JOHN HOLLAND

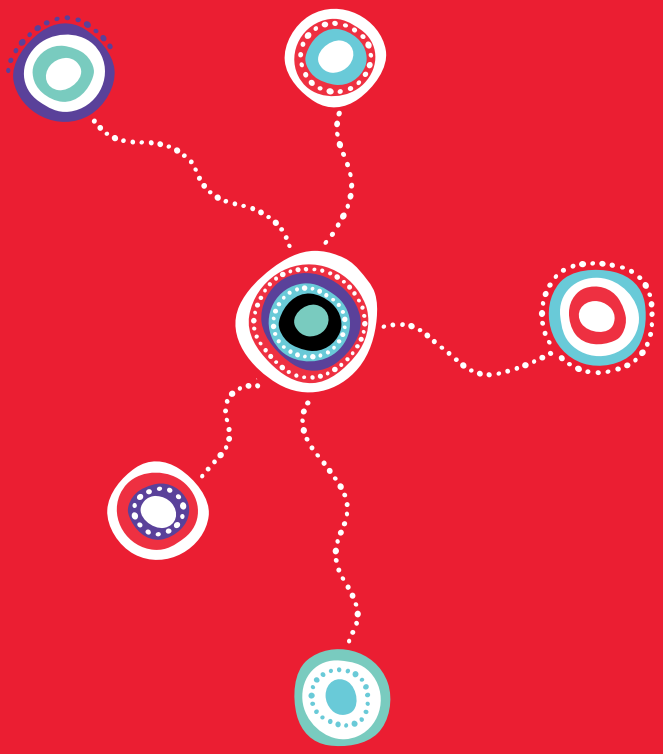
Environmental, Social & Governance Report

2023



Acknowledgement of Country

John Holland pays respect to the Traditional Owners and Custodians of the land on which we work and live, and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all First Nations people. We extend that acknowledgement and respect to other lands on which we work including to Aotearoa New Zealand and to all Māori People.



About this report

This is John Holland's third Environmental, Social and Governance (ESG) report.

This report outlines our ESG strategy and performance. The reporting period covered by this report is 1 January 2022 to 31 December 2023.

This report applies to John Holland Group Pty Ltd which includes a range of controlled entities primarily incorporated in Australia and New Zealand. These entities undertake a variety of functions, including acting as holding or special purpose companies, or supporting the construction and operation of transport infrastructure and services. In this report, the terms "John Holland", "we" and "our" are used to refer collectively to these reporting entities.

This report has been prepared in accordance with the Global Reporting (GRI) Standards framework, incorporating relevant information and data that meet the framework's requirements.

This report also includes John Holland's progress in preparing climate-related financial disclosures informed by the International Sustainability Standards Board's (ISSB) IFRS S2 Climate-related Disclosures.

The Chief Executive Officer (CEO) approved this report on 5 June 2024.

Beyond this report, John Holland reports on ESG performance in the following ways:

- **Publications which can be found on our website:**
  - Modern Slavery Statement
  - Annual Review
  - Financial Report
- **Regulatory Reporting:**
  - Workplace Gender Equality Agency (WGEA) Gender Equality Reporting under the Workplace Gender Equality Act 2012
  - Greenhouse gas emissions and net energy consumption to the Clean Energy Regulator under the National Greenhouse and Energy Reporting (NGER) scheme

For questions about this report, please contact **HSC@jhg.com.au**

Front cover photo: The E2G project team and the Menmuny Overpass located in the shadow of Walsh's Pyramid. Menmuny was an Indigenous leader for the area, and this overpass, one of nine bridges constructed by the project, will provide a vital link to the Yarrabah indigenous community located south of Cairns, Far North Queensland.

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Click here to download the Data Book which provides John Holland's performance in environmental, social and governance impacts for the years 2021, 2022 and 2023.

"At John Holland, people are our greatest asset."



CEO message

At John Holland, the projects we deliver are about much more than bricks and mortar. They're about creating a lasting impact on the world around us.

Whether it's a complex road or rail tunnel, a world-class stadium or a critical water treatment plant or energy infrastructure, we're delivering projects that support a better way of life.

The legacy we leave is a responsibility shared by everyone who works for us. That's why we incorporate sustainability into our decision-making at every level.

It's not only the right thing to do – it's what our customers expect.

With that, I am proud to present John Holland's ESG Report 2023. This is our third report and we have made strong progress on the key areas of focus identified in our Sustainability Strategy.

Our approach to sustainability

Our sustainability approach has been guided by our Sustainability Framework since 2019. We focus on four key areas of Leadership and Strategy, Built Environment, Our People and Community and Partners.

To inform our strategic direction, we regularly revise our key priorities. We account for changes in our operating landscape and consider feedback from our people, our customers, and the communities in which we work.

This year, in consultation with our leadership team, we revised the list of top sustainability matters to focus on those that present the biggest opportunities and challenges to our business in the coming years.

We will direct our focus and resources towards three areas to deliver the greatest impact: smart engineering and technology solutions, climate change mitigation and adaptation, and employee experience.

Smart engineering and technology solutions

Delivering smart, digital, and innovative solutions on our projects is something we pride ourselves on.

Our aim is to continuously improve how we deliver our projects to achieve the best environmental, social and economic outcomes. New technology and innovation are central pillars to our business and sustainability strategies.

Smart engineering is about augmenting our work, improving productivity and delivering projects that are designed for the future. For example, on our Gold Coast Light Rail Project we have integrated digital capabilities of Geographic Information System (GIS) and Building Information Modelling (BIM) into our project delivery model using connected construction and data analytics, to drive more informed and data driven decision making, and improve health, safety, environment and sustainability outcomes.

New technologies deliver a better employee experience with improved education, training opportunities and flexible working solutions. We saw this when introducing virtual reality in some of our health and safety training, and the rollout of our company-wide career pathway tool, Career Builder, developed to optimise performance and help our employees acquire skills our company will need in the future.

Climate change mitigation and adaptation

We know our industry has a huge task ahead when it comes to mitigating and adapting to the risks of climate change.

The construction sector alone is one of the largest contributors to global emissions, and we recognise the need to address climate risks in the way we work and operate.

We have an obligation to contribute to Australia's Net Zero by 2050 target. We want to be part of the solution, constructing resilient and low energy infrastructure, delivering major energy transition infrastructure and upgrades, and implementing emission reduction solutions on our projects.

Significant effort is underway at John Holland to embed climate change mitigation and adaptation management into our governance structures, risk processes and business planning. The four priority areas of governance, risk, emissions and finance of our Climate Strategy and Climate Policy outlines how we will get there.

In the past two years, we have sought to better understand climate risks and opportunities relevant to our business and we are designing a comprehensive enterprise-wide approach to address them. We are setting our Net Zero Pathway, focused on having an ambitious yet realistic and achievable target and transition plan that maps out how we will get there.

The challenge of climate change is complex and requires an urgent, careful and authentic approach that will serve our people, our industry and the wider community and environments in which we work in the long-term.

Employee experience

At John Holland, people are our greatest asset.

Attracting and retaining the best talent is critical to our business, and we work hard to create an employee experience where our people can thrive, feel supported, and are appreciated. I am proud of our many achievements in this area.

In 2023, we were recognised as a WGEA Employer of Choice for Gender Equality, becoming one of the only three construction companies achieving this citation. Our employee survey shows that almost 90 per cent of our people would recommend John Holland as a great place to work, 11 points higher than the industry benchmark.

I can point to achievements in this area already with our company having more than 16 per cent of women in senior leadership, an improvement on our 2023 target and a marked increase on our 12 per cent result in 2022. The number of men taking primary carer leave since 2021 has increased by 650 per cent driven by changes to our parental leave policy.

I am particularly proud of how our partnership with AFL Women's has helped push boundaries and disrupt our industry's approach to flexibility, while welcoming so many talented athletes into our business. These roles allow them to foster meaningful and sustainable careers in construction and balance their commitments on and off the field.

Our successes are worth celebrating. We will keep evaluating our strategy, investments and progress in key areas of our ESG plans.

We have the depth of expertise, experience and motivation to deliver on our goals. We are up for the challenge of transforming lives.



Joe Barr
Chief Executive Officer

About John Holland

At John Holland, our purpose is simple: we transform lives. And we do this with everything we do.

From humble beginnings 75 years ago, we are proud to be one of Australia's leading building, infrastructure, rail, and transport companies. We are incredibly proud of our history in Australia, but it is what we are delivering for the future that drives our teams every day.



Sydney Gateway, New South Wales



Our diverse experience and expertise enable us to create innovative and enduring solutions for our customers. The fact we can do this across multiple industry sectors means we are up for any challenge.

We are currently delivering many of Australia's largest infrastructure projects – from the Melbourne Metro Tunnel and Sydney Metro to the Australia-first Kidston Pumped Storage Hydro Project in Queensland – as well as significant water, property and urban renewal projects. You will even see us operating buses, trains and trams.

Our people-first philosophy puts us at the front of the industry and continues to attract the best and brightest talent.

Our customers trust us to deliver complex, city-shaping projects because we push boundaries and employ innovation in everything we do.

We transform lives.

The recognition and awards we received are listed on our **website**.

Our structure

John Holland operates as a corporate group and CCCI Australia Pty Ltd is the Australian parent company. CCCI Australia Pty Ltd is a wholly owned subsidiary of China Communications Construction Company Limited (CCCC), which is dual listed on the Hong Kong (1800.HK) and Shanghai Stock Exchanges (601800SH). CCCC is one of the world's largest infrastructure construction companies.

John Holland in numbers

5,739
Number of employees

$7.8B
New work won in 2023

Number of projects

71 in 2022

80 in 2023

98%
of our spend has been with Australian Suppliers

48
Different occupations of our First Nations people

WGEA Employer of Choice in 2022

All time high women participation across employees at

25.1%

Ballarat Health Services, Victoria

Numbers reported are for 2023 calendar year unless otherwise specified.

Our 2025 Strategy

What We Do

John Holland provides leading design, engineering, construction and asset operations, across infrastructure, transport, building and property in Australia and New Zealand

Our Purpose

We're up for the challenge of transforming lives

We Do This By Living Our Values:

> Caring

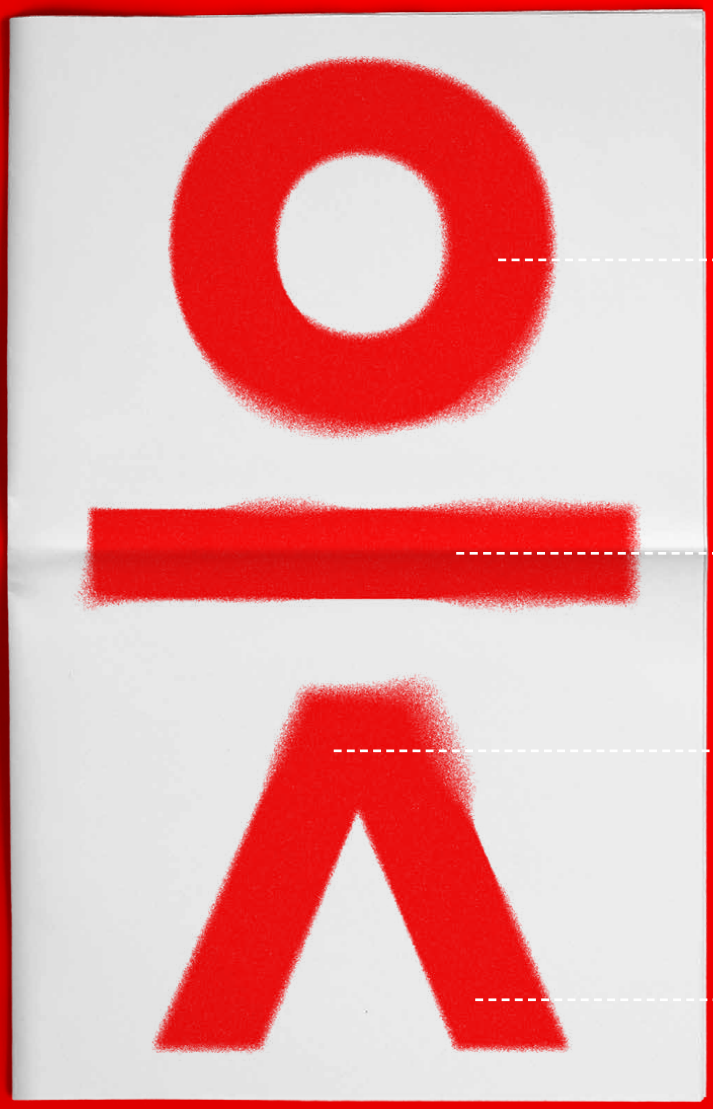
> Empowering

> Imaginative

> Future-focused

Our Strategy Statement

We transform lives by being a safe, sustainable and market leading business, focused on four priorities



4

Working as One

Collaborating to deliver great outcomes

3

Strengths & Capabilities

Excellence in design, engineering, construction and operations

2

Employee experience

People want to work and grow at John Holland

1

Customer experience

Founded in trust and value

Our projects and offices

We have 80 projects in Australia and New Zealand in 2023 across the following sectors:



Infrastructure

- Airports
- Ports and marine
- Roads and bridges
- Tunnelling
- Water and wastewater

Rail & Transport

- Design and construction
- Delivery of key rail services
- Systems engineering delivery and integration
- Operations and maintenance

Building & Development

- Commercial
- Health
- Justice and corrections
- Education and research
- Tourism and stadia
- Precincts and airports
- Accommodation and living
- Property

Energy

- Pumped hydro and firming
- Transmission lines and substations
- Mechanical and electrical
- Onshore and offshore wind

Enterprise wide

Technology, Engineering and Knowledge (TEK) Team provides technical excellence, innovative technology and a framework for knowledge and innovation across our business.

Business units are supported by Health, Sustainability and Climate (HSC); Finance; Information Technology (IT), Commercial; People; Social Impact; and Customer and Corporate Affairs teams.



Our offices

Corporate Head Office (Melbourne)
Wurundjeri Country
Level 9, 180 Flinders Street,
Melbourne 3000, Victoria

Sydney Regional Office
Gadigal Country
Level 3, 65 Pirrama Road,
Pyrmont 2009, New South Wales

Brisbane Regional Office
Turrbal and Jagera Country
Level 3, 1000 Ann St,
Fortitude Valley 4006, Queensland

Perth Regional Office
Noongar Country
Level 8, Commercial Tower 3,
10 Telethon Avenue,
Perth 6000, Western Australia

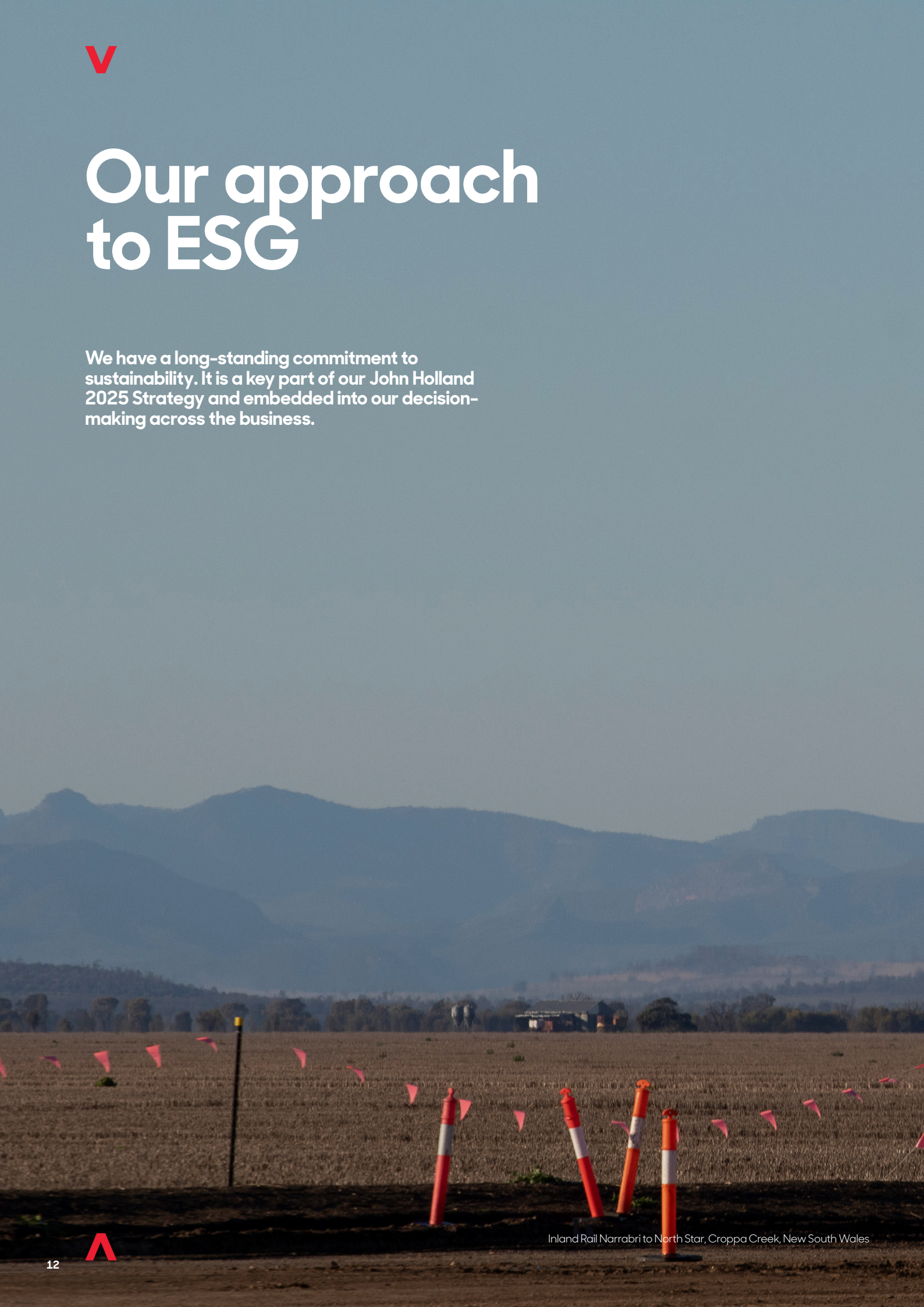
New Zealand Regional Office
Level 2, 56 Parnell Road, Parnell,
Auckland 1052, Aotearoa New Zealand

Spotswood (Rail and transport) Office
Wurundjeri Country
1 McLister Street,
Spotswood 3015, Victoria

Adelaide Regional Office
Kaurna Country
Suite 702, Level 7, 80 Flinders Street,
Adelaide 5000, South Australia

Our approach to ESG

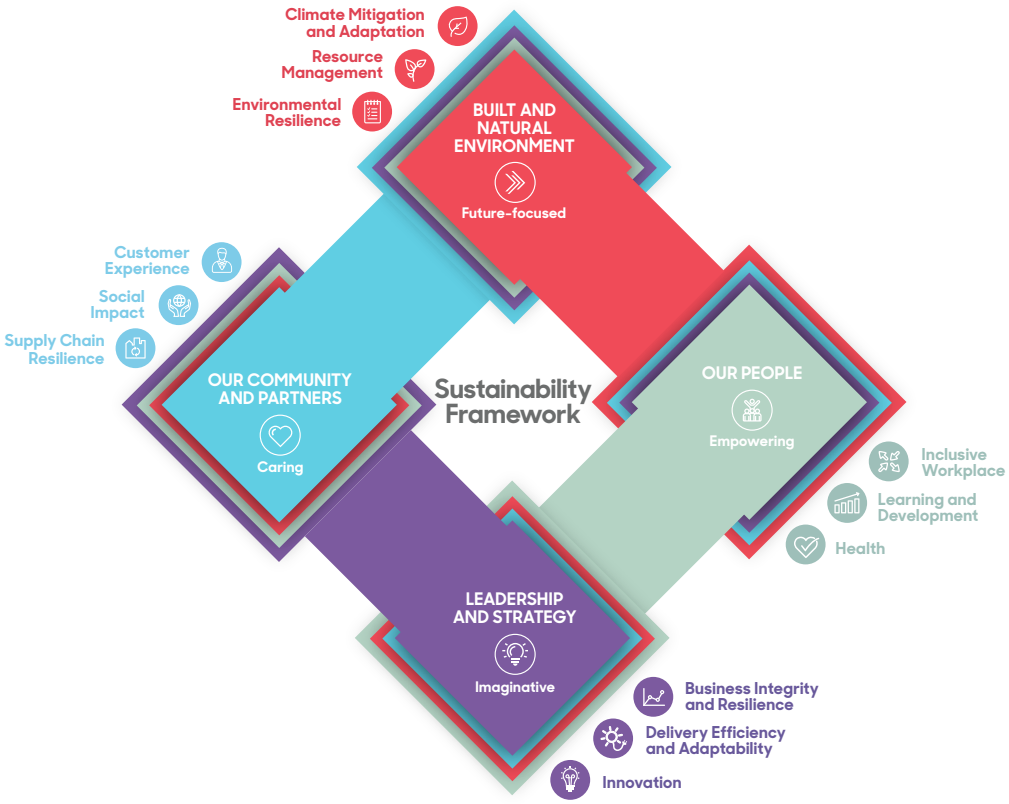
We have a long-standing commitment to sustainability. It is a key part of our John Holland 2025 Strategy and embedded into our decision-making across the business.



Inland Rail Narrabri to North Star, Croppa Creek, New South Wales

The John Holland Sustainability Framework

The John Holland Sustainability Framework[1] reflects our holistic approach to sustainability, guides our efforts and encompasses action on issues relevant to our people, community, our customers, supply chain, and the environment.



Our Sustainability Framework is made up of four pillars:

Leadership and strategy

To drive a more sustainable industry by showing leadership and encouraging innovation in all areas.

Built and natural environment

To enhance infrastructure in a way that is sensitive to local communities and environments.

Our people

To encourage the know-how and creativity of our people and empower them to thrive.

Our community and partners

To build strong and rewarding relationships with our communities and suppliers.

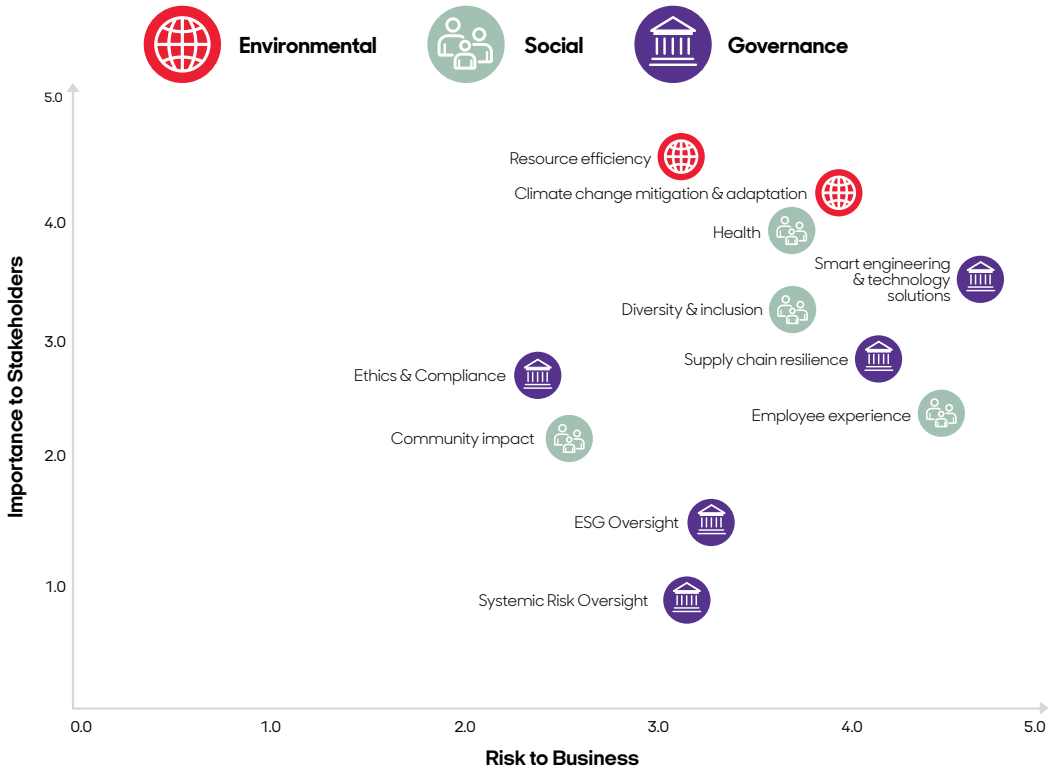
[1] We made minor changes to the layout and naming of the Sustainability Framework, including reframing some of the elements and moving them to a different pillar. We continue to revise the framework on bi-annual basis.

Materiality assessment

We completed a comprehensive and independent materiality assessment[2] for our ESG Report 2021 to ensure we focus on the right priority topics in our ESG planning. We developed a materiality matrix with 11 key material topics[3] and specified top four[4] priority topics for focus between 2021-2023.

For this report, we undertook a materiality refresh without external stakeholder engagement as we determined that our 2021 materiality matrix continues to be relevant to our stakeholders and our business. We undertook 13 interviews with our senior leadership and engaged our business to understand our progress against areas of focus and targets.

John Holland Material Topic Matrix



The material topics

As a result of the assessment, we revised our top material priority list to focus on three key topics:

2021 material priority list

- Employee experience and retention
- Smart engineering and technology solutions
- Resource efficiency and climate change mitigation[5]
- Supply chain resilience

2023 material priority list

- Employee experience
- Smart engineering and technology solutions
- Climate change mitigation and adaptation

[2]For a detailed overview of our 2021 materiality assessment process please refer to pages 22-24 of our 2021 ESG report.

[3]According to the GRI Standards, material topics represent the organization's most significant impacts on the economy, environment, and people, including impacts on their human rights, as determined in consultation with key internal and external stakeholders.

[4]2021 top priority topics included: (1) employee attraction and retention, (2) application of smart engineering and technology solutions, (3) resource efficiency and climate change mitigation, (4) supply chain resilience.

[5]Climate change mitigation and resource efficiency were brought together as one topic in the final list of material issues.

The change in our priority list has been guided by:

- Significant progress we made on initiatives related to employee attraction and retention with our focus shifting to overall employee experience, including diversity and inclusion, and wellbeing.
- Changed operating landscape regarding our supply chain resilience with fewer disruptions affecting our operations.
- Heightened regulatory and stakeholder focus on climate change mitigation and adaptation.
- The need to deliver application of smart engineering and technology solutions as key to every aspect of our business.
- We have also reframed naming of the topics to best reflect challenges and opportunities we face.
- Topics outside of the top three continue to be important to our business and integral to how we operate. We will maintain good practice and monitor performance in all of them.
- We will continue to regularly undertake materiality assessments with engagement from internal and external stakeholders as required.

Health, Sustainability and Climate team

Our Health, Sustainability and Climate (HSC) team's role is to lead positive action in health, safety and wellbeing, reducing our environmental impact, introducing sustainable ways of working and addressing the challenges of climate change.

Our HSC team partners with teams right across the organisation, transforming the way we work and driving the implementation of our HSC Strategy (aligned to the John Holland 2025 Strategy), which includes the development and delivery of this report.

Health	**Protecting the Health, Safety and Wellbeing of our People**
Sustainability	**Protecting our Environment and ensuring Sustainable ways of working**
Climate	**Responding to the challenges of decarbonisation and prioritising climate action**



Waterloo Integrated Station Development, New South Wales

Stakeholder engagement

Ongoing formal and informal stakeholder engagement is part of our everyday work, ensuring we account for stakeholder priorities when making decisions about our business and projects.

Stakeholders we engage

Local and regional authorities	Councils, regulatory agencies, Aboriginal council and land groups, and local government representatives
Community groups	Residents, commuters, local businesses and not for profits that experience the direct and indirect impact of our construction activities
Indirect stakeholders	Interested parties not directly impacted by project works or activities
Customers	The project owners who entrust us with delivering services that ultimately serve the community

Stakeholder engagement priorities

Information sharing | **Feedback collection** | **Consensus building** | **Compliance and approval** | **Sustainable practices**

Community investment | **Consultation processes** | **Cultural sensitivity** | **Monitoring and evaluation**

Goals for 2024 and beyond

These are our key goals for the top three material priority topics. Our other goals for different areas of our business are not listed here.

Smart engineering and technology solutions	Continue to deliver on our Digital Transformation Strategy to improve productivity, health and sustainability outcomes on our projects
	Continue to invest in our digital capabilities including AI, robotics, digital engineering, GIS and modernisation of our systems and processes
	Implement our Innovation Roadmap
Climate mitigation and adaptation	Deliver a Net Zero target, pathway and a transition plan
	Embed climate governance processes, including commitments, accountabilities and approaches to addressing climate risks and opportunities
	Launch climate training for all employees
Employee experience	Increase the internal Inclusion Index by 1% annually
	Achieve silver status in the Australian Workplace Equality Index for LGBTI+ inclusion
	Achieve Innovate Reconciliation Action Plan completion
	Reduce the overall company-wide gender pay gap by 2% by 2025
	Maintain WGEA Employer of Choice for Gender Equality



Leadership and strategy

Good corporate governance underpins the resilience and integrity of our business. We prioritise ethics and transparency in how we conduct ourselves for the best outcomes for our people and our customers, for the communities and environments in which we work.

Building and development, Queensland

Business integrity and resilience

Our governance

The John Holland Group Board of Directors[6]

Biliang (Brian) Wu[7]	Jinsong (Jason) Tang	Xiaodong (Sheldon) Yu[8]	Glenn Palin	Martin Hadaway	Joe Barr	Darryn Ray	Chun Pong (Eddie) Leung
Non-executive Chairman	Non-executive Director	Non-executive Director	Non-executive Director	Non-executive Director	Executive Director	Executive Director	Executive Director

Board Committees

- Governance, Compliance and Audit Committee
- Risk Committee
- Strategy and Budget Committee
- Health, Safety and Environment Committee
- Remuneration and Nominations Committee

Chief Executive Officer

Management Structure and Controls

Executive Leadership Team (ELT)

The members of the ELT are:

- Joe Barr, Chief Executive Officer (CEO)
- Darryn Ray, Chief Financial Officer (CFO)
- David Lehmann, Chief Operating Officer (COO)[9]
- Jayne Whitney, Chief Strategy Officer (CSO)
- Sarah Elliott, Chief People Officer (CPO)
- Martin Webster, Chief Commercial Officer (CCO)
- Mark Davies, Executive General Manager (EGM), Major Projects and Energy
- Andrew Burr, Acting EGM, Building and Development
- Steve Butcher, EGM, Rail and Transport
- Rob Evans, EGM, Infrastructure

Operational Safety Team (OST)

The OST has delegated authority from the Health, Safety and Environment Committee. The CEO (or the COO in their absence) is the Chairman of the OST.

The standing OST members are the CEO, CPO, Group General Manager HSC, a member from Customer and Corporate Affairs, the Company Secretary and Corporate Counsel (OST Secretary).

The rotating membership includes one EGM and at least four other employees from across the business. Others may be invited to attend such as members of TEK team as a subject matter expert or a representative from our Grow Employee Resource Group focused on people who are new to construction.

[6]Composition of the Board of Directors as at 22 February 2024 which falls out of the stated reporting period for this report. The most up-to-date information on the Board composition was available at the time of the report preparation and was therefore included to provide the most recent information.

[7]Appointed to the role of Non-executive Chairman on 19 January 2024.

[8]Appointed as a Non-executive Director on 19 January 2024.

[9]Appointed COO on 18 March 2024; prior to this, David Lehmann was the EGM, Building and Development.

Our commitment to ethics and compliance is underpinned by a range of policies that set out our internal standards for best-practice conduct.

The John Holland Code of Business Conduct

The John Holland Code of Business Conduct (the Code) sets the standard for our commitment to be an ethical business.

The Code ensures that we always comply with the law and uphold proper and ethical business practice.

The Code applies to all employees, consultants and contractors. The Code is available here.

The John Holland Whistleblower Standard

We want everyone to feel safe and empowered to speak up if they become aware of unethical or unlawful conduct in our business dealings.

The John Holland Whistleblower Standard explains how to report wrongdoing, how we deal with reports and what protections are available to those who speak up. Access to our Speak Up Line is available to all current or former employees and to any of our business partners.

The Whistleblower Standard is available here.

Anti-corruption and anti-competitive measures

John Holland's Code of Business Conduct is explicit on avoiding conflicts between personal and business interests. All conflicts must be disclosed to managers and are recorded on a conflicts of interest register maintained by the Company Secretary.

Supplier Code of Conduct

Our suppliers must comply with our Supplier Code of Conduct which sets out our expectations and standards of behaviour expected from all of our suppliers.

The Supplier Code of Conduct is available here.

Cyber security

We take seriously our responsibility to safeguard the data entrusted to us by our people, our customers, and our stakeholders. We continually improve the monitoring and detection of cyber threats, and improve our processes.

John Holland Security Program

- The program is based on the National Institute of Standards and Technology Cybersecurity Framework standard.
- John Holland has implemented cybersecurity protocols that meet and are audited to Australian Signals Directorate's Essential Eight Maturity Level One or higher.
- Cybersecurity is reported directly to the Board through the Risk Committee.
- Implemented Security Culture Program, including formal and informal training, and simulations.

Innovation and delivery efficiency and adaptability

Innovation is a key part of John Holland's identity. Our people are engaged and driven to deliver large, complex and innovative projects. The speed of technological change is increasing rapidly and we are adopting smart engineering and technological solutions to improve design, productivity, and reduce the resources we use. The knowledge of our employees can be enhanced with new technologies to create value for our customers and the communities we operate in.

Goals for 2024 and beyond

We set goals for smart engineering and technology solutions as one of our top three material priority topics:

- **Continue to deliver on our Digital Transformation Strategy to improve productivity, health and sustainability outcomes on our projects**
- **Continue to invest in our digital capabilities including AI, robotics, digital engineering, GIS and modernisation of our systems and processes**
- **Implement our Innovation Roadmap**



Sydney Football Stadium, New South Wales

Digital capability

Our Digital Transformation Strategy guides us to embrace technology to improve productivity, health and sustainability outcomes on our projects and across our company.

Improvement of management systems is a continuous priority for us. We are focused on trial and productionisation of emerging technologies, including Artificial Intelligence (AI), 5G and Next Gen Connectivity, Internet of Things (IoT), and Digital Twins.

Our teams collaborate with industry partners to explore the latest robotics technologies for potential benefits to our business and the industry. TinySurveyor, a self-driving line marking robot, has been used on one of our projects to improve work quality, efficiency, and reduce safety risks of working in live traffic. We have evaluated the capability of advanced robots through proof-of-concept studies with robots such as Spot and smart drones. These robots can perform survey tasks and inspections in difficult environments, such as underground tunnels and old sewers.

"We recognise this has exciting implications for the way we work. We are exploring use cases for our people and projects to improve safety and productivity."

Bastian Uber,
Chief Digital & Information Officer

Capitalising on the benefits of AI

To explore AI benefits for John Holland, we ran a proof-of-concept program involving more than 110 users from around the business who experimented with text-based generative AI in an internal, protected platform.

The tool was used to develop and review project documents, analyse large amount of research material, and assist with creating new software applications. Users found the tool supportive of their work and we have developed an internal AI application that is now available to all John Holland employees. Through user experiences we are now developing more tools to support our people to harness the power of AI.



Metro Tunnel Approach, Anzac Station, Victoria

Digital engineering and spatial technologies

The use of spatial technologies is changing the way we deliver projects, helping us achieve more sustainable outcomes where possible. We have increased our digital delivery and spatial capabilities, with both our digital engineering and spatial teams having grown threefold. In this work we leverage different delivery models using a variety of innovative tools, systems and methodologies.

To continue progress in this area and support our people in making decision about how we plan, construct and demobilise our operations, we launched an enterprise-wide GIS tool. It allows us to consider project impacts to resource use, biodiversity, habitat, surface and groundwater resources, and other landmark impacts.

We have also facilitated over 50 training sessions to improve our people's spatial awareness. These focused on extracting real content from databases with new image processing capabilities and AI integration into LiDAR processing.

Beyond our own work, we are collaborating with our customers and peak industry bodies, such as Rail Industry Safety and Standards Board, and Engineers Australia, to develop and update digital engineering standards.

Looking to the future of visualising and managing operational assets

The management, integration and understanding of vast amounts of data when building an asset is a challenge our teams often grapple with.

With our focus on trial and productionisation, we worked with Amazon Web Services (AWS) to trial solutions to better use and analyse building asset data. In partnership with AWS IoT TwinMaker, we developed a proof-of-concept digital twin, a duplicate of a real-world system, for the redevelopment of the Sydney Football Stadium. We focused on three use cases to enhance the management and performance of the stadium.

Use case 1

Asset management digital twin to view stadium section databases and operational details for better workflow decisions.

Use case 2

Used near-real-time room condition monitoring for optimal usage and performance of the stadium's sections.

Use case 3

Third-party noise-monitoring solution to measure noise levels during construction to manage noise for our people, communities, and environments.

Sydney Football Stadium, News South Wales

"Couple delivery, BIM and GIS together this gives us all greater confidence of our ability to execute successfully and right first time."

Glynn Ladbrooke, GCLR Project Director

Delivering our Gold Coast Light Rail Project with integrated digital delivery using GIS and BIM

Gold Coast Light Rail (GCLR) has transformed public transport on the Gold Coast.

John Holland is delivering Stage 3 of the project to extend the light rail from Broadbeach South to Burleigh Heads, adding eight new light rail stations and five additional light rail vehicles.

The project requires an update of exciting infrastructure which is notoriously challenging in Light Rail environments. The GCLR project team, led by our digital engineering team, is using 3D model geometry and data for clash detection, safety and environmental assessments, and as a progress reporting tool.

- **Over 400 users**
- **62,000 documents/drawings uploaded**
- **Closed more than 8000+ comments**

Weekly metric reporting support performance tracking.This allows for streamlined, more accurate, and efficient project reviews, leaving more time to focus on critical works.

John Holland's GIS tools are integrated into the permitting system for the project. They are used by everyone to plan, coordinate, communicate and execute the project, reducing our impact on the communities and environment in which we work.





Above photos: GIS 3D Models, GCLR, Burleigh Heads, Queensland

Innovation and knowledge sharing

Our Innovation Roadmap outlines a comprehensive approach to innovation focused on fostering a culture of creativity, value creation, establishing clear planning processes, and providing the necessary tools and support for our people to turn ideas into scalable solutions.

Deployment of the Gulgan Knowledge Management System was a significant step in the roadmap delivery. The system allows us to gather expertise from across our business into one hub for instant information sharing.

In 2024, we are reviewing the Gulgan system to further refine how we collect, validate and share knowledge. Using AI, we are exploring how to improve processes and distribute learnings across our organisation.

Built and natural environment

When planning and delivering our projects, some of our most important decisions relate to how we engage with resources and the natural environment, including mitigating and adapting to the challenges of climate change. We look for solutions to limit the use of energy and water, minimise waste, and manage the materials we use.



Waterfront Brisbane, Queensland

Climate mitigation and adaptation

The construction industry is one of the largest contributors to global greenhouse gas (GHG) emissions, responsible for an estimated 42 per cent of total emissions[11].

There is an industry-wide effort to reduce emissions in construction and mitigate physical climate change risks to projects. However, the use of hard-to-abate construction materials and the investment needed to deploy new technologies is an ongoing challenge for us, and our national and international peers.

Our business is working to ensure our company and people are prepared to navigate the challenges and take advantage of opportunities related to climate change. We are committed to using the latest climate science aligned with the goals of the Paris Agreement to set our own targets and develop a pathway to Net Zero.

Goals for 2024 and beyond

We set goals for climate mitigation and adaptation as one of our top three material priority topics:

- **Deliver a Net Zero target, pathway and a transition plan**
- **Embed climate governance processes, including commitments, accountabilities, and approaches to addressing climate risks and opportunities**
- **Launch climate training for all employees**



Shoalhaven Hospital groundworks, New South Wales

[11] Architecture 2030 using data sources from IEA and Statista at: https://www.architecture2030.org/why-the-built-environment

Climate Strategy 2022-2025

Climate change poses a significant threat to the way we work - it is a responsibility of everyone at John Holland to work towards mitigating and adapting to climate change. Our approach to climate is outlined in our Climate Strategy 2022-2025. The strategy identifies four priority areas of governance, risk, emissions and finance. These priorities areas outline how we will get to our goals to manage climate risks and opportunities effectively.

Climate governance

<table>
<tr><th colspan="4">Climate oversight</th></tr>
<tr><td colspan="4">Board of Directors oversight with support from Board Committees</td></tr>
<tr><th colspan="4">Climate delivery</th></tr>
<tr><td colspan="2">Health, Sustainability and Climate team responsible for strategy delivery</td><td colspan="2">Carbon Working Group responsible for carbon accounting approach and Net Zero Pathway setting</td></tr>
<tr><th>Climate policy</th><th>Climate training</th><th colspan="2">Climate systems</th></tr>
<tr><td>Commitment to the UN Paris Agreement and the development of a Net Zero target</td><td>Climate Literacy Training for leadership

Developing our Climate Training for all employees - ready for launch in 2024</td><td>Continue to embed climate management throughout our integrated management system</td><td>Development of an enterprise-wide Carbon Offset Procurement Procedure focused on supporting and managing climate risks and opportunities related to offsets</td></tr>
</table>

Climate risk

An enterprise-wide approach to climate risk management is central to our Climate Strategy. Many of our teams are already addressing project-level climate risks and opportunities. We are now focused on standardising our processes to apply them across our business and each project lifecycle. As part of this process, we held workshops with key leaders from our business to gather internal knowledge and align our approaches with the ISSB IFRS S2 framework, to support transparent and effective climate disclosure in the future.

Carbon emissions

The diversity of our activities means that we must work collaboratively across our company to develop a Net Zero Pathway that is ambitious, yet achievable and authentic. The effort needed to decarbonise our operations is substantial and starts with collecting detailed data from our business units to understand our footprint and determine actions to mitigate.

We have been working on reducing Scope 1[12] and Scope 2[13] carbon emissions in accordance with National Greenhouse and Energy Reporting (NGER). We achieved and made good progress on our energy efficiency target and we have begun exploring an emissions intensity target. Our emissions have gradually reduced over the last two years as a result of implementation of energy reduction initiatives across projects, with a focus on electrification of our fleet, plant and equipment, and use of alternative fuels. A significant reduction in major project tunnelling activities further reduced our emissions impact.

For Scope 3[14], we have established organisational and operational boundaries to determine the scope of reporting based on direct and indirect emissions.

While there is consistency and clear guidance in how to account for Scope 1 and 2 emissions across our sector, it is less clear for Scope 3 emissions. Utilising the Greenhouse Gas Protocol's guidance, we determined eight reporting categories that apply to our business operations and seven that are not relevant or material.

Extensive work is underway to implement our Scope 3[14] Emissions Boundary Action Plan, including reporting on each emissions category, including how we forecast, track and report on carbon consistently through the project lifecycle.

Collaboration with our industry, partners, peers and community is essential to our success. Through our membership of the Australian Construction Association, we are contributing to the Infrastructure Net Zero (InfraNZ) initiative. InfraNZ aims to support decarbonisation of the infrastructure sector and delivery of Australia's Net Zero target.

[12]Scope 1 emissions - direct emissions from sources owned or controlled by our company.

[13]Scope 2 emissions - indirect emissions that result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization

[14]Scope 3 emissions - indirect greenhouse gas emissions not included in energy indirect (Scope 2) GHG emissions that occur outside of the organization, including both upstream and downstream emissions



Recharging our Fleet of Electric MG Vehicles at Gold Coast Light Rail, Queensland

Building our EV fleet

The Gold Coast Light Rail Stage 3 (GCLR3) project team integrated ten MG ZS Electric Vehicles (EVs) into its fleet as pool vehicles to reduce carbon emissions associated with the project.

The MG ZS EVs were identified as the best fit for GCLR3's transportation needs through careful selection and economic analysis.

The switch to MG ZS EVs is expected to result in annual cost savings and carbon emissions reduction modelled to be 334 tCO^2-e over the construction phase. With a clear cost advantage, this shows sustainable choices can also be economical.

The project team found that EVs not only offer savings in terms of fuel and maintenance cost, but also reduce on-site noise and emissions pollution, a feature particularly valuable in urban areas.

EV introduction has had its challenges, mainly related to the need to install onsite chargers and coordinate vehicle charging.

This trial is instrumental in supporting the expansion of John Holland's EV fleet, helping us navigate and overcome challenges related to charging routines, power supply and space.

Green business and sustainable finance opportunities

We are proud to have signed Australia's first sustainability-linked bonding facility in 2021. This $1.5 billion commitment links key performance indicators (KPIs) for sustainable energy use, adoption of alternative fuels, safety, and social procurement to our financing. Beyond being fiscally successful, the loan continues to help us drive change in how we deliver our work. We are proud of our achievements against most of the ambitious targets. For example, the use of biodiesel on our projects grew by over 500 per cent[15].



Biodiesel use at Waterloo

The Waterloo Integrated Station Development project team reduced emissions associated with the construction of the metro station through the use of biodiesel B5 (5 per cent biodiesel and 95 per cent mineral diesel).

Biodiesel was delivered to sites by our partner, Refuelling Solutions, directly into generators and into tanks used for equipment refuelling. The types of equipment that used biodiesel included generators, lighting towers, boom lifts, scissor lifts and telehandlers.

The project used more than 135,000 litres of biodiesel and saved over 18,000 kg CO^2-e.

"So far we've had no issues or complaints from our subbies using the B5 biodiesel. At first, I had my doubts too, but we've been using it for almost two years without problems and the myths about biodiesel issues just never happened."

Tony Spiteri, Site Logistics Manager

Our teams have reported biodiesel performance is identical to that of diesel. We are using biodiesel in Sydney, Melbourne, Gold Coast and Brisbane and we are looking to expand its use into other regions.

As part of our response to climate change, we have launched the new energy and renewables business. Australia will have to deliver major energy transition infrastructure and upgrades. Our experience in delivering complex projects positions us well to respond to that challenge.

We have been delivering the 250MW Kidston Pumped Storage Hydro Project in Far North Queensland. Kidston is the first Australian pumped hydro scheme in 40 years and the first being led by the private sector, our client Genex Energy. We also have a strong track record in transmission projects throughout the country.

Our teams are carrying out this work in regional communities where most of the renewable energy projects will be located. This involves upskilling of local people to be able to execute. We have demonstrated this adaptability in areas like Broken Hill, remote parts of South Australia, Far North Queensland and throughout the 5,500 kilometres of railway infrastructure along the national Country Rail network.

[15]Comparing Biodiesel usage (litres) from calendar year 2021 calendar year 2023.

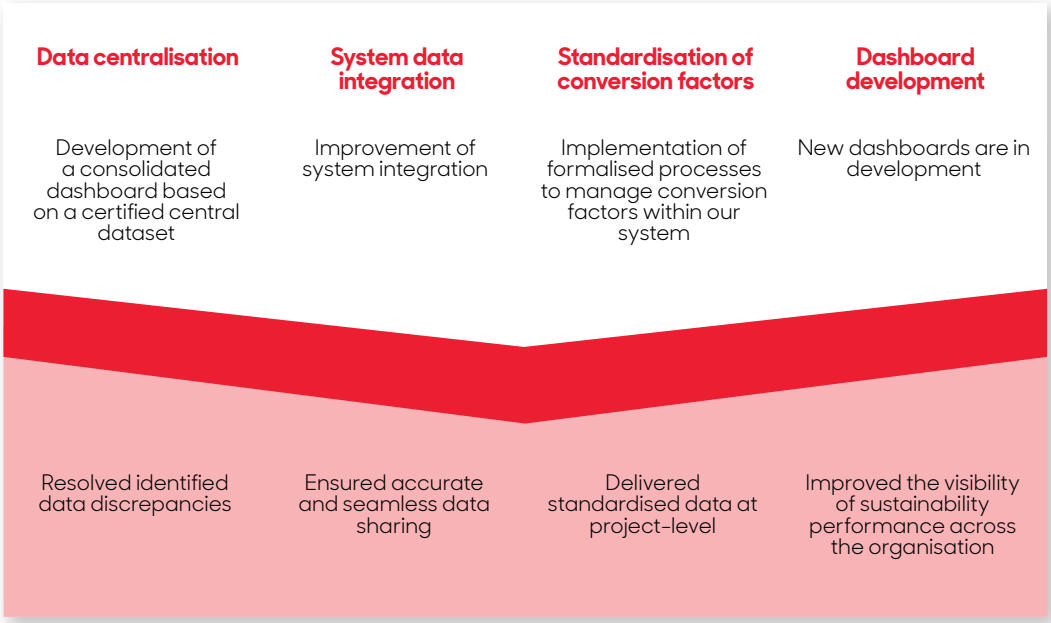
Resource management

Our teams have always sought to find efficiencies in water, energy, materials use and waste management. Our efforts extend to reducing greenhouse gas emissions through various energy reduction initiatives, a crucial part of our Climate Change Strategy execution. We deliver great solutions for our customers.

Over the past two years, we have gone back to basics and revised how we track our environmental performance across our projects. We want to have accurate, reliable and comparable data so that we can review impacts across projects.

We are in the process of delivering a transformative data management project to better manage and track data for emissions, energy, materials, waste and water. So far, we have redesigned our standard processes and we are now finalising our dashboards.

We are proud to be taking big steps towards accurate, transparent and reliable environmental reporting and management. It underscores our dedication to operational excellence and responsible environmental stewardship.





More Trains More Services, Sydney, New South Wales

Sustainability ratings

External ratings of our projects help us demonstrate our commitment to development of assets that are sustainable and resilient. We are proud that many of our infrastructure, rail and building projects received excellent sustainability ratings from the Infrastructure Sustainability Council (ISC) and the Green Building Council of Australia (GBCA).

In the past two years, we received 17 certified sustainability ratings, with over 40 expected to be certified in the next two years[16].

We have delivered over 35 certified IS "Design" or "As Built" ratings. We currently hold 22 per cent of ISC's Leading "Design" ratings and 32 per cent of ISC's Leading "As Built" ratings.

Our North Western Program Alliance Bell to Moreland project was awarded highest ISC rating ever in the history of the Infrastructure Sustainability Council in 2022[17], with the Coburg Station awarded a 6-star green star result, making it Australia's first "As Built" 6-star train station by the Green Building Council of Australia.

[16]A list of our projects that have received ratings in the reporting period are in our Data Book 2023

[17]North Western Program Alliance Project Bell to Moreland achieved an ISC rating of 97.7 in 2022. The title of highest ISC rating was beaten by another project in 2023.

Recycled crushed glass in structural grade concrete

CYP Design and Construction (CYP D&C)[18] is building rail tunnels and five new underground train stations for the Metro Tunnel Project. It is the biggest upgrade of Melbourne's rail network in 40 years, with 750,000m^3 of concrete required to deliver the tunnels and stations.

CYP D&C is supporting an innovative research study, including field trials, using recycled crushed glass from kerbside waste as a sand replacement in structural grade concrete.

The research study is being carried out in collaboration with the University of Melbourne, Holcim Australia and Vortex Industrial Solutions. It showcases circular economy principles by reducing the reliance on virgin sand for concrete mixes.

Concrete mixes with 25 per cent glass as sand replacement were trialled in temporary structural works applications at the project's La Trobe site for the construction of the new State Library Station. As part of the trials, 235m^3 of concrete containing vortex "glass sand" was poured. Research done for the project explored the properties of glass sand concrete in structural rather than non-structural applications, with the objective to transition glass-based concrete from laboratory to industrial-scale production.

Based on the successful results, the project team has contributed to discussions with concrete standard regulators about shifting from prescriptive to performance-based specifications, which promote the development and use of innovative and sustainable concrete technologies. These successful results position the industry well for future trials in which sand replacement could be increased from 25 per cent up to 80 per cent of the mix. There is potential to expand to other glass waste such as solar photovoltaic panels – a growing waste issue – which are made from up to 80 per cent glass.



Above: Recycled Glass Processing, CYP Design & Construction – Metro Tunnel Project, Victoria

[18]The Cross Yarra Partnership Design and Construction Joint Venture is a consortium consisting of John Holland Pty Ltd, LendLease Melbourne Metro Pty Ltd and Bouygues Construction Australia Pty Ltd

Environmental resilience

Environmental resilience is factored into the planning and execution of all our projects. That's because the infrastructure we build impacts the built and natural environment. That is why we focus on proactive risk management and mitigation measures to preserve and enhance natural habitats near our developments. Protecting nature and biodiversity is only part of the story. We care about the cultural and historical significance of Indigenous and European heritage and work hard to limit disturbing sensitive sites.

We have established protocols to protect the environment, prevent pollution, and reduce waste and resource consumption.

Environmental standards	- All sites meet the requirements of Australian and International Standards AS/NZS ISO14001 Environmental Management Systems.
Certification	- Our Environmental Management system is certified as complying with the requirements of AS/NZS ISO14001 by third-party certifier Davis Langdon Certification Services. - The scope of certification is reviewed at each certification audit to ensure it remains current and comprehensive.
Reporting	- All project operations produce monthly reports on environmental performance covering issues such as environmental incidents, non-compliances, infringements and complaints.
Audits	- Regular environmental audits are planned and conducted by personnel that are independent of projects or are third-party auditors who evaluate the effectiveness of environmental management practices. Items identified for actions are reported to senior management and each corrective action is addressed and closed out.

Environmental excellence on the E2G project

The Edmonton to Gordonvale Project (E2G)[19] earned the World Environmental Excellence Award from the International Erosion Control Association (IECA). This is only the second time an Australian project has been honoured in IECA's 40-year history, recognising the project's excellence in erosion and sediment control practices, natural resource conservation, and environmental protection.

The E2G team dealt with a unique set of environmental challenges, from constructing multiple bridges and managing tropical soils to grappling with unpredictable weather. The region is known for challenges in implementing erosion and sediment control because of environmental conditions and shortage of skilled workers. The project's location near two United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage sites added another layer of complexity to delivery.

The E2G team consistently maintained an extremely high level of environmental performance throughout construction and utilised initiatives such as deployment of drone mapping and trials of new erosion control products to deliver great sustainability and environmental protection results.

75,492
tonne reduction in sediment runoff

Over 2,000 native animals were captured and relocated during the construction phase

The project recorded 267% ecological enhancement[20]

More than 1,000,000 m² of native landscaping was completed, and in excess of 120,000 native trees planted to replace highly degraded lands and non-native exotic vegetation

Fostered industry knowledge and education: hosted onsite education field days for local environmental professionals on erosion and sedimental control, and trained all supervisors and leading hands on IECA ESC best practice

(for period May 2020 – September 2023)

The project also received:

- The Queensland Training Awards Large Employer of the Year Award
- Infrastructure Sustainability Council's Environmental Excellence Award
- IECA Australasia's Environmental Excellence Award
- John Holland's Sustainability Excellence Award
- The Queensland Major Contractors Association's Sustainability & Community Award



Edmonton to Gordonvale, Far North Queensland

[19] E2G has been delivered in collaboration with Joint Venture partners; Seymour Whyte Constructions, and AECOM (HSA Group), and the client, the Queensland Department of Transport and Main Roads.

[20] As part of the E2G sustainability assessment, a review of the pre and post construction ecological value and habitat connectivity was undertaken by E2G ecologists using the Green Star ecological assessment calculator. Results indicated a significant increase in ecological value, rising by more than 200 percent and habitat connectivity by at least 20 percent.

Our people

We put a lot of effort into creating an environment where our employees thrive and feel safe, appreciated and supported. Their health, safety and wellbeing, training and education opportunities form part of their overall employee experience. Our people are foundational to our success.



West Gate Tunnel Project, Melbourne, Victoria

Inclusive workplace

Inclusion, diversity and equity are fundamental to our culture and business strategy. Our employees should reflect the diversity of the communities we work in. We know we can deliver better if our people feel safe, respected and included at John Holland. We have built great foundations in this area and have made encouraging progress towards the targets we set ourselves. Our annual employee survey shows above-industry engagement levels among our workforce. We have firm plans to continue improving our performance.

Goals for 2024 and beyond

We set goals for employee experience as one of our top three material priority topics:

- **Increase the internal Inclusion Index by 1% annually[21]**
- **Achieve silver status in the Australian Workplace Equality Index for LGBTI+ inclusion**
- **Achieve Innovate Reconciliation Action Plan completion**
- **Reduce the overall company-wide gender pay gap[22] by 2% by 2025**
- **Maintain WGEA Employer of Choice for Gender Equality**



Pilbara, Western Australia

[21]Internal Inclusion Index is a John Holland measure of engagement scores relating to culture and inclusion of John Holland employees which is measured yearly.

[22]Overall company-wide gender pay gap is expressed as a percentage of a dollar figure. It shows the difference between the average earnings of women and men. Note that the gap is not the same as equal pay.

Inclusive workplace highlights



16.5% **women who are senior leaders**

against 15% by 2023 target and in comparison to 12% in 2022

19% increase women employees at John Holland from 2021 to 2023

Median total remuneration gender pay gap has decreased from 42.5% to 35.8% in the last 3 years

650% **increase in men taking primary carer leave since 2021 thanks to parental leave changes**

We currently employ around 115 First Nations Peoples, making up 2 per cent of our employees

In 2022, 20 people utilised Multicultural Leave Exchange, increasing to 29 in 2023

In our AWEI 2023 survey, 87% indicated they personally supported the work that John Holland does for Inclusion for LGBTI+ people

Inclusion Strategic Plan 2023-2025

In 2023, we developed and launched our new Inclusion Strategic Plan. It outlines our vision for the type of workplace we want to be, includes clear goals and accountabilities as well as strategies for how our people will contribute[23].

Four areas of focus



Attraction and recruitment



Psychological and physical safety and respect



Employee experience and manager capability



Flexibility

Employee Resource Groups (ERGs) play a crucial role in fostering a diverse and inclusive work environment at our company. Our four ERGs - Pride, Celebrate Women, Grow and Ability - bring together employees with shared identities and experiences to support our inclusion strategy. Our ERGs provide a platform for employees to connect, network and advocate for positive change while enhancing our brand as an inclusive and equitable workplace.

Ability, our newest ERG established in late 2022, is focused on promoting a culture of ability, inclusion and knowledge sharing, supporting and advocating for people with disability and building inclusive resources and information for people with disability, carers and allies.

Grow supports employees with five years or less experience in construction. It helps these members gain valuable insights and connections in the industry, expediting learning and networking opportunities that might take years.

A proud moment for our Pride Network was our involvement in Sydney WorldPride2023; an exciting opportunity for John Holland to step up and celebrate the steps we've taken to create greater inclusion for the LGBTI+ community in the construction industry.

Our Celebrate Women Network plays an active role in profiling women across the business, creating connections and support for women across our projects.

The WorldPride Construction Breakfast with keynote from Holly Ransom

We hosted the "Breaking Stereotypes, Forging Careers" construction industry breakfast alongside BuildingPride. Joe Barr, our CEO, participated as one of the panellists, as did AFLW player and John Holland employee Deanna Berry.

Sydney WorldPride

During Sydney WorldPride, our marchers and trucks supported the BuildingPride float in the parade. We had pride flags across many of our projects and we worked alongside Sydney Water to paint the Woollahra water reservoir with the pride flag.

Pride in Practice Conference

We showcased some of our initiatives to better reach a predominantly remote and project employee base at the annual Pride in Practice Conference in November 2023.

[23]More on the plan can be found on our **website.**



NAIDOC artwork, Sydney Office, New South Wales

We are committed to deepening engagement with our First Nations people, working with First Nations businesses in our business and on projects, as stated in our Innovate Reconciliation Action Plan (RAP) 2024-2026. Our Reconciliation Advisory and Action Committee (RAAC) drives specific First Nations initiatives and reconciliation outcomes.

First Nations Voice to Parliament and constitutional recognition Referendum

We recognised that the First Nations Voice to Parliament Referendum was an important moment in Australia's history and approached this complex issue with care.

It was important to us that the processes to determine how we support our employees during the Referendum were reflective of First Nations Peoples' engagement preferences. We approached our internal First Nations community seeking feedback, facilitated by an external First Nations Elder, Susan Moylan-Coombs of The Gaimaragal Group. The Elder then met with our Reconciliation Action Plan working group, gathering further feedback.

After this extensive First Nations and broader employee engagement, our leadership decided not to take a formal "yes" or "no" position. Our employees have diverse perspectives and we wanted to respect every person's right to their own decision.

We focused on supporting our employees through other means. Our people were given resources if they wanted more information about the Referendum. Check-in and wellbeing sessions were available for our First Nations and non-Indigenous employees to give an opportunity to ask questions, get support, share experiences and find connection if conversations about the Referendum were having a negative impact.

We are proud of supporting our people in ways that were best suited to them. The process allowed us to strengthen connections with our First Nations employees in a culturally safe space.

Gender Equality Strategic Plan 2021 - 2025

We continue to work on having better representation of women within our business. We continuously review support mechanisms, policies and education needed to make our company a great place to work for women.

Our approach is comprehensive, starting at partnerships with schools and universities to ensure young women consider construction as an industry they can thrive in, right through to our internal support programs and policies that ensure women work with us long-term. Our Gender Equality Strategic Plan applies a 40/40/20 framework across recruitment and development to achieve gender equity targets.

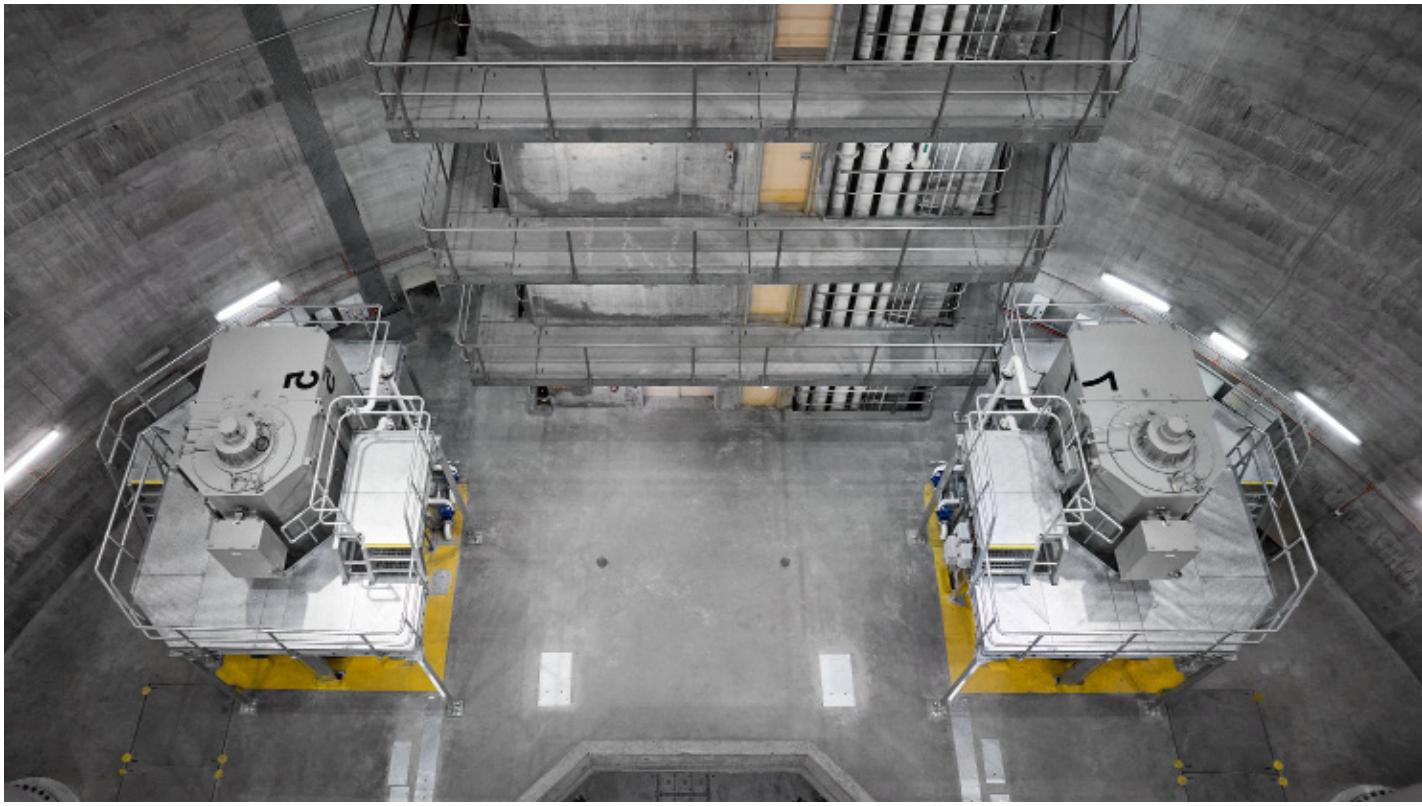
We are actively looking at how flexibility, business-wide targets, and influencing our industry can ensure gender diversity increases across John Holland.

We are delivering a range of programs and trials to reinforce and promote gender equality:

- Construction-Industry-Culture-Taskforce **five-day work week research and trials**
- Sponsoring the **WorkPlay flexible work platform** for Australian Football League Women's players
- **Partnered with organisations to support women who have a lived experience of family and domestic violence to return to work,** including $50,000 donation made to Annie North Inc to boost its crisis support services across Victoria
- **Improved our Family and Domestic Violence Policy** providing additional financial and accommodation support for employees when it is required

We are proud of so many achievements in this area and excited to continue to work to make our industry a career of choice for more women. Within our strategy we recognise that our employees may identify as non-binary and this has been considered within our gender equality strategic plan frameworks.

We will continue to monitor and measure our progress so that we adapt our approaches and policies to include the best and most effective initiatives for a long-term goal of decreasing our overall gender pay gap and supporting wider industry change[24].



Hoppers Crossing Pumping Station, Melbourne Water Capital Works Framework, Victoria

[24] To read more about our **Gender Equality Strategic Plan**



ALFW John Holland Employees and our leaders, Melbourne

Our partnership with the AFLW

John Holland's partnership with the Australian Football League Women's (AFLW) to provides career opportunities to women athletes, recognising that people from outside the construction industry bring valuable perspectives and expertise.

Key objectives of the partnership include:

- **Talent attraction and retention,** showing John Holland can attract individuals who may not have considered a career in construction before
- **Fostering a flexible working culture,** outlined by the Working Flexibly framework so employees can succeed in their professional and personal lives
- **Empowering athletes,** providing avenues for personal and professional growth, skill development and transitioning to different industries

Twenty AFLW athletes joined John Holland to find flexible employment opportunities in our social procurement, engineering and cost planning teams. Opportunities in cross-sector hiring and upskilling results in better gender equality and overall company diversity.

Learning and development

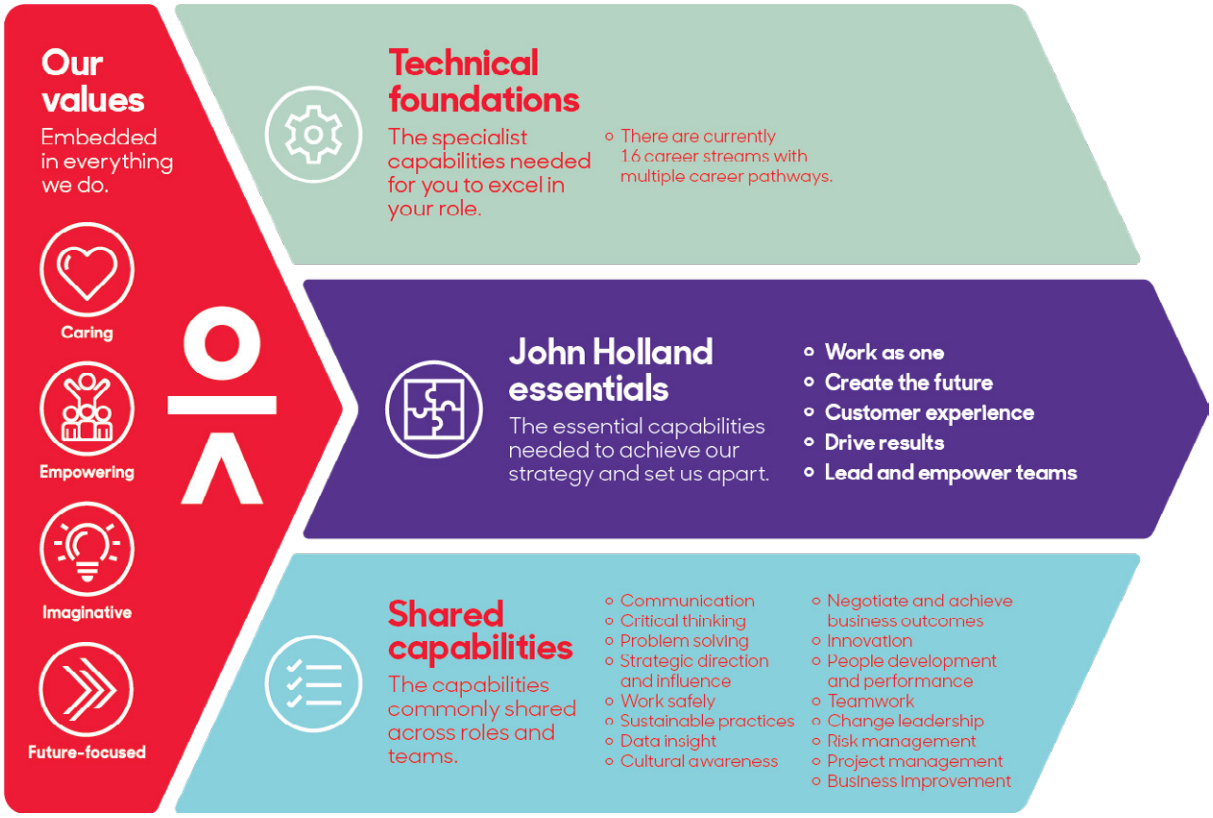
John Holland is committed to building people's skills and knowledge[25] for career development, to increase engagement and productivity, to meet the standards expected by our stakeholders.

Launch of the Career Builder

In 2023 we launched our capability framework, Career Builder. Two years in the making, the tool was built to ensure we retain and further develop technical and other capabilities our business will need in the future, and in response to feedback we received from our employees wanting more support in their career growth and development. The tool gives our people a view of where they can take their professional careers at John Holland and what capabilities they need to succeed.

Career Builder outlines the capabilities required to excel in current and future roles at John Holland.

- Five John Holland Essential capabilities
- 16 Shared Capabilities
- 110 Technical Capabilities



Each of the 16 career streams has its own set of career pathways and technical capabilities, and every role is mapped to a career stream. The career pathways reflect typical career movements within each stream.

We have continued to upskill our leaders with our Breaking Bias e-learn module to emphasise the importance of leadership in diversity and inclusion, continued to deliver Workplace Behaviour training, provided our managers training on flexible working arrangements, and supporting our 90 Mental Health First Aiders to undertake Family and Domestic Violence training run through Challenge DV.

[25]Programs for upgrading employee skills and transition assistance a listed in Appendix C

Health



Kidston Pumped Storage Hydro Project, Queensland

Health of our people is and will always be at the core of what we do. Our approach to health is holistic, focusing on both physical and psychosocial hazards. Our teams' work is grounded in robust processes and systems. We continue to implement improvements and technological updates to keep our people safe and align our training to the latest standards.

John Holland Workplace Health and Safety Management System

We clearly define expectations, accountabilities and capabilities that underpin our health and safety culture and create a collaborative learning environment.

Our John Holland Workplace Health and Safety (WHS) Management System has maintained its third-party certification to International Standard ISO45001 (Occupational Health and Safety) and OFSC (Office of the Federal Safety Commissioner) Australian Government Work Health and Safety Accreditation Scheme. It now also follows ISO45003 Management of Psychosocial Hazards. The system applies to all our operations, functions, our employees and anyone working at our sites globally. It meets the requirements of our Comcare self-insurance scheme.

We keep improving our system by following relevant standards, best practice and annual auditing. Our Global Mandatory Requirements (GMRs) are our Health, Safety, Environment, Wellbeing and Rail Standards. They are about controlling the critical risks we face each day at our workplaces to protect people and places. Through our Integrated Management system and GMR website, information is available for our staff and workplaces so they know about our GMRs and WHS management system and what they need to do to comply with our obligations.

Health performance results

The number of our high-consequence work-related injuries remains consistent over the past three years. We have had no work-related fatalities reported in the past three years. Our work-related recordable injury rate has been steady in recent years, reflecting our mature safety systems. The overall injury type profile for both our indirect and direct employees has remained consistent over the past three years. The most common types of injuries reported are wounds and lacerations, and the most common body parts affected are hands and fingers, which aligns with the industry risk profile of our industry.

We also participate in the Annual Health and Safety Culture survey, known as the Organisational Performance Metric (OPM) survey. It is an evidence-based tool developed by the Canadian Institute for Work & Health that helps us better understand the current state of health and safety culture, benchmark our performance against peers and implement improvements as needed. In recent years, our results have exceeded the industry benchmark of 3.23, with our score in 2022 being 3.40 and in 2021 3.52.

The survey results told us that our people believe that John Holland values ongoing safety improvement, considers safety a priority and sees it as at least as important as production and quality, that everyone has the information they need to work safely, and grants the authority to make any necessary safety changes to those who need it.

Health training

To ensure health training remains relevant and tailored to each role within our diverse company, we have introduced new adaptive eLearning training using Area 9 Lyceum™ (adaptive eLearning software) as well as additional specialised training on critical topics, including the management of silica dust and psychosocial hazards. Our training requirements are embedded into our Mandatory Training Matrix[26] to allocate learning and training to all our employees specific to their roles and responsibilities.

> "The Rhapsode software helped identify thousands of gaps in learners' understanding of core content. The key to the success of this innovative platform is the elimination of these gaps, allowing each person to reach 100% proficiency on the content. This is a very significant outcome compared to the standard compliance "tick and flick" e-learning."
>
> **Martin Smith, Group General Manager Health, Sustainability and Climate**

Safety, Quality and Environment Risk Management update

We have revised our Safety, Quality and Environment Risk Management training to obtain national accreditation. The new program includes further emphasis and training on risk management and legal responsibilities to meet the expectations of our stakeholders. Participants receive a statement of attainment for the units of competency **RIIRIS301E - Apply Risk Management Processes, BSBWHS307 - Apply Knowledge of WHS Laws in the Workplace**.

[26] A list of relevant mandatory Health Training modules offered are provided in Appendix C.



The use of Virtual Reality for training delivery

Using the right technology for delivery of health and safety training is important to ensure our people are engaged and understand hazards they are exposed to. We brought in the use of Virtual Reality (VR) to deliver some of our safety-critical content, adding to the standard ways of how we deliver training.

Working at height	Site inductions
- Our teams developed a Virtual Reality application for the "working at height" procedural awareness training. - The VR technology allows employees to experience a virtual environment that vividly represents conditions at a real construction site. - The VR simulation prompts workers to assess risks, identify potential hazards, and make informed decisions in a controlled environment.	- Our team gathered material and recorded important site information using a 360 degree VR camera to create an immersive interactive site induction experience. - This realistic site familiarisation enhances employee overall knowledge and prepares for actual on-site environment without exposing people to hazardous environments, such as confined spaces or deep excavation locations.

Delivery of Virtual Reality training has been developed as part of the Work Health and Safety Enforceable Undertaking[27] accepted by Comcare following an incident at our Castle Hill Station Project in September 2018. Delivery of partnerships to support mental health and supporting Indigenous engagement in STEM were also part of the EU.

[27]The Work Health and Safety Enforceable Undertaking accepted by Comcare is available at: https://www.comcare.gov.au/about/news-events/news/undertaking-to-strengthen-construction-safety

Wellbeing

Maintaining the wellbeing of people in the construction sector is an industry-wide challenge. The nature of our sector often exposes employees to mental health challenges, exacerbated by irregular working hours that make forming meaningful connections difficult. John Holland remains focused on prioritising wellbeing of our people by continuously reviewing and improving our initiatives and programs each year.

Launched **Positive Psychology** to help improve our people's wellbeing, maintain good mental health, and help prevent mental illness before it might occur

Delivered a refreshed **Employee Assistance** Program featuring new toolboxes for employees

As part of our Suicide Prevention Program, we launched our Addiction Program, **aimed at maintaining healthy relationships with alcohol, drugs and gambling,** including training and workshops for managers and resources for employees

Delivered **23 Managing for Team Wellbeing** sessions facilitated by Black Dog Training Institute

Delivered **16 sessions for Mental Health First Aid** and Refresher training

Introduced a pilot Mind Body Saints wellbeing program focused on **mental, physical fitness and suicide prevention** facilitated by the St Kilda Football Club

Delivered a Shutdown and Restart campaign to address **psychosocial risks beyond the workplace,** such as navigating challenges posed by the cost-of-living crisis

Celebrated the **R U OK? Day** by sharing personal stories and reflections from employees across the business



North Western Program Alliance, Pakenham Level Crossing Removal, Victoria



"I feel really fortunate to have been chosen to participate in this pilot program. The lessons Ben taught us about understanding your own mental health better will stick with me forever and have already helped me to be a better leader."

Building blocks to mental resilience and emotional wellbeing

The pilot Mind Body Saints Program delivered a holistic wellbeing initiative for our employees, in partnership with the St Kilda Football club. The program integrated mental and emotional fitness with physical activity, all facilitated by the club's impressive high-performance team. The program featured two components and delivered significant benefits to its participants.



St Kilda Football Club, Victoria

Mindfulness sessions
Cultivating a personal emotional toolkit

Physical fitness sessions
Using physical activity to promote physical health and vitality

Psychological stress decreased by **19%**

Psychological flexibility increased by **22%**

Stress management skills increased by **12%**

Mindfulness skills increased by **14%**

Our community and partners

Our approach to community and stakeholder engagement is built around long-term relationships and collaboration, addressing community needs and creating lasting change. We aim to actively involve communities in decision-making so that our projects contribute to current and future local needs.

Hobsons Bay Main Sewer Project workers, Victoria

Social impact

Our projects contribute significant social value to the national and local economies. We do this by leveraging our construction and infrastructure spend to support local communities. As social impact has become more important to our customers and external stakeholders, we are adopting a more strategic approach.

Social Impact Strategic Plan

We developed our first multiyear Social Impact Strategic Plan to better meet targets around procurement and employment of underrepresented groups. The plan defines what best practice looks like for our company so that we achieve consistent and efficient outcomes for the business and the community.

Our focus for the next two years is on embedding a more collaborative approach to deliver on the priorities we identified. Our business units will be supported by a an enterprise framework, access to resources and impact partnerships to achieve social targets on projects. Our aim is to:

- Have an enterprise-wide approach to social impact that is responsive to local needs and priorities
- Promote sustainable procurement with First Nations and social enterprises
- Enhance the employee value proposition, e.g., giving back to society
- Improve the consistency and efficiency of social procurement and inclusion programs for better outcomes

Measuring success is important to us. We will commence aggregating project-based social impact data in Q1 2024, setting a baseline for measurement to then develop an enterprise dashboard for reporting.

The Social Impact Strategic Plan complements the Inclusion Strategic Plan so that we can ensure we optimise positive community outcomes.

"One of our proudest achievements has been being the number one investor in social enterprise across the Australian construction industry[28]."



Unisus Group, Western Plains Correctional Centre, Victoria

Spend on social enterprise and Indigenous businesses

We believe collaborating and procuring with social benefit suppliers is a powerful way to address inequalities within our communities.

We work with specialist industry providers to help us identify opportunities to work with suppliers who can add social and community benefits, such as employment for refugees, people with a disability, veterans, and the long-term unemployed, as well as Aboriginal and Torres Strait Islander people.

	2021	2022	2023
Spend on Social Enterprise	$12,645,269.68	$13,718,567.34	$7,296,198.78
Spend on Indigenous Businesses	$98,089,503.31	$139,060,356.71	$101,160,875.05
Spend on Social Enterprise compared to overall spend	0.26%	0.28%	0.13%
Spend on Indigenous Businesses compared to overall spend	2.00%	2.80%	1.84%

In 2023, we recorded a reduction in spend of our budget with First Nations businesses in comparison to 2022. This reflects the completion of two major subcontracts that were performed by First Nations businesses.

[28] John Holland was Social Traders' national number one in social procurement spend in the category of infrastructure, construction and property for 2021 and 2022 financial years.

Community engagement

In our engagement with communities, we focus on supporting the development of resilient communities. As local needs change, we adapt our processes and programs to best respond to them, such as providing health and wellbeing support, education or local investment.

Sustainable Community Engagement	Community Health and Wellbeing	Community Benefits and Investments
Local leadership capacity building and resource mapping Continuous dialogue with community members, from needs assessment to feedback mechanisms	For long-term construction projects, utilising a mental health framework tailored to the community context, including the use of EAP services	Developing community benefit and investment processes, such as community grant programs and partnerships, climate-smart initiatives, and collaboration with existing foundations



Getting involved in the Clontarf Foundation's Wadjemup Cup, Western Australia



Trans4mRail local community engagement

The Narrabri to North Star (N2NS) section of Inland Rail will upgrade 189km of existing rail corridor and construct approximately 2km of new track near Moree, New South Wales (NSW). The N2NS package is broken into two phases, with phase 1 of the project delivered by Trans4m Rail[29].

We designed a multifaceted program of work to ensure the project left a legacy beyond the rail line construction. This included local and Indigenous employment and supplier engagement. We organised fundraising and grant contribution to local charities and supported the community through not only one but two significant rain events.

Our early community engagement identified a high level of interest from residents to work on the project, however several of them expressed concern that they might not have the appropriate skills or experience to apply. In partnership with TAFE NSW Moree, our team prepared locals to be "work ready" by converting training opportunities into employment on the project.

The "work ready" programs ran for two weeks and included upskilling participants in small engine machinery use as well as giving them an opportunity to be interviewed by project hiring managers to develop the skills required to work in entry-level infrastructure roles. Overall, the "work ready" program had a 75 per cent success rate of providing attendees with employment.

[29]The project is a joint venture between John Holland and SEE Civil.



Narrabri to North Star Phase 1 Project, near Moree, New South Wales

Supply chain resilience

Our supply chain is extensive as we procure products and services from around the world to complete our projects.

Detailed information about our supply chain, including goods and services we procure and risks we identified, is outlined in our **Modern Slavery Report 2022.**

We are in the process of developing an integrated, automatic system which will perform a supply chain risk assessment for the top 2,000 suppliers, covering 80 per cent of our spend. This risk assessment will include Modern Slavery-related queries and will feed into a live dashboard to monitor supplier risk and assist with executive oversight.

Overall, most John Holland operations and suppliers are based in Australia. These operations and supply chains are generally considered to be low risk for modern slavery. All international suppliers are considered medium to high risk, with modern slavery screening used for all those suppliers.

Customer experience

The way we interact with our customers should build and maintain meaningful relationships and establish honest feedback channels. We undertake annual research to measure our performance. Based on the most recent program, we believe we are on the right track.

Our results are improving steadily, with the feedback being used across the business to drive inquiry and discussion. Each business unit takes responsibility for analysing their specific results and developing customer improvement plans. This allows us to engage with the customers to understand what is working well and what areas need improvement.

2023 highlights

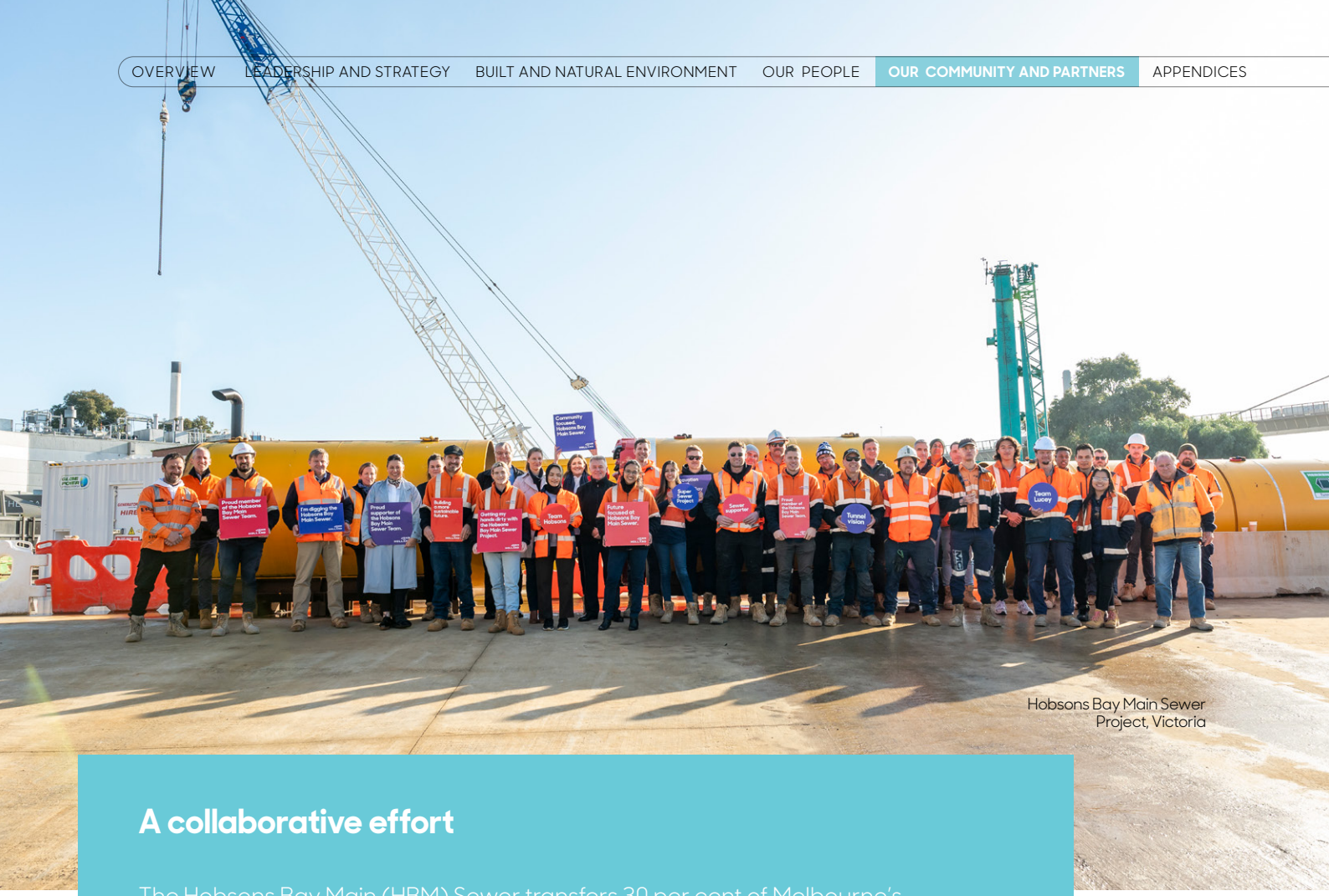
Customer engagement is at 82%, up from 79% in 2022

All business units improved or held their results

Our market image has gone from 74% in 2018 to an all-time high of 91%

Highlights are from John Holland's Annual Customer Research Program.





Hobsons Bay Main Sewer Project, Victoria

A collaborative effort

The Hobsons Bay Main (HBM) Sewer transfers 30 per cent of Melbourne's wastewater to Western Treatment Plant. We have been engaged to design and construct a duplicate sewer, including a 700m tunnel under the Yarra River, which will enable future rehabilitation works to double sewage capacity. The HBM project involves high-risk, technical works, while being surrounded by heritage buildings and a children's museum.

The extensive project is a collaborative effort between the Victorian Government, Melbourne Water, John Holland and major community stakeholder Museums Victoria.

The HBM team has embraced a collaborative approach with Melbourne Water, which led to the project's successful delivery to date, including 95 per cent satisfaction from the client in measuring the team's overall collaboration, diligence and amity.

James Le, Melbourne Water's Project Manager overseeing the Hobson Bay Main Sewer duplication, said that collaboration had been central to the company's approach.

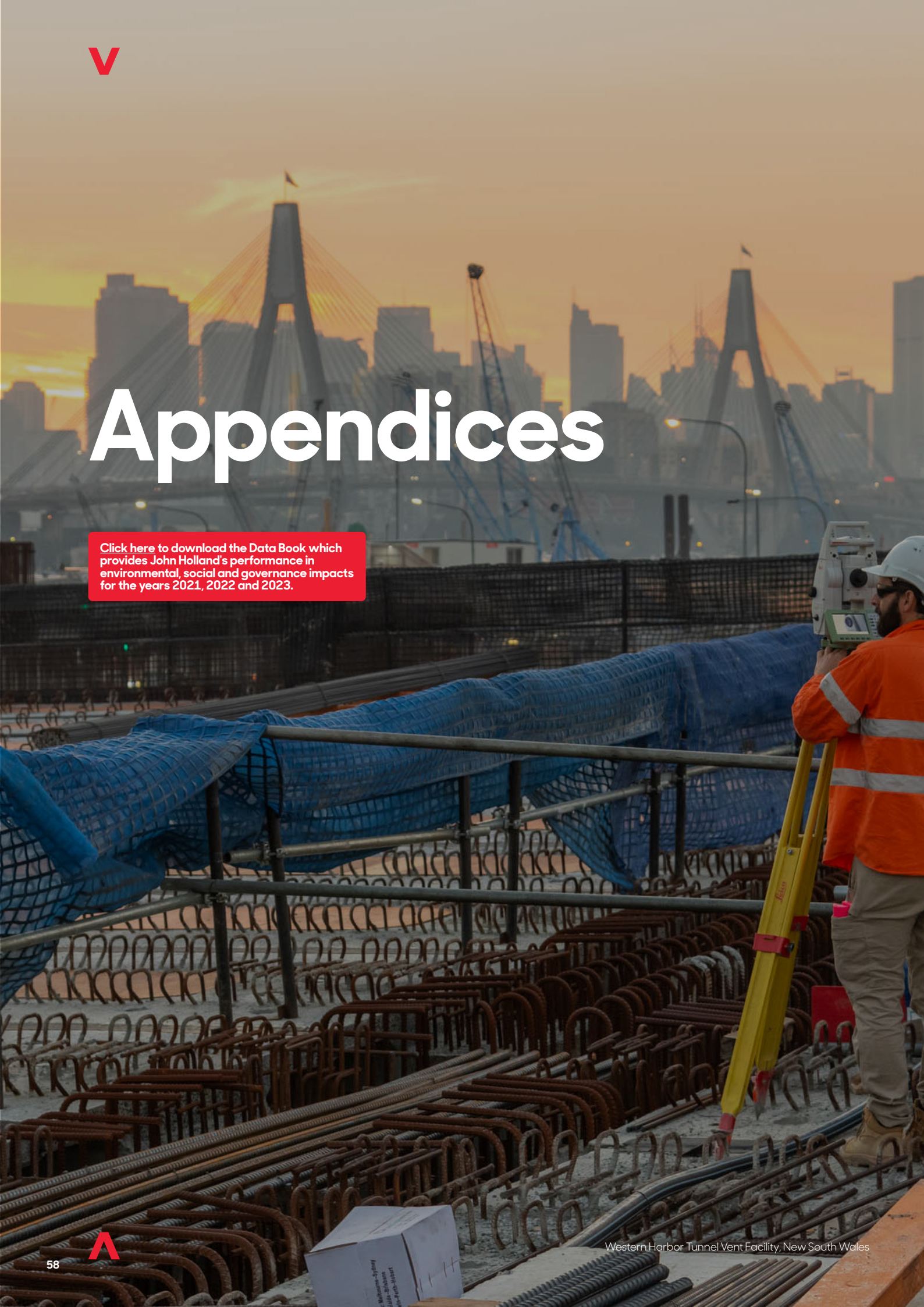
"We've developed a strong partnership with our delivery partner, John Holland. Our partnership extends over three years on this project but has been ongoing as our long-term partner on the Major Capital Delivery Water Framework."

Melbourne Water's Managing Director, Dr. Nerina Di Lorenzo

The success of the project has led to the team working with Melbourne Water on the rehabilitation of further aging assets within the Spotswood precinct. The HBM project is expected to be completed in September 2024.

Appendices

Click here to download the Data Book which provides John Holland's performance in environmental, social and governance impacts for the years 2021, 2022 and 2023.



Western Harbor Tunnel Vent Facility, New South Wales

Appendix A

2022 Targets and Progress

Material priority	2022 Targets[27]	Overview
Employee attraction and retention	Upskill our leaders on the importance of leadership in diversity and inclusion, across the employee lifecycle.	More than 3,380 employees completed the Breaking Bias e-learn module Continued delivery of Workplace Behaviour to more than 4,700 employees. In 2022, provided training to all 1,383 managers on supporting employees in flexible working arrangements (informal and formal). Supporting 90 employees with Mental Health First Aid certificates to undertake Family and Domestic Violence training run through Challenge DV.
	Increase the representation of women in the business with an introduction of the 40/40/20 model.	As part of our Gender Equality Strategic Plan and Employer of Choice citation we introduced the 40/40/20 framework. We also set further targets specific to our business. Details of our progress, including John Holland's Gender Equality Strategic Plan, is included in Our People section.
	Review processes to remove bias in our talent programs and succession planning.	We introduced a new process which enhances confidentiality and consistency in how talent reviews and succession planning is conducted across the business. The Talent Acquisition for programs process is transparent and includes guiding principles for breaking bias. We use a bias language checker to ensure our job ads and job descriptions do not contain gender biases.
	95% of all managers to complete the Black Dog Institute's "Mental Health for Leaders Training" in 2022.	82% of all employees assigned the training item have completed it, with 12% on track to complete and 6% Overdue.
	Develop new RAP during 2022 for 2022-2024 and register it with Reconciliation Australia.	Our next Reconciliation Action Plan will be our second Innovate RAP and our third RAP overall. We are planning to refresh the governance and develop clear responsibilities with subcommittees.

[27] As reported in the ESG Report 2021

Appendix A

2022 Targets and Progress

Material priority	2022 Targets[27]	2022 and 2023 Progress
Employee attraction and retention	Develop new RAP during 2022 for 2022-2024 and register it with Reconciliation Australia.	Our next Reconciliation Action Plan will be our second Innovate RAP and our third RAP overall. We are planning to refresh the governance and develop clear responsibilities with subcommittees.
	Launch and implement a Multicultural Leave Exchange where employees can swap a public holiday for a culturally significant day.	The Multicultural Leave Exchange was introduced in early 2022 and has had 20 employees utilise the policy in 2022 and 29 in 2023.
	Achieve +20 Net Promoter Score (NPS) for all members of the Group Leadership Team, based on the 2020 +17 score and the 2019 +19 score.	Achieved +27 NPS
	Achieve +50 NPS for Building business unit, based on the 2020 +48 score.	Achieved +42 NPS
	Achieve +20 NPS for Rail business unit, based on the 2020 +16 score.	Achieved +21 NPS
	Achieve +10 NPS for Infrastructure and Major Projects business unit, based on the 2020 score of -3.	Achieve +24.5 NPS
	Achieve overall customer satisfaction for all executives at 80, based on the 2020 score of 79.	Achieved +67 NPS

Appendix A

2022 Targets and Progress

Material priority	2022 Targets[27]	2022 and 2023 Progress
Application of smart engineering and tech solutions	Establish 3D Design models for significant projects and GIS on priority tenders from 2022.	We now have 3D modelling performed on the bulk of our projects, and a global GIS platform available for use on all tenders.
	Launch a central Knowledge Management System in mid-2022 and establish the baseline from which to measure content growth and engagement.	John Holland's Gulgan Knowledge Management System was launched in December 2022. The focus on 2023 has been to grow content on Gulgan by engaging with business units, corporate functions, and projects to define the processes for knowledge capture and sharing.
	Save 15,000 labour productivity hours through digitalising processes across John Holland.	As of September 2022, we saved 12,887 labour productivity hours. This is no longer a measure we use in the business.
	Develop three Health, Safety, Environment and Sustainability (HSES) Digital Products to deliver better outcomes for John Holland and its clients.	StartSafe (Pilot Only) – improve plant equipment safety by ensuring a user has the necessary credentials and has completed a pre-start checklist prior to starting plant. EnviroSense (Pilot Only) – provide environment monitoring; weather, rainfall, air quality, noise and vibration monitoring to support regulatory compliance requirements. NGER Sustainability Report – reporting on the usage of fuel, materials, water, energy, and waste.

Appendix A

2022 Targets and Progress

Material priority	2022 Targets[27]	2022 and 2023 Progress
Resource efficiency and climate change mitigation	Climate Change mitigation: developed an analysis of scenarios, risks and opportunities associated with climate change.	We have launched Climate Policy and established Carbon Working Group to set our Net Zero Pathway. Work is well underway to embed climate related risk management in our systems and processes. Please refer to the Climate mitigation and adaptation section of the report.
	Energy and GHG: Identify opportunities to reduce our Energy intensity Frequency Rate (EnFR) against the Financial Year (FY)20 target Baseline of 32.97.	Baseline EnFR was recalculated following the reporting system updates and data corrections that occurred to address findings of the detailed data review process conducted in 2022. The EnFR score for FY20 was adjusted and established as 38.59. The EnFR performance for FY22 and FY23 achieved the corresponding target set for each financial year.
	Circular economy: Further develop a business approach to circularity for key materials and resources waste streams during 2022.	Our circular economy work is on hold until we address underlying data integrity issues associated with our data collection processes and systems.
	Water: Establish a water intensity rate baseline in 2022.	We will establish a water intensity baseline once underlying data integrity issues associated with our data collection processes and systems are addressed.
Supply Chain Resilience	Increase social and Indigenous supplier spending by 10% annually on 2021 spend as a percentage of total spend.	This was not achieved. Indigenous spend data is provided in the Data Book.
	Develop and implement a Supplier Diversity procurement strategy.	The business has been developing a new enterprise-wide Procurement Manual that mandates a broader supply base for all subcontract works.

Appendix B

List of abbreviations

AFLW	Australian Football League Women's
AI	Artificial Intelligence
BIM	Building Information Modelling
CCO	Chief Commercial Officer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
CPO	Chief People Officer
CCCC	China Communications Construction Company Limited
CSO	Chief Strategy Officer
CYP	The Cross Yarra Partnership Design and Construction Joint Venture
OST	Operational Safety Team
EGM	Executive General Manager
EnFR	Energy intensity Frequency Rate
ESG	Environmental, Social, Governance
ELT	Executive Leadership Team
ERG	Employee Resource Group
EV	Electric Vehicle
GBCA	Green Building Council of Australia
GHG emissions	Greenhouse Gas emissions
GIS	Geographic Information System
GMRs	Global Mandatory Requirements
GRI	Global Reporting Initiative Standards
HSC	Health, Sustainability and Climate
HSE	Health, Safety and Environment
HSES	Health, Safety, Environment and Sustainability
IMS	John Holland Integrated Management System
InfraNZ	Infrastructure Net Zero
IoT	Internet of Things
ISSB	International Sustainability Standards Boards
ISC	Infrastructure Sustainability Council
IT	Information Technology
KPIs	Key Performance Indicators
LGAs	Local Government Areas
NGER	National Greenhouse and Energy Reporting
NPS	Net Promoter Score
NWPA	North Western Program Alliance
RAP	Reconciliation Action Plan
RAAC	Reconciliation Advisory and Action Committee
tCO2-e	Tonnes of Carbon dioxide equivalent- Standard unit of measurement for greenhouse gas emissions
TEK	Technology, Engineering and Knowledge
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WGEA	Workplace Gender Equality Agency
WHS	Workplace Health and Safety
VR	Virtual Reality

Appendix C

Programs for upgrading employee skills and transition assistance programs

Health and Safety Procedural Awareness training

- John Holland - Health, Safety, Environment and Sustainability Induction
- Foundations of HSE
- GMRs trainings
- Introduction to Mental Health at JH
- Black Dog "Managing for team wellbeing"
- Workplace behaviour
- Carcinogens
- Communicable and zoonotic diseases
- SQE Risk Management – Essentials/ Applying SQE Risk Management

Management - Everyone (face to face)

- Airborne Contaminants
- Compressed Air and Hyperbaric Conditions
- Cold Working Conditions
- Emergency Evacuation and Response training
- Fatigue Risk management
- Hand arm and whole body vibration
- Health and Safety Committee Training
- Heat Stress Risk Management
- Hot Working Conditions
- HSMA Training
- Ionising radiations
- Laser Safety
- MEWP
- Noise
- Occupational Hygiene Risk Management
- PFAS Awareness training
- Psychosocial
- Rolling Stock
- Spotter Duties Awareness
- UV Radiation

Adaptive eLearning training modules (content also available on our IMS to allow flexibility in delivery mode)

- Alcohol and other drugs
- Asbestos
- Barricading and signage
- Confined Space
- Excavation and trenching
- Grid mesh
- Heavy vehicle
- Isolation
- Lifting Operations
- Overhead and underground services
- Personal Protective Equipment
- Plant and Equipment
- Safe Driving
- Subcontractor Safety Management
- Temporary Works
- Work at heights
- Workplace hazard identification

Systems and IT applications

- Navigating the IMS
- Adobe Acrobat
- Incoterms
- Windows 11
- Cyber Security

Quality

- Cementitious Structural Grout Testing
- Concrete Batch Plant Fundamentals
- Concrete Slump Testing for Engineers
- Lead Auditor in Quality Management Systems
- Passive Fire Fundamentals – Fire Penetrations
- Waterproofing Basics

Process Inductions

- Construction Management
- Design Management
- Head Contract Management
- People
- Project Cost and Revenue
- Quality Management
- Risk Management

External qualifications and upskilling

- Cert III in Civil Construction
- Cert IV in Civil Construction
- Cert III in Electrotechnology Electrician
- Diploma of Project Management
- Cert IV in Work Health and Safety
- Cert III in ESI – Rail Traction
- Cert IV in Leadership and Management
- Diploma of Leadership and Management
- Cert IV in Business
- Cert II in Rail Infrastructure
- Cert III in Business Administration
- Cert III in Mobile Plant Technology
- Cert III in Rail Infrastructure
- Cert IV in Building and Construction
- Cert IV in Building Project Support
- Cert III in Carpentry
- Cert III in Civil Construction Plant Operations
- Cert IV in Project Management Practice
- Diploma of Work Health and Safety
- Cert III in Supply Chain Operations
- Cert IV in Human Resources
- Cert IV in Marketing and Communications
- Cert IV in Training and Assessment

Mentoring programs

- Work as One
- Lead & Empower Teams
- People Development & Performance
- Communication
- Cultural Awareness

Leadership and Development offering

- John Holland Mentoring Program
- John Holland Women's Mentoring Program
- Frontline Leader Program
- Future Leader Program
- Project Leader Program

Inclusion, Diversity and Equity focused training-e-learns and course content

- Introduction to Breaking Bias
- Breaking Bias Training
- Introduction to LGBTI+ Inclusion
- LGBTI+ Awareness Training
- Introduction to Aboriginal and Torres Strait Islander Cultures
- Working Flexibly Training (Managers)
- Workplace Behaviour Training
- Code of Conduct Business
- Family and Domestic Violence Awareness Training

Appendix D

Material topic definitions

Key Topic	Definition
Climate mitigation and adaptation	GHG emissions Scope 1, 2, 3; physical, transition, technology, regulatory and competitive risks; carbon neutral and net zero strategies
Smart engineering and technology solutions	Digital engineering and IT; knowledge sharing; industry leadership; innovating to support customer sustainability objectives
Resource management	Waste management; water management; material use; biodiversity impact; fuel and energy consumption
Employee experience, including wellbeing	Compensation and benefits; engagement and culture; recruitment and retention; learning and development; wellbeing
Health	Health and safety management system; employee and subcontractor safety training; COVID-19 management
Diversity and inclusion	Employee gender, Disability, LGBTI+, age, Aboriginal and Torres Strait Islander and Cultural diversity; diversity and inclusion training
Community impacts	Stakeholder engagement at project site; local recruitment and training for project execution; community contributions
Ethics and compliance	Bribery and corruption; ethical conduct and compliance; anti-competitive practices; whistleblower protections
Supply chain resilience	Modern slavery; supply chain audits and outcomes; supplier diversity and screening; sustainable procurement practices
Systemic risk oversight	Intellectual property protections; modernising management systems; data privacy and cybersecurity
ESG oversight	Regulatory compliance; formal ESG oversight structures; the role of the Board in setting sustainability strategy and reporting; reporting and transparency

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