communities in the Northern Territory will save 94 million litres of diesel over its 25-year design life. The team has exceeded its Aboriginal and Torres Strait Islander employment target of 10%, reaching 15% and upskilling the community for future projects.

> Our Group Leadership Team



Joe Barr
Chief Executive Officer



Larry McGrath
Executive General Manager, Customer & Corporate Affairs



Lindsay Albonico
Executive General Manager Engineering, Technology & Innovation



Steve Butcher
Executive General Manager, Rail



Rod Heale
Chief Operating Officer



Darryn Ray
Chief Financial Officer



Jayne Whitney
Chief Strategy Officer



David Lehmann
Executive General Manager, Building



Scott Olsen
Executive General Manager, NSW/ACT Region



Trevor Hall
Executive General Manager, VIC/SA/TAS & NZ Region



Jane Sherlock
Chief People Officer



Martin Webster
Executive General Manager, Commercial



Tom Roche
Executive General Manager, Developments & Investments

The John Holland Board of Directors

- Jianzhong Lu (Chairman)
- Guangsheng Peng
- Jinsong Tang
- Chun Pong Leung
- Glenn Palin
- Martin Hadaway
- Joe Barr
- Rod Heale
- Darryn Ray



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