

**JOHN
HOLLAND**

Annual Review

2019

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Transforming lives

John Holland is up for the challenge of transforming lives.

From humble beginnings 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.

CEO's message

At John Holland we transform lives, and 2019 was a year where this was on display more than ever before in our 70 years of operation.

We are in the midst of the biggest infrastructure boom in Australia's history, and in 2019 we saw the completion of some of the nation's most significant projects. It is fitting that so many of these history-making projects coincided with our 70-year anniversary, where we celebrated the people and projects that have made us who we are today.

The Sydney Metro project, Australia's first automated railway, changed the way people move in one of our largest cities. More than a thousand John Holland people worked on this city-shaping project, that includes 13 new stations and carries 75,000 customers each weekday. I could not be prouder of all the John Holland people who dedicated years to making sure people living in north west Sydney have access to fast, reliable public transport for the first time. And as part of Metro Trains Sydney, our people continue to ensure the service is what our customers expect.

Canberra Metro is another project that marked a milestone in our history, delivering a state-of-the-art public transport service to our nation's capital with patronage that continues to exceed forecasts, carrying 15,000 customers a day and reducing the city's reliance on vehicles.

And the impact of the Westconnex New M4 tunnels cannot be understated. This new road link has given commuters an extra 20 minutes back in their day and taken 10,000 trucks off local roads.

This is just a snapshot of the incredible achievements of the John Holland team in 2019.

While some were busy delivering, I also want to congratulate the incredible efforts of people across our business who ensured the next round of projects will be just as important. Winning the Sydney Football Stadium redevelopment, the Sydney Metro Waterloo Integrated Station Development, the North East Rail Line upgrade, the Edmonton to Gordonvale road upgrade and the Bell to Moreland level crossing removal will ensure our future is just as bright.

But our people are even more important than our projects, and this year we made changes to the way we work to recognise what they told us they need. We are piloting flexible working on projects to improve work life balance, and we launched our Pride Network and reinvigorated our Women's Network to celebrate all our people and support them to bring their whole selves to work. Our people are at the heart of everything we do, and I'm pleased that



our employee engagement rate surpassed the industry average. This is a great benchmark for us to continue to build on in the coming years. 2019 was also a year for us to build greater resilience in our business, on our projects and come up with innovative ways of working by using the latest technologies. Despite all the activity, our industry is facing its fair share of challenges, and we are committed to tackling these head on for the sustainability of our business.

Over the next few years we will work with our customers, communities and industry partners to build a safer and fairer industry for us all. We are a strong business with a strong future, and we are up for the challenge.

Joe Barr
Chief Executive Officer

We are in the midst of the biggest infrastructure boom in Australia's history, and in 2019 we saw the completion of some of the nation's most significant projects.



The dedication of thousands of John Holland employees navigating complex issues and still delivering world-class projects is what I am most proud of.

2019 was another significant year of growth for both John Holland and CCCC.

In 2019 CCCC increased its international presence with operations in 155 countries. We continued to deliver unique global projects such as Africa's largest suspension bridge, the Mozambique Maputo Bridge; the complex Panama Canal fourth bridge; Port City Colombo, a new CBD for Sri Lanka and the Malaysia East Coast Rail Line to name a few.

The focus on delivering transformative projects is perfectly aligned with John Holland's ethos and values. The dedication of thousands of John Holland employees to navigate complex issues and still deliver world-class projects is what I am most proud of. From the major project wins in 2019 of the iconic Sydney Football Stadium, the Victoria Heart Hospital and the integrated Waterloo Station Development to handing over life-changing infrastructure such as Sydney Metro Northwest and Canberra Metro to our customers and the community. John Holland was also able to set a new record for the sale of the Glasshouse in Macquarie Square, Sydney, cementing our position as a leading property developer.

Our focus is always on our people, and to have such highly engaged employees, as witnessed through our employee engagement survey gives me a great sense of pride. My confidence in our CEO Joe Barr and the whole executive team continues to soar.

It was my absolute pleasure to celebrate the 70-year anniversary of John Holland in 2019 and along with my colleagues, we look forward to celebrating CCCC's five-year milestone with John Holland in 2020.

Dr Jianzhong Lu
Chairman

2019 at a glance

Our strategy

New work won

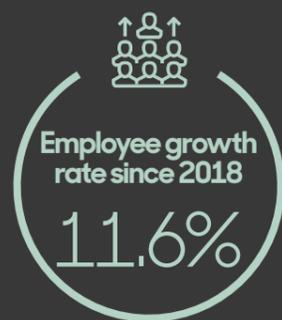
\$6.0b

Current projects

\$13.7b

Number of current projects

60+



Employee engagement

73

Above industry benchmark

Customer satisfaction

76

5% increase from 2018

Spend with Aboriginal & Torres Strait Islander businesses

\$27.0m

..... more than double the spend from 2018

Spend with social enterprises

\$6.1m

..... double the spend from 2018

Our Why

We're up for the challenge of improving lives

Our Strategy

Grow & Lead

Our strategy is to grow the business and lead the industry



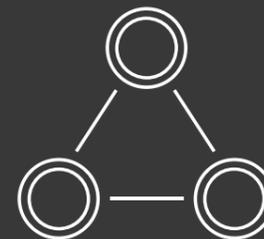
Leading

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



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.



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.



Competitive & efficient

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

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70 years of transforming lives

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70 years of major milestones



1949
The Woolshed
Regional Victoria



1992
MCG Great
Southern Stand
Melbourne



1988
Federal
Parliament House
Canberra



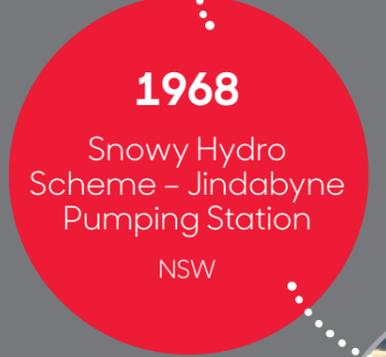
1978
West Gate Bridge
Melbourne



1975
Reconstruction of
the Tasman Bridge
Hobart



1965
Captain Cook Bridge
Sydney



1968
Snowy Hydro
Scheme - Jindabyne
Pumping Station
NSW



1994
Friendship Bridge,
Mekong River
Laos-Thailand



2004
Alice - Darwin
Railway



2005
ANSTO
Replacement
Nuclear Research
Reactor
Sydney



2007
The Lane
Cove Tunnel
Sydney



2007
Mandurah
Railway Line
Perth



2008
EastLink
Melbourne



2018
Wentworth to
Broken Hill
Pipeline
NSW



2016
South Island
Line
Hong Kong



2015
Stage 2 of the
South West Rail Link
Sydney



2010
Sydney
Desalination
Plant



2019
Sydney Metro
Northwest,
Canberra Metro and
275 George St

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2019 project highlights



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Sydney just got smaller



Sydney Metro Northwest

The opening of Australia's first driverless metro in May 2019 was an important event in Sydney's history, transforming public transport in our largest city.

More than one thousand John Holland people worked on this city-shaping project.

From building the tunnels, to laying track, building stations and preparing the service for customers, our people have been involved every step of the way.

As part of the Metro Trains Sydney consortium, we are also involved in operating and maintaining the line that carries an average of 75,000 people each weekday.

Our team ensured this critical project was delivered on time and \$1 billion under budget.

Location: Sydney, NSW

Total project value: \$7.3 billion

Customer: Transport for NSW

JV: CPB Contractors

Sydney Metro continues to grow

Sydney Metro City and Southwest

Sydney is getting ready for the next stage of Australia's biggest transport project.

Following the historic opening of Sydney Metro Northwest, John Holland has now completed 97 per cent of the twin 15.5km tunnels on the next phase of this transformative project.

In 2019 tunnels between Chatswood and Blues Point and between Marrickville and Barangaroo were completed, and work is almost complete on the first rail tunnels under Sydney Harbour.

Sydney Metro will transform the way people travel and will have the capacity to move more people across the harbour in the busiest hour of the peak than the Sydney Harbour Bridge and Sydney Harbour Tunnel combined.

Contracts:

- \$2.8 billion to deliver the Tunnel and Station Excavation Works with JV partners CPB Contractors and Ghella.
- \$240 million contract for the Sydenham Station and Junction works, preparing the existing rail network for integration with the new metro line.





Giving Canberrans even more to be proud of

Canberra Metro

After three years of construction, the biggest public infrastructure project for Canberra launched, providing more options in how Canberrans move around, enriching lifestyles and enhancing the capital's growth.

The first stage of light rail in Canberra opened to the public in April 2019 and has already exceeded forecast patronage levels.

The 12-kilometre, 13-stop corridor connects the Gunghalin Town Centre to the city and key residential and business hubs.

Canberra's light rail demonstrates John Holland's end-to-end rail offering, from designing and constructing the infrastructure, to operating and maintaining the network, and to investing in the business long-term. More on page 38.

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

Where work and life blend

Macquarie Square

The Macquarie Square development in the emerging north-west Sydney CBD of Macquarie Park is taking shape - with the first building, the Glasshouse, selling for a record \$332 million.

The Glasshouse is a 35,114sqm net lettable area A-Grade commercial development with a 7,000sqm public park at its heart, and its sale to investment company Charter Hall represents one of the largest ever sales in Macquarie Park. The project is a successful collaboration between John Holland's Development & Investments and Building teams, who worked together to build, lease and sell the Glasshouse.

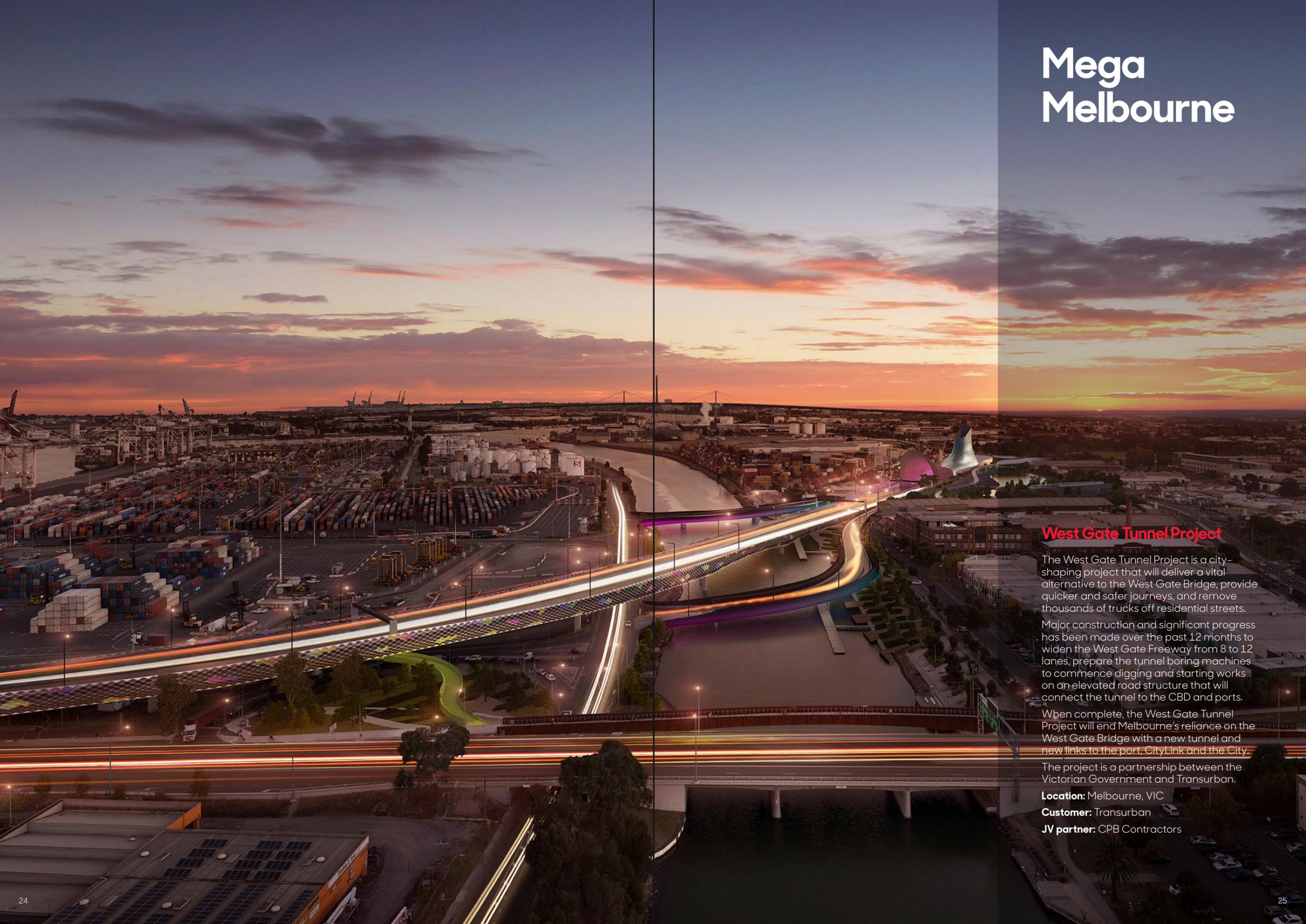
Macquarie Square is a 117,017sqm site made up of five buildings and is a two-minute walk from the John Holland-built Sydney Metro.

Location: Sydney, NSW

Glasshouse sale price: \$332 million

Expected completion: 2020

Mega Melbourne



West Gate Tunnel Project

The West Gate Tunnel Project is a city-shaping project that will deliver a vital alternative to the West Gate Bridge, provide quicker and safer journeys, and remove thousands of trucks off residential streets.

Major construction and significant progress has been made over the past 12 months to widen the West Gate Freeway from 8 to 12 lanes, prepare the tunnel boring machines to commence digging and starting works on an elevated road structure that will connect the tunnel to the CBD and ports.

When complete, the West Gate Tunnel Project will end Melbourne's reliance on the West Gate Bridge with a new tunnel and new links to the port, CityLink and the City.

The project is a partnership between the Victorian Government and Transurban.

Location: Melbourne, VIC

Customer: Transurban

JV partner: CPB Contractors

City-shaping transport

Metro Tunnel

Steady progress has been made on Melbourne's transformative Metro Tunnel project.

When complete, Metro Tunnel will ensure smoother, more reliable travel for train customers.

Metro Tunnel will untangle the City Loop in Melbourne, creating a new end-to-end rail line from Sunbury in the west to Cranbourne/Pakenham in the south east.

The new Metro Tunnel will allow more than half a million extra passengers to use Melbourne's train network in peak periods every week.

In 2019 the project launched two tunnel boring machines to begin tunnelling in the west, launched three roadheaders to tunnel in the CBD, and continued civil works on the five new underground stations.

Location: Melbourne, VIC

Customer: Rail Projects Victoria

Contracts:

- \$6 billion tunnel and stations contract as part of the Cross Yarra Partnership
- \$500 million over-station development on CBD North station and 25-year asset maintenance contract when complete
- \$1 billion rail infrastructure contract as part of the Rail Infrastructure Alliance





Building the missing link

WestConnex – Rozelle Interchange

The Rozelle Interchange is the missing link in Sydney's new WestConnex motorway, and work on the city-shaping project is now well underway. In the year since winning the project, our team has inducted more than 4,000 people, site establishment is nearing completion and three tunnelling acoustic sheds have been built.

The first five of 21 roadheaders to be used in tunnelling are already in the ground with the tunnel team making great progress to date. Work has begun on the cut and cover structures that will form the various tunnel portals with complex surface works elements starting to take shape.

When complete the Rozelle Interchange will connect the extended M4 and the New M5 motorways to the Anzac Bridge and Victoria Road, taking thousands of trucks off local roads and reducing congestion.

John Holland completed the WestConnex New M4 Tunnels in 2019, which are already saving Sydney motorists up to 20 minutes in travel time each day.

Location: Sydney, NSW

Customer: Transport for NSW

JV Partner: CPB Contractors

Project value: \$3.9 billion

A new home for our Melbourne team

Flinders Gate

Topping out is complete on the iconic 180 Flinders Street development for Dexu, which will become John Holland's new Melbourne HQ.

The A-grade development spans an area of more than 20,000 square metres, and John Holland will be its anchor tenant, with a long-term lease on 7,700 square metres.

Approximately 1,000 tonnes of steel, 440 precast panels and 2,500 cubic metres of concrete have gone into the structure, and work continues on the building façade, internal works and heritage façade.

This flagship office tower and retail development is expected to be complete in August 2020.

Location: Melbourne, VIC

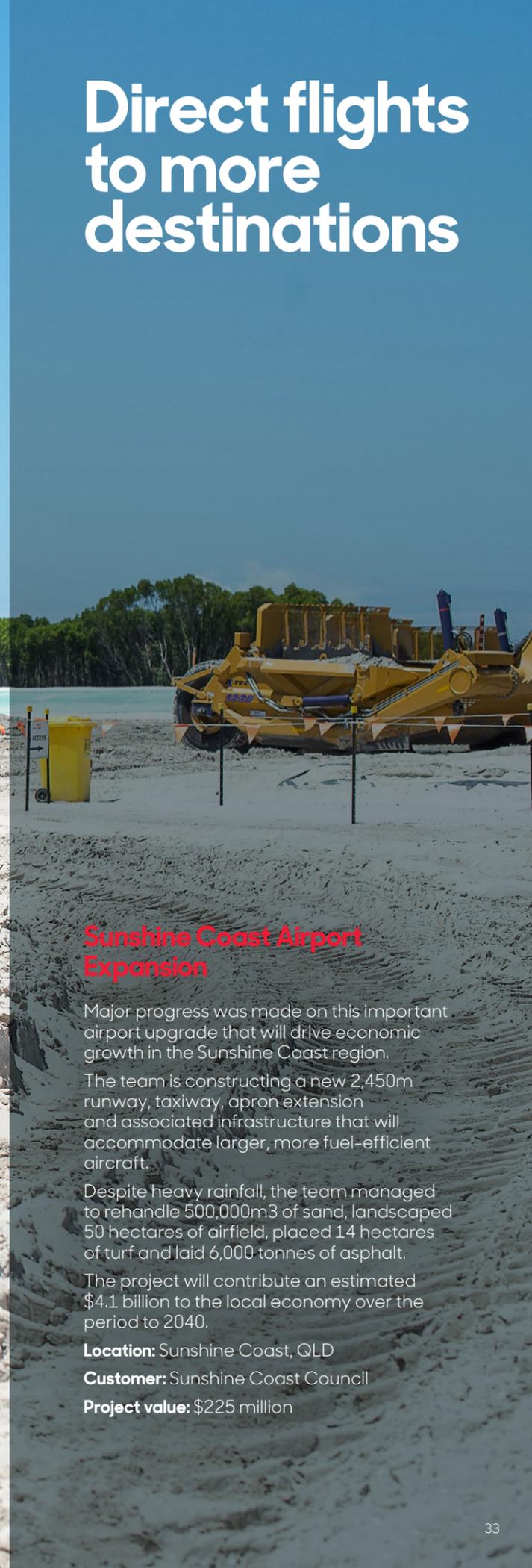
Customer: Dexu

Project value: \$300 million

Completion: 2020



Direct flights to more destinations



Sunshine Coast Airport Expansion

Major progress was made on this important airport upgrade that will drive economic growth in the Sunshine Coast region.

The team is constructing a new 2,450m runway, taxiway, apron extension and associated infrastructure that will accommodate larger, more fuel-efficient aircraft.

Despite heavy rainfall, the team managed to rehandle 500,000m³ of sand, landscaped 50 hectares of airfield, placed 14 hectares of turf and laid 6,000 tonnes of asphalt.

The project will contribute an estimated \$4.1 billion to the local economy over the period to 2040.

Location: Sunshine Coast, QLD

Customer: Sunshine Coast Council

Project value: \$225 million

Caring for every drop

Water - a precious resource

Communities depend on safe, easy access to clean water, and John Holland is proud to be a market leader in providing end-to-end water management solutions for our customers and communities.

Some of the 2019 highlights include:

Wentworth to Broken Hill Pipeline

John Holland delivered the \$467 million Wentworth to Broken Hill Pipeline, securing a reliable water supply for Broken Hill and transforming the lives of 17,000 locals. We continue our commitment by delivering operations and maintenance services for the pipeline.

Murrumbidgee Irrigation Area

We completed our nearly decade-long involvement as part of the Murrumbidgee Irrigation Area Renewal Alliance, which saw us deliver more than 20 water-saving and efficiency projects in and around the NSW Riverina, returning over 50 billion litres per annum of water savings.

Goulburn Murray Water Connections Project

In partnership with Goulburn Murray Water (GMW) we have completed over \$350 million of irrigation modernisation works on the GMW Connections Project, that have delivered more than 60 gigalitres per annum of additional water savings.

During the year we further expanded our portfolio of long-term programs of work.

In a major win in New South Wales, we were awarded a contract under Sydney Water's Partnering for Success (P4S) Program, for the delivery of design, construction, maintenance and facility management across Sydney Water's assets in the South Region, which will see more than \$2.5 billion of planned work being delivered over the next 10 years. Our involvement is expanding in Hunter Water Capital Delivery Program where we are currently delivering the Dungog, Kurri and Farley Wastewater Treatment Plant upgrades valued at \$90m.

In Victoria we continue to deliver the Melbourne Water Capital Delivery Works Program, which to date has delivered over 80 projects worth over \$400 million since 2013.

In Queensland, we are working with Urban Utilities to deliver their \$100 million, three-year Regional Treatment Plants Capital Works Program.

Across Australia we are also delivering a number of highly innovative projects:

- The design, construct, operation and maintenance of the \$142 million Boneo Water Recycling Plant upgrade with South East Water
- The \$45 million design and construction of the Murray Bridge Wastewater Treatment Plant augmentation with and initial operations and maintenance for SA Water
- The \$75 million Gold Coast Seaway project with the City of Gold Coast

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Keeping our communities moving

Operations & maintenance



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Canberra Metro

As the largest public transport project in the ACT's history, Canberra Metro carries more than 15,000 customers each day.

Since opening in April 2019, Canberra Metro has been connecting customers across the nation's capital with reliable light rail services, with patronage levels already exceeding forecasts.

As the first stage of Canberra's future light rail network, the 12 kilometre line connects the growing region of Gunghalin to the city.

JV partners: John Holland and UGL Rail

The nation's capital on the move



Australia's first driverless metro

Metro Trains Sydney

Stage one of Australia's largest public transport project provides turn up and go services for the first time for commuters in Sydney's north-west, a region which has one of Australia's highest rates of private car ownership. This new network is already taking thousands of cars off roads and making Sydney an easier place to get around.

After leading the project's design and construction, John Holland now operates the nation's first driverless metro as part of the Metro Trains Sydney consortium, carrying more than 75,000 customers each weekday.

The consortium manages the operations and maintenance across 13 new stations - from Tallawong to Chatswood - and since opening in May 2019, more than 1.1 million customer journeys have already been made, travelling over 1.7 million kilometres.

JV partners: MTR Corporation, John Holland and UGL Rail



Metro Trains Melbourne

John Holland is a joint venture partner in Metro Trains Melbourne (MTM) which operates and maintains one of Australia's busiest commuter networks, as part of a 15-year contract.

MTM provides safe and accessible transport for over 450,000 customers each day, across 220 stations and nearly 1,000 kilometres of track across metropolitan Melbourne.

The network is comprised of 15 lines and operates over 15,000 services per week. As part of the consortium, John Holland provides train operations, network control, customer service, rolling stock maintenance, rail infrastructure maintenance, asset management and rail capital works delivery.

JV partners: MTR Corporation, John Holland and UGL Rail

Passengers
at the heart
of everything
we do



Putting the
customer
first

Country Regional Network

John Holland connects regional NSW, operating and maintaining more than 5,000kms of rail infrastructure on behalf of Transport for NSW.

The Country Regional Network ensures regional NSW is more connected, and is guided by the needs of the passengers, farmers, and freight operators who use the network every day.

Since 2012, John Holland has been part of regional communities, and has achieved a 60 per cent reduction in the amount of time lost on the network due speed restrictions, replaced more than 1.5 million sleepers, and resurfaced more than 7,000km of track.



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Projects completed in 2019

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20 minutes. It can make all the difference

WestConnex New M4 Tunnels

Sydney, NSW | \$2.8 billion

Sydney is one step closer to safer, more reliable journeys with the opening of the landmark WestConnex New M4 Tunnels.

The twin 5.5km tunnels run under Sydney's west, allowing motorists to skip 22 traffic lights on Parramatta Road - slashing up to 20 minutes off their travel time each day.

This complex project is taking 10,000 trucks off Parramatta Road, returning local streets to local communities.

During construction this project created more than 4,000 direct and indirect jobs and allowed approximately 190 apprentices and trainees to get a start in the construction industry.



Securing our most precious resource

Wentworth to Broken Hill Pipeline

Broken Hill, NSW | \$467 million

This important new pipeline has delivered water security to the drought-affected city of Broken Hill and its surrounding communities.

Water from the Murray River is now flowing into Broken Hill through the 270km pipeline, giving locals reliable access to safe drinking water.



Calvary Adelaide Hospital

Adelaide, SA | \$230 million

South Australia's largest private hospital is open, improving access to healthcare for communities around Adelaide. The new Calvary hospital includes the state's first privately-owned 24-hour emergency department, and the hospital's focus areas include cardiology and cardiothoracic surgery, neurosurgery, vascular, bariatric and orthopaedics.

The new facility has 344 single rooms with ensuite bathrooms, 20 ICU beds, 66 day-surgery beds and 16 operating theatres. Healing and recovery is prioritised in the hospital, with a 15,000 sqm rehabilitation and allied health wing.



Mercedes Benz Brisbane – Breakfast Creek Wharf

Brisbane, QLD | \$110 million

The flagship new home for Mercedes-Benz Brisbane sets a new benchmark in luxury automotive retail and is the largest Mercedes-Benz retail facility in the southern hemisphere.

The nine-level lifestyle precinct is home to a state-of-the-art showroom, automotive museum, rooftop dining and a three-level green wall made up of 14,000 plants.



Garramilla Boulevard

Darwin, NT | \$58.1 million

Darwin CBD's vibrant third entry point opened to cater to the city's future growth. The new four lane link creates better connections to the CBD, distributes traffic more evenly, and makes travelling in Darwin more reliable.

The project team also delivered a new streetscape with pedestrian links and cycleways.

“**John Holland is innovative. We have a collaborative relationship. They're easy to work with and very personable.**”

Customer quote

All projects completed in 2019

NSW/ACT

- > Harbour Bridge Step Free Access
- > Murrumbidgee Irrigation Area Renewal Alliance
- > Airport East
- > Sydney Metro Northwest
- > WestConnex New M4 Tunnels
- > Canberra Metro
- > Wentworth to Broken Hill Pipeline

VIC

- > Epping Main Sewer Project
- > Westgate Bridge Maintenance
- > Melbourne Airport Terminal 2

WA

- > Avon Valley to Kwinana Upgrade Stage 5
- > Koodaideri Rail Mainline Tie-In Civil and Track Works
- > Karara: Rail Maintenance Services
- > Rio Tinto Major rail shutdown
- > BHP Track Maintenance
- > PTA Track Maintenance

QLD

- > Mercedes Benz Brisbane – Breakfast Creek Wharf

SA

- > Adelaide – Tarcoola Rail Upgrade Acceleration
- > Calvary Adelaide Hospital

NT

- > Solar Energy Transformation Project SETuP Tranche 2
- > Garramilla Boulevard

National

- > Rail Infrastructure Services (RIS) completed more than 470 projects – approx. \$189m (ongoing work)
- > NovoRail completed 11 projects (ongoing work) (approx. \$60 million)

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Projects won in 2019

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Revitalising communities

Sydney Metro - Waterloo Integrated Station Development

Sydney, NSW | \$500+ million

This new Integrated Station Development is the catalyst for the urban revitalisation of Waterloo, which will include sustainable job creation and a mix of community facilities, complex transport infrastructure, commercial space and housing.

The joint venture between John Holland and Mirvac will improve public space and is a vital part of the Sydney Metro City and Southwest project.

The development is made up of five building envelopes, including three towers and two mid-rise buildings. At least five per cent of homes will be affordable housing and 70 apartments will be set aside for social housing.

John Holland is constructing the station and a portion of the over-station development and is the joint developer of the precinct, demonstrating both the breadth of our capability and the strength of our integrated business.



Getting match ready

Sydney Football Stadium

Sydney, NSW | \$735 million

The landmark new Sydney Football Stadium is set to become Australia's premier sporting and entertainment venue.

Work began in 2019 on the new venue, which will become an iconic stadium worthy of Sydney's status as a global city.

The John Holland team has global credentials in delivering major sporting developments such as the SCG MA Noble, Don Bradman and Dally Messenger Stands and Wembley Stadium.

As a company, we were also responsible for building the MCG Great Southern Stand.

The project will invest in local Aboriginal owned and managed businesses to deliver construction, supply chain and support services, and provide opportunities for Aboriginal and Torres Strait Islander people through a pre-employment program.



Victorian Heart Hospital

Melbourne, VIC | \$564 million

Australia's first dedicated, state-of-the-art cardiac facility is on its way. The Victorian Heart Hospital will bring together the state's leading cardiac specialists and researchers under one roof to provide the best outcome for patients.

When complete, the new hospital will be able to perform 2,150 cardiac surgeries and 13,000 cardiac laboratory procedures each year, as well as catering for 28,300 cardiac emergency presentations and 108,000 consultations.

The hospital is expected to create more than 1,700 jobs during construction and is set to open in late 2022.



“

I've had nothing but great experiences with John Holland. Their behaviour is collaborative and professional. They give value for money.

”

Customer quote

Edmonton to Gordonvale road upgrade

North Queensland | \$481 million

The major upgrade of the Bruce Highway between Edmonton and Gordonvale is designed to make travelling safer and more reliable, and improve flood resilience.

It will create huge benefits for people travelling along the busiest section of the Bruce Highway between Brisbane and Cairns by boosting capacity and reducing congestion.

The 10.5km upgrade includes the duplication of all existing two lane sections of the highway to four lanes, new service roads, rail realignment and new road and rail bridges.



North East Rail line upgrade

Melbourne-Albury Wodonga, VIC | \$235 million

This major work on the line between Melbourne and Albury-Wodonga will improve train reliability, and increase comfort and ride quality for rail passengers.

The project includes track resurfacing, tamping and regulating, turnout upgrades, ballast depth increases and around 100 level crossing and rail bridge upgrades.

This important work addresses the causes of journey delays between Melbourne and Albury and will benefit rail customers, communities and businesses in north east Victoria.



VIC

- > Level Crossing Removal – North Eastern Program Alliance – Signalling field
- > Level Crossing Removal – Western Program Alliance
- > Level Crossing Removal – Abbots Road
- > Level Crossing Removal – North Western Program Alliance – Bell to Moreland
- > Chisholm Road Prison

NSW

- > Mount Victoria Area Remodelling
- > Novo Rail Alliance
- > Sydney Program Alliance
- > Dungog and Kurri Kurri Wastewater treatment upgrade
- > North Head biosolids

QLD

- > Queensland Urban Utilities Southern Treatment Plants
- > Queensland Rail station upgrade package
- > Greenslopes Hospital redevelopment

WA

- > South Flank signalling and comms program

People at the heart of everything we do

With a clear business strategy and an increasingly complex set of mega projects underway, we made a big investment in upskilling and developing our people in 2019.

This included the launch of a new Leadership and Behavioural Framework to give our leaders – and all our people – a clear direction and career pathway.

To bring the framework to life, we took more than 200 project managers and front-line supervisors through comprehensive project management and leadership development training. We're really proud of this program and are already seeing great results! At John Holland we're committed to retaining and growing our talent and this in-house program is allowing us to get our skills, capability and culture where we need them.

In 2019 we also kicked off our female mentoring and development program with 20 key project and operational women. This program is part of our wider push to increase female representation within John Holland and the broader industry.

To make real changes we need to understand what barriers exist and invest in what changes are needed to attract and retain exceptional women, especially in senior operational roles. Just one example in 2019 was a boost to our parental leave policies – increasing leave and support for new parents. This change brings us in line with the best organisations and has been welcomed by both men and women across the business.

In looking at what we can do to care for our people and support their wellbeing, we've also made flexibility a big priority in 2019.

We are constantly hearing from potential graduates that they don't want to work for a contractor with unrelenting hours. We also heard loud and clear in the employee engagement survey that people are unhappy with the long hours on projects and the lack of work/life balance.

In response we've piloted flexibility on five projects to prove it can be done, and in the next 12 months we'll be making flexible working a non-negotiable on all our projects. Like many of the challenges we face when it comes to people, this can't just be an issue for John Holland, but something we need to talk about and tackle industry wide.

We will continue to look at how we can make John Holland and this industry we love, a great place for people to work.



The John Holland Annual Award winners with CEO Joe Barr (centre)



Members of our Pride Network for Wear it Purple Day

Living our values with our safety and wellbeing approach

We know safety extends far beyond hard data and physical impacts. We care about our people's wellbeing.

This year we made a step change in the way we talk about safety at John Holland, launching our new wellbeing framework to promote:

- better physical and mental health
- personal resilience
- healthier workplaces.

We're supporting our people with a range of wellbeing initiatives, continuing to roll out mental health first-aid training, introducing mental health literacy training for our people leaders and piloting flexible working on projects across the business.

People are at the heart of our approach to safety. In 2019 there was an increased focus on the management of critical risk and as a result, the frequency of high potential incidents decreased during the year. This resulted in a rate of less than one high potential incident per one million hours worked.

We also focused on hand injuries, which was the key area that contributed to the marginal increase in our Total Recordable Injury Frequency Rate (TRIFR) of 5.00. In 2019 we rolled out an innovative company-wide hand injuries campaign that challenged the way in which we plan and execute our work and placed a spotlight on the practical implications of hand injuries for everyday life. This campaign created the greatest amount of positive feedback from our people with insights, videos and imagery shared on our internal communications platform, Workplace.

Another important measure was what our people had to say. In our 2019 employee engagement survey, safety was the highest metric. Ninety per cent of employees said they believed John Holland was truly committed to the health and safety of its people. In line with our value of empowerment, 91 per cent of people say they're comfortable voicing concerns about workplace health and safety.

Awards

- British Safety Council International Safety Awards, distinction to our SEA team.
- Australian Rail Industry Awards TrackSAFE Award to Country Regional Network.



WE^oLLBEING



HEALTHY BODIES

We encourage and support physical and nutritional health that provides balance and builds endurance.



HEALTHY MINDS

Our people feel more content, able to express feelings, cope with stress, and recognise and support others dealing with stress.



HEALTHY RELATIONSHIPS

Our people feel engaged in what they do, connected to their colleagues and able to cope effectively with life's challenges. We support a workplace environment of inclusiveness and respect.



HEALTHY WORKPLACES

We provide safe and healthy workplaces that stimulate and challenge our people.



Our Hand Safety campaign



Project Engineer Jade Lim on our RIA project with her baby, Basil

Embracing tomorrow

We care about our responsibility as an industry leader and recognise that our scale and influence can help shape long-term sustainability outcomes.

In 2019 we went further in reinforcing sustainability as fundamental to our business.

Our business strategy has sustainability at its centre, and is focused on building resilience in our communities, our projects and with our customers.

Industry leadership

As gold sponsors of the Infrastructure Sustainability Council of Australia (ISCA) conference, we brought experts from government, contractors and academia together to find ways to overcome the barriers to introducing new construction materials on infrastructure projects.

Since delivering the first ISCA Infrastructure Sustainability Rating for the Cotter Dam Enlargement in the ACT, John Holland has now registered or completed 29 Infrastructure Sustainability Rating Submissions.

John Holland has delivered 25 per cent of the 32 total ISCA AsBuilt ratings delivered and certified by December 2019, and currently holds the industry benchmark for the highest AsBuilt and Design ratings.

On projects

In 2019, Sydney Metro Northwest was the first infrastructure project to earn a responsible timber project certification. New station canopies and multi-story parking façades were constructed with 100% responsibly sourced timber, as certified by certification body SCS Global Services (SCS).

The project also received an Infrastructure Sustainability Rating of "Australian first" for this innovation due to the effective implementation of the timber procurement and certification strategy.

The Sydney Metro team delivering the tunnels on the second stage of this city-shaping project – Sydney Metro City and Southwest – received a Design rating of 100 points – the highest ever achieved.



Sydney Metro Northwest new station canopy

Always here to lend a hand

Caring for, and contributing to our local communities is a fundamental part of our values. We are in the business of transforming lives, so partnering with local community groups and businesses to create long lasting social benefits is something we're proud of.

While some of our projects have the potential to impact communities during construction, our presence in the local community also allows us create local employment opportunities, deliver community legacy projects and provide support for local charities.

In 2019, our tunnel and station excavation team on the Sydney Metro project rallied together to raise more than \$140,000 to support families that stay at Bear Cottage, the only children's hospice in NSW.

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

Our project teams in Victoria continued to raise the bar and set new standards for social procurement within the construction industry. Our Metro Tunnel – Tunnel and Stations PPP has now spent more than \$15 million with social enterprises – businesses that provide economic, social and environmental benefits to local communities, and employed more than 500 priority jobseekers.

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 concept providing employment opportunities for young people with Down's Syndrome and intellectual disabilities.

Towards the end of the year, our teams delivering the Batemans Bay Bridge replacement project and 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 to help get the communities back on their feet.



Our local heroes helping those in need during the bushfire crisis.



Our Sydney Metro Superheroes! Raising money for Bear Cottage

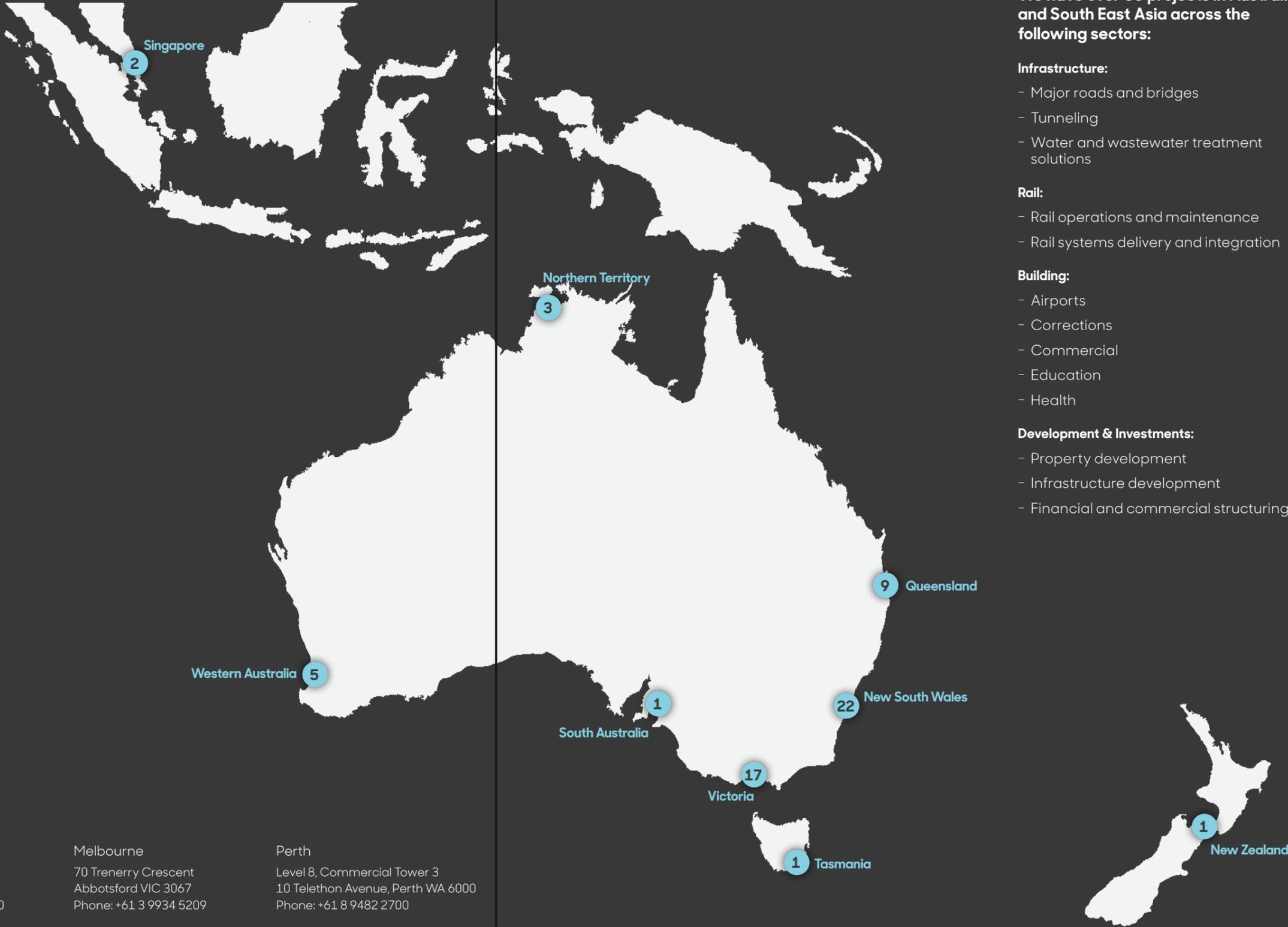


Our NT team supporting the Down Syndrome Association



Our team in Queensland is proud to support Orange Sky Laundry and the work they do to help those experiencing homelessness

Our projects & offices



● Number of projects

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Sydney
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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

Our Group Leadership Team



Joe Barr
Chief Executive Officer



Rod Heale
Chief Operating Officer



Jane Sherlock
Chief People Officer



Darryn Ray
Chief Financial Officer



Martin Webster
Executive General Manager, Commercial



Jayne Whitney
Chief Strategy Officer



Larry McGrath
Executive General Manager, Customer & Corporate Affairs



Tom Roche
Executive General Manager, Development & Investments



Struan Collins
Executive General Manager, Infrastructure VIC/SA/TAS



Hee Wee Tan
General Manager, South East Asia



David Lehmann
Executive General Manager, Building



Andrew English
Executive General Manager, Infrastructure NSW/ACT



Trevor Hall
Executive General Manager, Strategic Projects



Steve Butcher
Executive General Manager, Rail



Rob Evans
Executive General Manager, Infrastructure QLD/NT & New Zealand



Lindsay Albonico
Executive General Manager, Special Projects

The John Holland Board of Directors

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



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