

JOHN
HOLLAND

Annual Review 2020





LIEBHERR

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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.

Chairman's message >

As Chairman of John Holland I would like to express my gratitude and support to the John Holland team for managing through a challenging year. From bushfires to a global pandemic, 2020 has certainly been unprecedented. In my first year as Chairman I have enjoyed getting to know the people of John Holland and understanding the depth, breadth and proud history of this great company. Going forward the business and board are aligned on resolving issues on major projects in Victoria and delivering a strategy of sustainable growth and long term success. CCCC and John Holland have a bright future ahead.

Bo Wang | Chairman

CEO's message >

In a year like no other, I'm so proud of the way we all lived up to our purpose. Together, we proved we are well and truly up for the challenge.

For more than 70 years, we have helped deliver the projects that define Australia. But it's safe to say that like many Australian businesses, nothing prepared us for what 2020 would bring.

The January bushfires devastated our country and many of our people witnessed the destruction firsthand. I will never forget the way that our teams delivering the Batemans Bay Bridge replacement project and Mount Victoria Area Remodelling Project in the Blue Mountains worked with their local communities to lend a hand, and support each other.

Then the COVID-19 pandemic hit. It is a testament to everyone that works at John Holland that we were able to keep our people safe and keep our projects open through this crisis. The safety of our people and communities is paramount, and I am proud to say we took care, looked after our neighbours and kept people employed at a time of immense social and economic upheaval.

At John Holland we are committed to championing flexibility in the workplace, whether a person is office or project based.

This year, thanks to the great work undertaken to set up flexibility pilots on our projects, we were able to quickly adapt to have more than 50 per cent of our people on projects working from home as the pandemic hit and new restrictions came in.

While the pandemic accelerated our moves towards widespread flexible working within our company, it would not have been possible without the work of our people who set up our projects to be nimble and responsive to new ways of working.

We also saw a greater focus on the mental wellbeing of our people, subcontractors and suppliers this year. I strongly believe that the construction industry has a responsibility to care for the mental wellbeing of our colleagues. We take physical safety seriously – mental health should be no different.

I'm proud to say we are moving away from an approach of mere legal compliance, to seeing mental health as an ethical responsibility. Over the next year you will see mental health and wellbeing become part of our risk assessment process of planning and delivering projects. To make a real difference, we have to address the structural issues in our industry, and I am committed to creating workplaces where our people have a real work/life balance, in an environment that is diverse and inclusive.

Despite the challenges, our teams continued to deliver incredible projects this year.

We take physical safety seriously – mental health should be no different.



We completed our new Melbourne head office – Flinders Gate for Dexus, delivered the new Clarence Correctional Centre in northern NSW, and our first Sydney CBD development 275 George, among many others.

Project teams worked consistently and safely to make massive progress on projects like the Sydney Football Stadium, track and signalling work at Eliwana in WA, and the Bell to Moreland level crossing removal project – where we undertook Victoria's longest ever rail occupation to deliver two new railway stations and make Melbourne roads safer by removing dangerous level crossings.

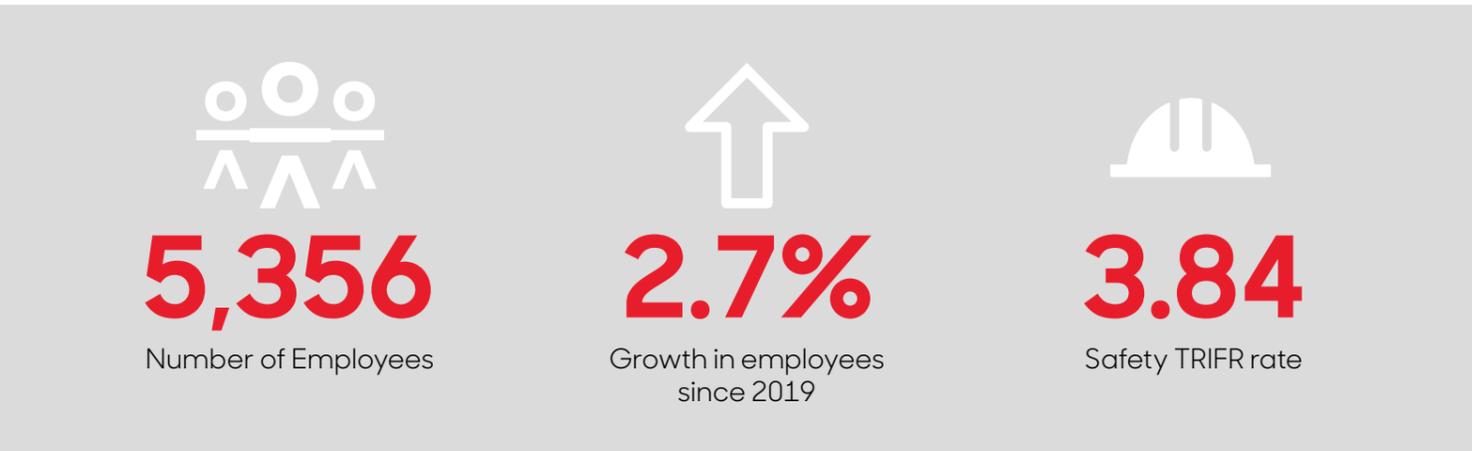
The tireless work of our bid teams has also meant that we have a strong pipeline of work over the coming years, and in 2020 we won a number of critical projects including the Sydney Gateway motorway project and the Narrabri to North Star section of the transformational Inland Rail project. We also won our first multi-modal transport operations project in Adelaide – Torrens Connect, which is a game changer for our business, and builds upon the great customer service work of our operations teams at Sydney Metro, Metro Trains Melbourne and Canberra Metro.

While this was a year of constant change, I'm confident that we have made the necessary structural reforms to our business to set us up for a sustainable future.

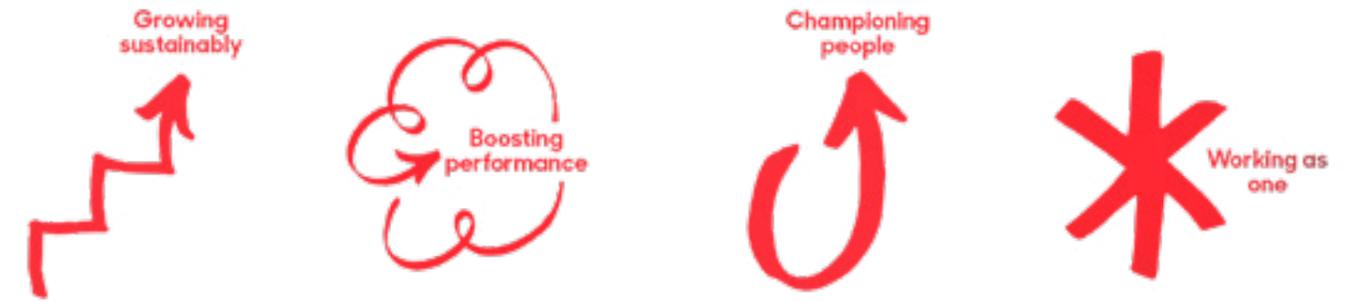
I am so proud of how our people partnered with our industry colleagues, suppliers, unions and customers to create jobs and opportunities despite the challenges they faced. I am confident and hopeful we will continue to build on this collaboration for the health of our business, our people and the communities where we work.

Joe Barr | Chief Executive Officer

2020 at a glance >



Our Must Dos >



John Holland is progressing on its five-year strategy to create a stronger, smarter and more sustainable business. To bring this strategy to life and engage employees – from project sites to head office – the company launched a new campaign called 'All for it' and outlined the four must dos that everyone in the company needs to get behind.

Growing sustainably

John Holland wants to ensure the business and the industry is around for the long term – and this means leading the way on reforms that prioritise a more sustainable path to growth.

The company is focused on working with customers to make sure contracts and risk allocation is fair and sustainable for the industry.

There's an exciting pipeline ahead and we're being selective on the jobs we bid for. Within John Holland there is a strong priority on making sure bids are robust and we're leveraging our strengths and lessons learnt across the company.

Boosting performance

Like any business John Holland is always thinking about how we can boost performance and exceed our customer's expectations. The priority is investing in improved project and business start-ups, continued investment in digital engineering and design management, and putting in the processes, systems, and governance to lift consistency and predictability across the board.

Championing our people

People are at the heart of John Holland and delivering our strategy means investing in the health, safety, development, and wellbeing of our people.

We want to live and breathe a positive safety culture and are looking at ways to empower employees around the decisions that affect health and safety. It's less about top down, and more about bottom up. As part of the Global Mandatory Requirements there's also a real focus on wellbeing, mental health and suicide prevention.

John Holland is continuing to lead the way and break down barriers when it comes to flexible working and creating an inclusive and diverse culture.

Working as one

Our success lies in our ability to break down silos and leverage our strengths and capabilities right across John Holland. We are also committed to working collaboratively with our customers, suppliers and partners.



Building our nation



Historic Projects >



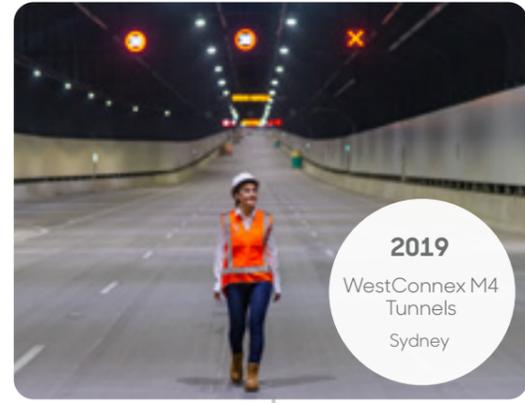
1949
The Woolshed
Regional Victoria



1978
The City Loop,
Melbourne Underground
Melbourne



2004
Alice - Darwin
Railway



2019
WestConnex M4
Tunnels
Sydney

1968
Snowy Hydro Scheme -
Jindabyne
Regional NSW

1988
Parliament House
Canberra

1993
Qantas Jet Test Cell
Sydney

2019
Sydney Metro
Northwest
Sydney

2020
Royal Hobart Hospital
Hobart

1976
Albury/ Wodonga
Development
Corporation Office
Building
Albury/ Wodonga



1992
MCG Great
Southern Stand
Melbourne

1994
ABC Southbank Studios
and Centre
Melbourne



2018
Canberra Metro
Canberra

2020
Sunshine Coast Airport
Expansion
Marcoola



1964
Big Banana
Theme Park
Coffs Harbour

1980
Australian Institute of
Sport
Canberra

2012
Airport Link Project
Brisbane

v

2020 A year to remember

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CORAMBA



2020 highlights >



21

Projects Completed



\$100k

Raised for Bushfire Relief



8,072

Australian suppliers worked with



45,000

hours of learning completed- **majority online**



10,061

Tunnel Boring Machines tunnelled metres



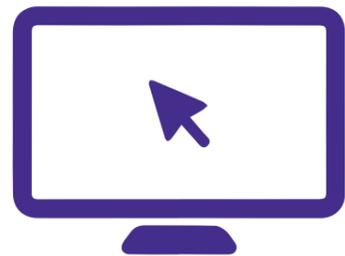
more than

1 million

bank cubic metres of rock **excavation** in Sydney



Relaunched Global Mandatory Requirements



Commenced **digital transformation**



9,900 road header metres



+50%

people working flexibly during covid-19



100%

projects continued operating while responding to border closures, and health restrictions



more than **150**

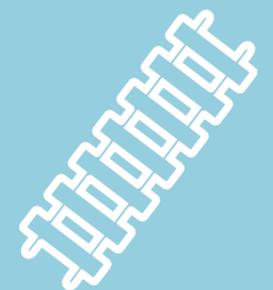
days of hard lockdown conditions endured across the country over the year



286 rail vehicles maintained, serviced and operated across Canberra, Melbourne, Sydney & Adelaide, and **190** buses operated in Adelaide



Operated more than **920,000** passenger services available to more than **10 million** members of the community



More than **5,000kms** of rail construction, maintenance and upgrades including track, overhead wiring, signalling and turnouts



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Project highlights

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History-making occupation >



Bell to Moreland Level Crossing Removal

The North Western Program Alliance is one of five alliances delivering on the Level Crossing Removal Program's commitment to remove 75 of the most dangerous level crossings across Melbourne by 2025.

Significant progress was achieved this year on the Bell to Moreland Level Crossing Removal Project in Melbourne's north. The project involved removing four level crossings via construction of an elevated 2.5 kilometre twin viaduct, as well as constructing two new stations at Moreland and Coburg (while also restoring two heritage stations).

The majority of the build and commissioning was completed during a 97-

day occupation, Victoria's longest ever rail occupation. This could not have been achieved without clever planning and implementing a number of innovations which are already being shared with other Alliances and across John Holland.

The stations opened to the public on 14 December, with completion of the remaining works due in mid 2021.

Location: Melbourne, VIC

Customer: Level Crossing Removal Project

Project value: \$542.5 million alliance between Level Crossing Removal Project (LXRP), John Holland, Kellogg Brown and Root and Metro Trains Melbourne

Creating new jobs, empowering local communities >



Chisholm Road Prison Project

More than 1,000 jobs are being created during construction of a new maximum security prison at Chisholm Road. Located in the vicinity of the existing Barwon Prison Precinct, Chisholm Road is expected to provide \$279 million in economic benefits to Greater Geelong and will be Victoria's largest public prison upon completion in 2022.

In delivering the 1,248-bed facility, John Holland will spend \$16.3m with social and disability enterprises,

Aboriginal businesses and businesses that support workers experiencing barriers to employment.

Construction is progressing rapidly, with more than 45,000m³ of concrete already poured and more than 300,000 bricks and blocks laid.

The facility is due for completion in 2022.

Location: Barwon South West, VIC

Customer: Community Safety Building Authority

A year of Metro Tunnel milestones >

Metro Tunnel Project

Victoria's premier public transport project celebrated a year of major milestones, for a project that will transform the way Melbourne moves.

The project will create capacity for an extra half a million passengers on Melbourne's train network during peak periods, untangling the City Loop and creating a new end-to-end rail line from Sunbury in the west to Cranbourne/Pakenham in the south east.

Major progress was achieved over the year, with the project celebrating seven Tunnel Boring Machine breakthroughs, and roadheaders completing the excavation of the central cavern at Town Hall Station and rail tunnels at State Library Station.

The five new stations are

emerging, with concourses, platforms, passenger connections and station entrances taking shape.

After two years of around-the-clock manufacturing, the last tunnel segment was poured for the project – a total of 57,628 segments are being used to line the twin 9km tunnels.

Location: Melbourne, VIC

Customer: Rail Projects Victoria

Project Value:

- \$6.43 billion tunnel and stations contract as part of the Cross Yarra Partnership
- \$500 million over-station development on State Library station and 25-year asset maintenance contract when complete
- \$1 billion rail infrastructure contract as part of the Rail Infrastructure Alliance

Critical connections >



Bruce Highway Upgrade - Maroochydore Road and Mons Road Interchanges Project

The project includes the upgrade of both the Maroochydore Road and Mons Road interchanges, the construction of three bridges and new drainage structures, and delivering new active transport facilities for cyclists and pedestrians. This \$301.25 million project is jointly funded by the Australian and Queensland governments on an 80:20 (federal:state) basis, with the Australian Government contributing \$241 million and the Queensland Government contributing \$60.25 million. The existing Maroochydore Road and

Nambour Connection Road roundabout will be converted to a fully controlled signalised interchange and two-way service roads will connect the Maroochydore Road and Mons Road interchanges on the eastern and western sides of the Bruce Highway to separate local traffic and improve access to the Forest Glen business precinct.

Location: Forest Glen, QLD

Customer: Department of Transport and Main Roads

Project Value: \$185 million joint venture with Seymour Whyte

Kicking goals >



Sydney Football Stadium

The new Sydney Football Stadium will be a modern, world-class venue, ensuring Sydney has an international-standard sporting and entertainment precinct.

The world-class stadium is progressing to schedule, and is taking shape before Sydney's eyes.

By the end of 2020, the team completed piling, with nearly 1,500 piles drilled into the ground to support the stadium structure, and all nine cranes were in place on site.

Progress is continuing on the construction of

the concourse level, and concrete pours for the northern, southern, eastern and western stands are well progressed.

From late 2020, the team began the installation of structural steel and precast concrete seating plats- a total of 870 plats will be installed for the new stadium, set to open in 2022.

Location: Sydney, NSW

Customer: Infrastructure NSW

Contract: \$735 million

Doubling capacity >



Sydney Metro City & Southwest

Sydney Metro City & Southwest tunnelling works are now complete for Australia's biggest public transport project, including the first rail tunnels to pass under Sydney Harbour. Twin 31 kilometres tunnels and 57 cross passages have been handed over to the follow-on contractor to begin work on the next stage of Sydney Metro.

Five of the six new metro station sites and two tunnel dive structures have also been handed over including the massive permanent concrete structures under the heart of the Sydney and North Sydney CBDs. Work will continue into 2021 for Barangaroo Station box and crossover cavern, and the Marrickville Stabling Yard. 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.

John Holland CPB Ghella was also thrilled to be recognised internationally as a global leader in tunnelling, taking home Major Project of the Year (over €500M) at the International Tunnelling Association Awards 2020 and Tunnelling Project of the Year (over \$500M) at the New Civil Engineer Tunnelling Festival 2020.

Location: Sydney, NSW

Customer: Transport for NSW

Contract: \$2.81 billion, joint venture partners CPB Contractors and Ghella

Urban oasis >



Sydney Metro – Waterloo integrated station development

This exciting integrated station development will transform the Waterloo precinct into a unique destination with new opportunities for work, living and transport connections enhanced by open spaces, landscaping and public art that reflect the area's Indigenous connections.

John Holland is building the new Waterloo metro station while joint venture partners John Holland and Mirvac will deliver the Waterloo Metro Quarter (WMQ), with four buildings above and next to the station.

John Holland worked together with Mirvac to prepare and submit five development applications to the NSW Department of Planning, Industry and Environment in November 2020 to seek approval for two high-rise and two mid-rise buildings, a two-storey

basement and a public plaza.

The Waterloo Metro Quarter will revitalise the suburb offering a mix of commercial, residential, social and affordable housing, student accommodation and retail premises right on the doorstep of the new metro station due to open in 2024.

John Holland took over the Waterloo site in August 2020 with major construction work on the station starting in early October.

Location: Sydney, NSW

Customer: Sydney Metro, Transport for NSW

Contract: \$500 million+ – includes design and construction of Waterloo metro station and WMQ, and valuation of over station development delivered with joint venture partner Mirvac

Connecting Sydney >



WestConnex – Rozelle Interchange

Rozelle Interchange is Sydney's missing motorway link. When complete, it will provide a new underground network to connect some of Sydney's busiest arterial corridors including the New M4 and M8 Tunnels and the future Western Harbour Tunnel.

This complex, transformational project will also create up to 10 hectares of green space in the Inner West hub of Rozelle.

Work is progressing rapidly, and 22 roadheaders are almost 50% complete excavating the 22.4 kilometres of tunnels which

will create smoother, more reliable journeys throughout Sydney.

The project's many bridges, tunnel portals, buildings and associated civil works are all continuing and there are more than 1,500 people contributing across the project each day.

Since commencing, the project has spent \$21.5 million to support 14 Aboriginal businesses.

Location: Sydney, NSW

Customer: Transport for NSW

Contract: \$3.9 billion, joint venture partner CPB Contractors

Regional uplift >



Batemans Bay Bridge replacement project

The Batemans Bay Bridge replacement project will deliver improved connectivity in and around Batemans Bay for emergency services, motorists, freight, river users, pedestrians and cyclists.

This year, the team overcame obstacles such as devastating local bushfires to reach major milestones such as the installation of 166 concrete segments.

When the project is complete, the community will benefit from less congestion at key pinch points in and around Batemans Bay, and reduced economic and social impacts caused by the existing bridge.

Location: Batemans Bay, NSW

Customer: Transport for NSW

Contract: \$274 million

On track >



Eliwana Rail Project

John Holland is constructing more than 140 kilometres of railway tracks and signalling in the remote Pilbara on behalf of Fortescue Metal Group.

Our rail team is managing the design, construction and integration of signalling and train control systems for the connection of the new Eliwana Rail Line to the existing Fortescue

Hamersley Line to Port Hedland.

The project will help boost Australia's resource sector, while delivering around 400 new jobs.

Location: Pilbara, WA

Customer: Fortescue Metal Group

Contract: \$145 million

A smoother ride >



North East Rail Line upgrade

The North East Rail Line upgrade will improve reliability and ride quality for passengers travelling from Melbourne to Albury on Victoria's North East rail route.

John Holland is upgrading the critical rail line on behalf of the Australian Rail Track Corporation, delivering improvements from Tottenham to Albury.

In less than 12 months the project delivered an accelerated works program, including 72 level crossing renewals, 553,000 tonne of ballast and 94 bridge deck replacements.

Location: North Eastern Victoria

Customer: Australian Rail Track Corporation

Contract: \$150 million



Projects
completed
in 2020



Local skills legacy >



Clarence Correctional Centre

Lavadia, NSW | \$700 million

The Clarence Correctional Centre is a state-of-the-art 1,700 bed facility, designed to maximise opportunities for rehabilitation.

After almost three years in construction, the facility was completed in April 2020, employing 1,000 people over the life of the build.

The facility now employs 600 local permanent employees and is estimated to contribute \$560m to the

local economy over the next 20 years.

The 195ha site has 66 buildings and focuses on the rehabilitation and reintegration for inmates. The centre is equipped with 10 industry areas, covering carpentry, woodworking, joinery, steel fabrication and other trades to prepare inmates for release.

Putting patients first >



North West Private Hospital Redevelopment

Everton Park, QLD | \$50 million

The redevelopment of North West Private Hospital for Ramsay Health Care delivered a boost for patient services and significant capacity upgrades in a sensitive, live hospital environment.

The project included new facilities for critical care/intensive care, rehabilitation, early parenting, state-of-the-art theatres and an

increase of 50 per cent to overall bed capacity.

The project was delivered ahead of time and under budget, while also creating flexible working options for people on site.

The relationship with Ramsay Health Care will continue, with the delivery of additional projects at both Greenslopes Private Hospital and Pindara Private Hospital.

Sky's the limit >



Sunshine Coast Airport Expansion

Marcoola, QLD | \$264 million

The Sunshine Coast Airport Expansion project transformed the regional transport facility on Queensland southern coast into a world-class complex.

The major expansion and upgrade of the Sunshine Coast Airport was delivered on behalf of Sunshine Coast Council.

The upgrade included a new international-standard runway, a partial parallel taxiway, and an expanded apron capable of accommodating eight Code C aircraft, as well as new access roads and utilities.



Royal Hobart Hospital

Hobart, TAS | \$350 million

This state-of-the-art upgrade to Tasmanian health facilities was the largest capital infrastructure project delivered in Tasmania.

The project included the construction of 36,000m² of new space and the upgrading of 11,000m² of existing clinical areas including operation theatres, endoscopy, paediatrics, maternity and mental health.

This world-class hospital will relieve pressure on the Tasmanian health system, and includes 215 beds, 21 isolation rooms, six high dependency beds and the latest medical technology.



Dillwynia Correctional Centre

Windsor, NSW | \$144 million

The expansion of Dillwynia Correctional Centre added 248 maximum security beds and education facilities to the existing women's correctional facility, helping keep the community safe while reducing recidivism.

The expansion advances the standards of correctional centres in Australia, providing a therapeutic environment aimed at reducing reoffending and increase rehabilitation opportunities.

The project was delivered ahead of schedule, despite being impacted by bushfires and COVID-19.

275 George Street

Sydney, NSW | \$230 million

275 George is Sydney's newest premium office tower, featuring 7,300 square metres of office and retail space over 16 floors.

The boutique development is an integrated offering by John Holland, located in the heart of Australia's financial precinct and is adjacent to the Sydney Light Rail.

The building was sold to Japan's Daibiru Corporation, as its first entry into the Australian market.

The COVID-Safe office tower has achieved a 5 Star Green Star Design rating, with a 5 Star NABERS Energy and 5 Star Green Star As Built rating targeted during operation.



180 Flinders Street

Melbourne, VIC | \$120 million

180 Flinders is an iconic new development in the heart of Melbourne's CBD, serving as John Holland's new Victorian head office.

This building is a mixed-use development which includes an A-Grade office tower, as well as the restoration and protection of the Ball & Welch building's heritage façade.

As both anchor tenant and builder, John Holland worked in partnership with Dexus to realise this landmark project.





The Glasshouse

Sydney, NSW | \$331.5 million

The Glasshouse is the first of five buildings in John Holland's new Macquarie Square precinct.

This vibrant and green modern workspace brings together world-class style, underpinned by 5 Star Green Star design and climate-resilient building technology.

The Glasshouse includes large open floorplates filled with natural light, creating an optimum health and wellbeing experience for the building users.

The development is one of the most technologically advanced Smart Buildings in Australia, connecting numerous separate building systems to a cyber-secure, resilient IP backbone and a digital integration platform that selectively monitors thousands of points from across the building.

Macquarie Square will include a 7,000 square metre public park at its heart, and a lifestyle precinct with retail, dining and a fitness centre.

Murray Bridge Wastewater Network Upgrade

Murray Bridge, SA | \$52 million

South Australia's newest wastewater treatment plant located near Murray Bridge, south-east of Adelaide, is now complete.

The state-of-the-art facility is able to process more than four million litres of waste per day, delivering vital infrastructure to help the region cater for a growing population.

The project was recently awarded the highest sustainability design for a water project in Australia, by the Infrastructure Sustainability Council (ISCA), and won the Australian Water Association 2021 Infrastructure Innovation Award (Regional).

While exceeding in technical brilliance, the project has proudly contributed to the sharing and understanding of the Ngarrindjeri people's culture and connection to water, while improving social and environmental outcomes for the surrounding community.



New Intercity Fleet Maintenance Facility

Kangy Angy, NSW | \$265 million

The New Intercity Fleet Maintenance Facility is a purpose-built rail centre, designed and constructed by John Holland on behalf of Transport for NSW, to maintain and service a new fleet of intercity trains for customers travelling between Sydney and the Central Coast, Newcastle, the Blue Mountains and South Coast.

Located at Kangy Angy, on the New South Wales Central Coast, the facility was completed following three years of design and construction, and was at the forefront of sustainable construction practices, while creating around 300 local jobs during construction of the facility.

In an Australian first, the project team collaborated with Plastic Police to recycle project-generated single-use waste for processing into a high performing asphalt for road surfaces onsite.

Other projects complete >

NSW/ACT

- Airport East- Mascot precinct
- Dungog and Kurri Kurri wastewater treatment upgrade
- Malabar Process and Reliability/Renewal
- Network and Facilities renewals program
- North Head Biosolids

QLD

- Queensland Rail- Morayfield, Strathpine and Boondall

Stations Accessibility Upgrade

VIC

- Epping Main Sewer
- Goulburn Murray Rural Water Authority
- North Western Program Alliance- Reservoir

NT

- Shoal Bay Facility

V



Projects
won

^

Customer-focused transport >



Torrens Connect

Adelaide, SA | \$241 million

Torrens Connect is a landmark contract with the South Australian Government to operate bus and tram services in Adelaide.

The joint venture with Transit Systems and UGL covers the North South contract region of Adelaide Metro's service area and is John Holland's first multi-modal public transport contract.

As part of the eight-year contract, Torrens Connect is committed to delivering

customer-focused transport services, better integration between modes and a more reliable experience for customers.

Torrens Connect employs more than 170 people in Adelaide operating a network of 24 trams and more than 190 buses, adding to John Holland's extensive transport operations portfolio including Canberra Metro, Sydney Metro and Metro Trains Melbourne.

New gateway to Sydney >



Sydney Gateway

Sydney, NSW | \$2.6 billion

This transformative road project for Sydney will reduce travel times by up to 40 minutes in the AM peak for motorists travelling from Parramatta to Sydney Airport using the new Sydney motorway network.

The joint venture between John Holland and Seymour Whyte will support more than 4,000 jobs. Sydney Gateway will have the capacity to carry 100,000 vehicles a day, reducing congestion across the road network. The

project also creates better active transport options with a new shared cycling and pedestrian path linking Tempe Reserve with the airport terminals.

This critical link will provide a new flyover for direct access to the domestic terminals. This will separate vehicles heading to the airport from traffic travelling to Port Botany and beyond. It will help to ease congestion and improve journey times for all road users in the precinct.



Narrabri – North Star Phase 1

Moree, NSW | \$693 million

John Holland has partnered with SEE Civil to deliver phase one of the next section of Inland Rail between Narrabri and North Star on behalf of the Australian Rail Track Corporation.

The newly formed Trans4m Rail joint venture is currently upgrading more than 170 kilometres of existing railway track in the Northern

Tablelands region of New South Wales.

Inland Rail will provide a critical fast-freight backbone between Melbourne and Brisbane, improving the movement of goods across Eastern Australia, delivering significant economic growth opportunities for regional communities in Victoria, NSW and Queensland.

D4C Sydney Water

Sydney, NSW | \$2 billion

A program to ensure reliable water infrastructure for the southern region of Sydney is being delivered by D4C in partnership with Sydney Water for the next 10 years. D4C is a John Holland joint venture with Comdain, Lendlease Services and WSP.

The work will maintain the health of Sydney's waterways including beaches, rivers and tributaries as Greater Sydney grows by an extra 2.71 million people and 570,000 homes by 2036.

The joint venture will be responsible for the delivery of design, construction, maintenance and facility

management across Sydney Water's assets in the Southern region.

The program aims to meet the future needs of Sydney's growing population and will deliver greater value to Sydney Water and its customers through reduced costs and improved efficiency of capital and maintenance delivery.

Since commencing the project in July 2020, the joint venture has successfully engaged 50 per cent female apprentices.

Other projects won >

NSW/ACT

Belmont drought response desalination plant

More Trains More Services

QLD

Logan Hospital Expansion Project

South Queensland Correctional Precinct

Bruce Highway Upgrade – Maroochydore to Mons Road

VIC

North Western Program Alliance – Glenroy

North Western Program Alliance – Preston

Rapid Earth Fault Current Limiter Stage 1

WA

Avon to Kwinana track upgrade – stage 6

Claremont Station Project

Eliwana – trackwork, train control and signalling

PTA Track maintenance

Esperance Branch Line Rerailing Avon Valley Rerailing

NZ

Papakura to Pukekohe Electrification Project

South East Asia

J108 Jurong Region line package

People at the heart of everything we do >

Our people - our greatest strength.

In a year where the certainty of life and work were turned on their head, our people truly stepped up and adjusted to the COVID pandemic and its implications. Flexibility, which was already a priority, became a more widespread and accepted way of working during 2020. At the height of the COVID crisis, around 2,500 of our people worked from home, connecting through new technologies and ways of working.

We took the opportunity to review our structure in 2020, ensuring we were set up to deliver our strategy and be more efficient. As a result, we now have four national operational business units – Building, Infrastructure, Major Projects and Rail – with centralised corporate functions supporting the business units and projects.

In a project-based business, organisations risk losing their talent during demobilisation, but we focus on successfully transitioning our people into new roles: there were 446 promotions across John Holland in 2020 and 915 people were transitioned into vacant positions.

We continued investing in our people and their capabilities, and in 2020, around 3,800 people participated in more than 45,000 hours of learning opportunities. Given COVID restrictions, much of this was run online.

Recognising the importance of successful and commercial projects, our first cohort of 162 project managers and project directors wrapped up a specially designed program to ensure leaders of our projects have the skills and capabilities to achieve the best outcomes.

We also invested significantly in our future talent through our graduate and intern programs. In 2020, the Australian Association of Graduate Employers ranked our intern program fourth in the Top 40 Intern Programs, and 61st in the Top AFR 100 Graduate Employers (a solid improvement on previous years).

Diversity and inclusion remain a key priority: creating an inclusive and diverse workplace attracts the best employees, regardless of what their background is, and there are several ways we have addressed this in 2020:

In terms of gender equity, we closely monitor our people's pay levels to identify where genuine gaps exist. As a result, we took active steps to address gender pay differences, resulting in a company-wide gap reduction of 0.8% in 2020. We also saw an increase in female leadership to 19.6% from 18.9% in 2019.

Diversity and inclusion remain a key priority



We introduced a new female sponsorship program, which brings together group executives with talented females to increase our pipeline of female leaders. There are also 51 people on our female mentoring program providing women with tools to achieve their career development goals and strengthen their networks. Our Celebrate Women in John Holland network raises the visibility of women in our company and is active in promoting gender equality.

Our commitment to transforming lives also extends to the communities we work with and the legacy that remains with each project. So in 2020 we launched our new Reconciliation Action Plan, setting out how we'll work with Traditional Custodians to create better pathways for training, jobs and opportunities associated with our projects.

We established our Pride Network in 2019, which has since been working hard to implement change to be a more inclusive workplace for LGBTI+ people. We celebrated the Pride Network's progress in 2020, when John Holland was awarded Bronze Employer in the Australian Workplace Equality Index (AWEI) and – even better – we were named Most Improved Employer nationwide.



2,500

people worked from home



446

promotions



45,000

hours of learning opportunities



162

project managers and project directors



19.6%

female leadership

Most Improved

employer nationwide, as awarded by the Australian Workplace Equality Index (AWEI)

Keeping our people safe and well >

In a year like no other, our people's safety and wellbeing were foremost in our minds. Across our operations and business, there was barely a process or a way of working that wasn't reviewed or re-engineered to ensure it was COVID-safe. A COVID taskforce, made up of leaders and experts from around the business, guided our response to the pandemic and fortunately all our Australian projects were able to remain open thanks to our people's careful adherence to COVID-safe ways of working.

It was well recognised in the community that lockdown and uncertainty had a detrimental impact on many people's mental health. We therefore put significant effort into supporting people's mental health through events, educational campaigns and a podcast series.

And thankfully, our people agreed with our approach and felt supported: in our 2020 engagement survey, 88% of our people said they have confidence in John Holland's response to the COVID-19 pandemic; and 86% felt supported by their manager through the pandemic.

Recognising that people leaders play a pivotal role in creating a safe culture, we continued to upskill our people leaders through the Black Dog Institute's training in mental health and wellbeing. By December 2020, 728 people leaders had been through the training, with excellent feedback, and we also upskilled non-managers with the launch of a new mental health learning module.

Global Mandatory Requirements, which form our health, safety, environment, wellbeing and rail standards, were relaunched in 2020 after extensive engagement with experts across the business. With a strong purpose - to protect the lives of the people we work with and the environment we work in - the GMRs are now available across a range of platforms depending on how people work. Whether accessed by smart phone, on the web or on paper, these standards play a critical role in the way we perform our work. The introduction of a wellbeing GMR now sets minimum expectations for health and wellbeing on all our work sites, an important step forward for the industry.

We also recognised the need to provide workplaces with an improved approach to Occupational Health and Hygiene. After an extensive review and engagement process to design and develop a new management process, our workplaces now have much stronger support to identify occupational hygiene hazards and appropriately manage the risks.

This unforgettable year was wrapped up by successful transition to ISO 45001:2018 (Occupational Health and Safety Management System). The transition to this standard helps us provide a safe and healthy workplace for our people, proactively improve our performance and fulfil our customers' expectations.

Leaders play a pivotal role in creating a safe culture.

Global Mandatory Requirements

JOHN HOLLAND

1: Traffic, Plant and People
I will protect myself and others from interactions with plant

2: Excavation and Trenching
I will only enter an excavation or trench with support or controls in place

3: Lifting Operations
I will only engage in lifting operations if trained and competent to do so

4: Electrical Safety
I will protect myself and others from electrical hazards

5: Working at Height
I will protect myself and others from falling objects and falls from height

6: Wellbeing
I will take care of my own wellbeing and the wellbeing of others

7: Temporary Works
I will support the safe delivery of temporary works

8: Isolation
I will protect myself and others against exposure to energy sources

9: Environmental Management
I will protect the environment, prevent pollution, and minimise waste and resource use

10: Work on Rail
I will only enter and work in the Rail Danger Zone when all the required controls are in place

Protecting People & Places.

Creating opportunities: social inclusion >

We believe in the power of transforming lives. And by providing jobs for hundreds of Australians via our social inclusion initiatives, we can live this purpose in a very real and practical way.

Our social inclusion program seeks to break the cycle of poverty and unemployment by creating jobs and training for people who have traditionally faced barriers to employment, including veterans, asylum seekers and refugees, Indigenous Australians and people with a disability.

In 2020, we spent more than \$10 million with social enterprise organisation such as Veterans in Construction. This organisation opens the door for veterans to work in construction - an industry well suited to their skills and physical capability.

We have had around 20 veterans working on our sites, including the West Gate Tunnel and the Melbourne Metro Tunnel projects, with plans to extend this partnership to other John Holland sites around Australia.

Last year we also announced our partnership with CareerSeekers, a program providing refugees and asylum seekers with pathways to employment on our projects.

CareerSeekers supports mid-career professionals with tertiary qualifications and professional experience from their country of origin to find 12-week paid internships with Australian companies such as John Holland.

They also help find placements for university students with each internship offering invaluable local work experience, networks, and an opportunity to get a foot in the door.

Over summer 2020/21 John Holland projects across Australia hosted 18 CareerSeeker university students. Working alongside our employees, the students are able to take what they have learned at university and apply it in on worksites each day.

We are also committed to supporting young Indigenous Australians who have interacted with the youth justice system obtain valuable work experience on our sites through our ON TRACK initiative.

Our ON TRACK participants learn valuable work and life skills and are given an opportunity to build their networks and connections within construction, opening up a solid path to a long career in our industry. Our rail business has also partnered with the Clontarf Foundation to improve the skills, empowerment and employment outcomes for young Aboriginal and Torres Strait Islander boys.

We seek to be industry leaders by influencing our partners, subcontractors and suppliers to make their own significant social inclusion commitments.

We empower our projects to use local and Indigenous suppliers. In 2020, we spent upwards of \$50 million with almost 60 Indigenous suppliers across 89 of our projects.

By continuing to support people from different backgrounds and nationalities into jobs, we build on our diversity as well as opening new pathways to rewarding careers for all Australians.



**We believe in
the power of
transforming
lives.**

A sustainable future for all >

It's well recognised that our industry impacts our environment, supply chain, people and communities, and so John Holland has a real responsibility to conduct our business sustainably. We have therefore embedded principles of sustainability throughout our business systems, processes, and operations.

Our clients, stakeholders, and communities expect us to build assets that are sustainable and resilient, and so we also use relevant sustainability tools and certifications to benchmark our projects.

In 2020, we continued to successfully achieve leading ratings according to the Infrastructure Sustainability Council of Australia (ISCA) ratings. We registered 33 Infrastructure Sustainability Rating Submissions, and achieved several of ISCA's highest ratings including 16 Leading ratings for Design (37.5% of total submissions), and 12 Leading ratings for As Built (50% of total submissions).

We use Green Star ratings and certification on our buildings and station projects to ensure we're building assets that are resilient and enhance communities' health and quality of life. In 2020 we achieved two Green Star As Built ratings, and achieved 6 Star ratings for the Melbourne Metro Tunnel design and Green Square Library. The 6 Star certification for Green Square Library was John Holland's first ever and puts the building in a world-leading category for sustainability.

For us, a key part of sustainability is doing the same thing differently so that we have less impact on the environment. Take for instance our New Intercity Fleet Maintenance Facility project in NSW, which was a shining example of trialling new and sustainable materials. It used e-mesh, made from 100% recycled plastic fibres, to replace steel reinforcement in nearly 3,000 m2 of footpath on the project. The initiative diverted the equivalent of 60,000 single-use plastic bags from landfill, and other John Holland projects are planning or already using e-mesh to replicate this success.

Another is our Country Regional Network team, which used Panolin as a substitute biodegradable hydraulic oil for maintenance fleets. The results include 90% reduction of non-biodegradable non-synthetic fluid waste, and because hydraulic oil completely breaks down in soil in six weeks, it significantly reduces spill impacts from leaks. This initiative has saved more than 12 tonnes of CO2 on John Holland's tamper fleet alone.

External recognition is another important reinforcement of our approach to sustainability, and we were grateful to be recognised in the industry in 2020.

John Holland has a real responsibility to conduct our business sustainably.



Project Name	Organisation	Award
Melbourne Metro Tunnel Project (CYP)	Social Impact Network of Australia (SIMNA)	Winner: Outstanding Collaboration in Social Impact Measurement
NWPA - Improve Frankston Station Project	Good Design Australia	Gold Winner: Architectural Design, Urban Design And Public Spaces
Melbourne Metro Tunnel Project (CYP)	Good Design Australia	Best In Class: Architectural Design, Urban Design And Public Spaces
Canberra Metro	Australasian Railway Association (ARA)	Winner: Rail sustainability



33

Infrastructure Sustainability Rating submissions to ISCA



16

Leading ratings for design



12

Leading ratings for As Built



6

Star Green Star ratings for Melbourne Metro Tunnel and Green Square Library



60,000

single-use plastic bags diverted from landfill

Caring for communities >

John Holland is committed to leaving lasting benefits to the communities in which we operate – long after the last truck has left a worksite. Whether it's partnering with local school children, artists, community groups or businesses, John Holland has left our mark far and wide.

Involving the community in our projects

This year has been a challenging year and no more than in Greater Melbourne. The Melbourne Metro communications team came across a local artist, Toni Magor, who lives in the CBD between two of the Metro Tunnel work sites and works at the City Baths, next to the third tunnelling site. After discussions with Toni and the Melbourne Metro client, it was agreed that her artwork, entitled Here and Now perfectly encapsulated the mood of a defiant spirit in the city and her paintings were displayed prominently on the hoardings along the CBD North work sites.

It was also a great way to involve the community in our work. A similar approach was taken in Marrickville, in Sydney's inner west, as part of the Sydney Metro project. We partnered with local artists including an Indigenous artist, who depicted the area's culture on the hoarding of this city changing project.

For the students of Moreland Primary School in Melbourne's north, their take on 2020 was captured and shared as part of a collaborative artwork initiative with the North Western Program Alliance's (NWPA's) Bell to Moreland Level Crossing Removal Project.

Every day more than eight Australians tragically die from suicide and the construction industry is over-represented in this statistic. The Sydney Football Stadium Redevelopment team responded to the call by implementing the Caring in Construction program with special guest speakers like NRL legend Brad 'Freddy' Fittler and Gus Worland – radio personality, host of the ManUp TV doco series and founder of the Gotcha4Life Foundation. With around 300 team members attending the event across two (socially distanced) sessions, we focused on mental fitness being just as important as our physical fitness and donated \$5,000 to the Foundation. To date, the team has donated more than \$20,000 to mental health charities, mobilised a team of 20 mental health first aiders and held five events to support the industry.

Supporting social enterprise and community groups

John Holland has a proud tradition of supporting local social enterprises. Brunswick Industries is a long-running social enterprise in Melbourne that supports more than 100 people living with a disability by providing them with training opportunities and meaningful part-time work. Given the economic impacts of COVID-19, Brunswick Industries partnered with another local-based business to tailor their offering to a new key market – the



supply of high-grade hand sanitiser. To ensure the North Western Program Alliance's sites and offices remained COVID safe, NWPA engaged Brunswick Industries to supply them with 2,000 x 50ml hand sanitiser bottles, as well as another 250 litres of bulk sanitiser product to refill sanitiser stations. NWPA has now established an exclusive ongoing relationship with Brunswick Industries for all future orders of hand sanitiser.

In Sydney, we were proud to complete a wheelchair friendly pathway from Bear Cottage – NSW's only children's hospice – to the local beach. Bear Cottage children and families now have an accessible path thanks to the Sydney Metro John Holland CPB Ghella JV which provided in-kind project construction expertise and resources to see the project through to completion. The project has raised or provided work in kind to the value of \$800,000 to date.

In the NSW south coast town of Batemans Bay, the 'Love the Bay' campaign has been a successful community partnership between our Batemans Bay Bridge replacement project and the Batemans Bay Business and Tourism Chamber. This local pride campaign galvanised the wider community reeling from the bushfire disaster and COVID-19 pandemic.

The campaign expanded into a "buy local" gift card program to support businesses and sustain local jobs. The Gift Card program now has 150 local participating stores, and to date more than \$120,000 has been loaded onto the cards.

As part of our response to the bushfire crisis across Australia, we donated \$100,000 to local and regional organisations in affected areas.

Committed to leaving long lasting benefits to the community.

Our projects & offices >

We have more than 55 projects in Australia and New Zealand 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



● Number of projects

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Our Group Leadership Team >



From left to right standing row: Martin Webster – Chief Commercial Officer | Steve Butcher – Executive General Manager, Rail
Mark Davies – Executive General Manager, Major Projects | Tom Roche – Executive General Manager, Development & Investments
David Lehmann – Executive General Manager, Building

From left to right seated row: Rod Heale – Chief Operating Officer | Jayne Whitney – Chief Strategy Officer
Joe Barr – Chief Executive Officer | Darryn Ray – Chief Financial Officer

Absent: Andrew English – Executive General Manager, Infrastructure

The John Holland Board of Directors:

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



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