

**JOHN
HOLLAND**

Modern Slavery Statement 2021



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About this Statement

John Holland has prepared this Modern Slavery Statement (Statement) to address the requirements of the Australian *Modern Slavery Act 2018* (Cth) (Act). The reporting period covered by this Statement is 1 January 2021 to 31 December 2021.

This Statement applies to the following six reporting entities:

- CCCI Australia Pty Ltd
- John Holland Holdings Pty Ltd
- John Holland Group Pty Ltd
- John Holland Pty Ltd
- John Holland Queensland Pty Ltd
- John Holland Rail Pty Ltd

In this Statement, the terms 'John Holland', 'we' and 'our' are used to refer collectively to these six reporting entities. A description of each of these individual entities is set out in Appendix B.

This Statement does not apply to John Holland's non-controlled joint ventures. Further, this Statement does not apply to entities in which John Holland has an interest but are required to report in their own right under the Act, such as Cross Yarra Partnership.

The Board of John Holland Group Pty Ltd approved this Statement on 30 May 2022. It is appropriate that the Board of John Holland Group Pty Ltd approved the Statement under the Act because this entity is the highest operating entity and main head entity for the John Holland group, and is the entity that has adopted the policies, procedures and processes under which the John Holland group operates (including the other subsidiary reporting entities).¹

The other reporting entities covered by this Statement were consulted on its development, as set out in Section 05. As required by the Act, the Statement has been signed in Section 05 by Joe Barr, Director & Chief Executive Officer. This Statement has not been externally assured.

We welcome feedback on this Statement at: corporate.reception@jhg.com.au

¹ Although CCCI Australia Pty Ltd is the head Australian entity for the John Holland group, as a holding company it has no active operations (including procurement activity) and the majority of its Directors approved this Statement as common Directors of John Holland Group Pty Ltd.



CEO message

At John Holland we live by a purpose – to transform lives.

That means we don't just deliver infrastructure, buildings and railways for our communities, but we also think deeply about how we do it and the impact we have along the way.

In line with our purpose and values, we are committed to eradicating any form of human rights abuse from our supply chain, including modern slavery.

I am proud to present our second Modern Slavery Statement, where we explain how we assess risks in our supply chain, set clear standards, and continuously improve our oversight and management of any identified risks.

For example, in the past year we have launched a new Supplier Code of Conduct and updated our Code of Business Conduct to set clear expectations for our people and suppliers. We have also increased our engagement and investment in the social enterprise sector as one important way to manage risk and support communities.

Our supply chain, like our projects, is diverse. It includes providers as broad as civil subcontractors, concrete suppliers, professional consulting services, fabricated steel suppliers and labour hire.

That's why we know it's vital for companies like ours to lead and take action to protect human rights at every level of our supply chain.

A handwritten signature in black ink, appearing to read 'Joe Barr', with a small dot at the end.

Joe Barr
Chief Executive Officer

Our structure, operations & supply chain

Who we are

Since our foundation more than 70 years ago, we have been committed to supporting communities around Australia by building infrastructure that improves lives and makes us more connected.

We are one of the nation's leading infrastructure companies. By finding solutions to complex challenges and opportunities, we transform communities to make them easier to move around, more connected and better to live in. We have had a hand in building the Australia we know today, from Parliament House to the Alice to Darwin Rail Link, from the MCG's Great Southern Stand to Sydney Metro.

Today, we are delivering many of Australia's largest infrastructure projects, transport services, as well as significant property and transit-oriented development projects.

We believe in creating people-centred solutions to complex challenges. We always aim to have a positive impact on communities and other stakeholders, while continuing to push boundaries of innovation.

The legacy we leave in communities is just as important as the physical property and infrastructure we build. We acknowledge that our industry has a wide impact on the environment, communities, suppliers and subcontractors and their workers. We take the responsibility to conduct a sustainable business seriously, including by taking steps to assess and address modern slavery risks in our operations and supply chain.

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.

In addition to the reporting entities set out in Appendix B, the John Holland group includes a range of controlled entities. 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.

Three of these controlled entities are incorporated outside Australia, in New Zealand, Malaysia and the United Kingdom. Of these three entities, only the New Zealand entity undertakes active operations, which relate to rail construction and maintenance contracting. Management control of this entity remains in Australia.

John Holland also undertakes a range of joint venture activities, which primarily relate to construction activities in Australia during the reporting period.

Our operations

Our focus is to deliver positive change for communities by getting people home safely, helping them stay connected, and developing infrastructure for the future.

We work across Australia² and New Zealand and our main areas of operation include:

- **Infrastructure:** Constructing and maintaining infrastructure, such as major roads and bridges, tunnelling, and water and waste-water treatment solutions
- **Rail & Transport:** Rail and transport operations & maintenance and the construction of rail assets
- **Building:** Major building projects, such as correctional facilities, hospitals, stadiums, education and research facilities, and commercial and residential development.

Some of our current key projects include building the new Sydney Football Stadium, delivering the Melbourne Metro Tunnel and Stations Project, and the world-first Pumped Storage Hydro conversion project in Kidston in far North Queensland. More detail about our operations and projects is set out on our website and in our [2021 Annual Review](#) (available on our website).

To support our operations, we employ over 5,500 employees. These employees undertake roles relating to engineering, project management, site supervision and other internal corporate functions such as legal, finance, people, risk and IT.

We also engage contractors to work on our sites across Australia and New Zealand in a range of construction-related roles, including tunnelling, surveying, building, surfacing and track work. The numbers and roles of these contractors vary and are determined by the size and quantity of our projects at any time.

Key information about our operations and project locations is set out in the infographic and map on pages 6 to 9.

Our governance

We recognise that a workplace that prioritises integrity, ethics, transparency and reporting enables robust and thoughtful decision-making that produces the best solutions. The John Holland Group Board of Directors is responsible for John Holland's long-term success and for managing the Group's business affairs to the highest standards of corporate governance. The Board consists of up to six shareholder appointed directors and three executive directors.

To assist the Board in discharging its responsibilities, a tiered corporate governance framework has been implemented, which provides for the delegation of functions to a number of Board and Management Committees. The Board Governance, Compliance & Audit Committee (GCA Committee) supports the Board to monitor the financial performance and disclosures of John Holland, as well as compliance with all applicable laws and regulations, including our modern slavery reporting. Further, the Board's Risk Committee supports the Board to oversee the framework for, and the reporting of, risks including enterprise, project procurement and delivery risks. The project risks include those relating to modern slavery and other procurement activities.

Senior managers across John Holland with responsibility for functions relevant to preventing and addressing modern slavery report to the Board through appropriate channels, such as the GCA and Risk Committees.

² We undertake the majority of our operations as John Holland but also operate under the business name 'Territoria Civil' in the Northern Territory.

Our operations

61

projects across
Australia and New
Zealand worth
\$12.3 billion

20

projects
completed
in 2021

5,595

direct
employees

\$4.9b

New Work Won



Our supply chain

Over
9,000
Australian
suppliers

Approximately
60
international
suppliers

Over
\$5.6b
supplier spend

Over
\$110m
spend with social
and indigenous
enterprises

Our projects and offices

We have 61 projects in Australia and New Zealand across the following sectors:

Infrastructure:

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

Rail and Transport:

- Design and construction
- Rail systems delivery and integration
- Rail operations and maintenance:
 - o Bus
 - o Trams
 - o Rail
 - o Metro

Building:

- Stadiums
- Corrections
- Health
- Airports
- Commercial
- Education

Western Australia **4**

Corporate Offices

Sydney

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

Melbourne

Level 9, 180 Flinders Street
Melbourne VIC 3000
Phone: +61 3 8698 9400

Brisbane

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

Perth

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

Darwin

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

Hobart

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

New Zealand

Level 2, 56 Parnell Road, Parnell
Auckland 1052, New Zealand
Phone: +64 9 525 1743



● Number of projects

Our supply chain

We are primarily based in Australia, but our suppliers span the globe.

To support our work in the infrastructure, building and transport sectors, we procure more than \$5 billion of goods and services from our suppliers annually. While 99% of our Tier One suppliers³ are located in Australia (over 9,000 suppliers in 2021), many of the diverse products and services they provide have international supply chains. We also engage directly with a small number of overseas suppliers (approximately 60 suppliers in 2021). The processes described on page 11 highlight the complexity of our procurement activity and our constant work in finding solutions to avoid modern slavery risks in our supply chain.

Our procurement systems and policies are managed by a central procurement team, which also oversees international procurements and other strategic procurement activities. Business areas across John Holland are responsible for day-to-day procurement activity and all our reporting entities and controlled entities use the same procurement policies and frameworks.

We are also involved in construction activities through joint ventures. In some cases, we act as the principal contractor for these projects, in which case we are responsible for the operations of the site and execute the project using our own products and systems, including our policies and procedures relating to modern slavery. Where we are not the principal contractor, site operations may be managed using another entity's processes and systems. We expect all our joint venture partners to maintain high ethical standards, independently of who serves as the principal contractor for projects.

The key categories of goods and services we procure include:

- Civil sub-contracts: including contracts to construct bulk earthworks, pavements, drainage and reinforced concrete structures
- Concrete and reinforcing products: including ready-mix and precast concrete, reinforcing bar and mesh
- Building materials and products: including facades and external cladding
- Rail systems: including construction materials and signalling, communications and control systems
- Mechanical, electrical and systems: including HVAC, Pumps and Pipelines, control systems, electrical wiring, transformers and switchboards, and sub-components making up the systems
- Professional consulting services: including engineering design services, as well as environmental, inspection and construction services
- Labour hire: including short and long-term project labour for our sites
- Plant and equipment: including dry hire (hire of equipment) and wet hire (hire of equipment and services to operate it), as well as purchase of a wide range of owned equipment, from heavy earthmoving equipment such as tunnel boring machines to light towers and elevated work platforms
- Fabricated steel: including heavy, medium and light steel products from bridge girders through to handrails and streetlights
- Industrial consumables: including gasses, welding consumables, fasteners, small tools, and Personal Protective Equipment (PPE)
- Fuels and lubricants: including fuel and lubricants for plants and equipment and hydraulic oils.

³ Our Tier One suppliers are suppliers with whom we have a direct contractual relationship.

As part of our procurement, we have a strong focus on creating opportunities through social inclusion. We are improving our social procurement and inclusion practices, including by working with our subcontractors and suppliers to provide employment opportunities to people from diverse backgrounds. This includes supporting employment either directly or indirectly through social and Indigenous enterprises.

In 2021, we spent more than \$100 million with over 300 Indigenous suppliers across our

projects – doubling the investment made in 2020. By partnering with organisations including Supply Nation and Kinaway, we are able to empower our projects to use local and Indigenous suppliers.

Additionally, in the same period, more than \$10 million of our total spending was directed to social enterprise organisations, helping to achieve goals like opening doors for refugees and CALD (Culturally and Linguistically Diverse) communities with Multicultural Consulting Services. We also have a partnership with CareerSeekers,

a program providing refugees and asylum seekers with pathways to employment on our projects.

We believe that, in many cases, this focus on social enterprises and smaller, local businesses helps us reduce our exposure to modern slavery risks associated with larger international suppliers, since we are able to monitor working conditions and undertake due diligence closer and in a more effective way.

Case study: Complex global procurement and overseas inspections

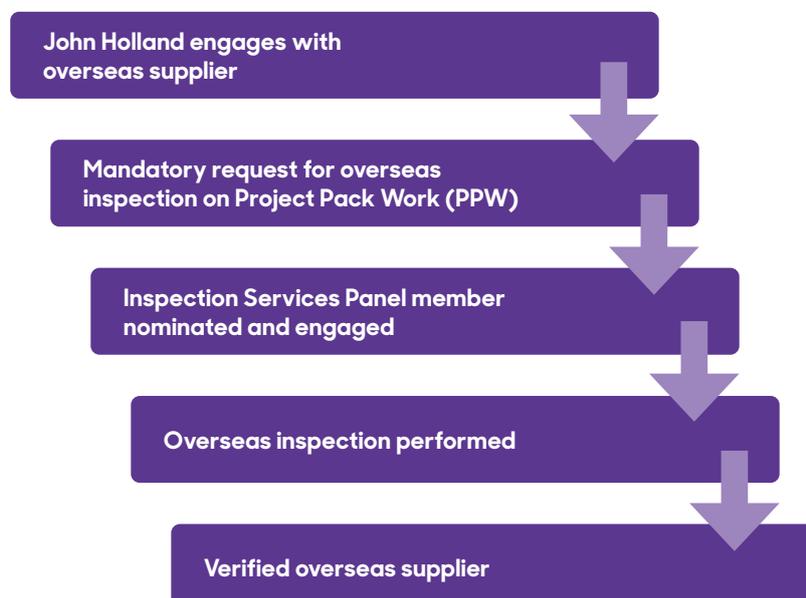
The large range of goods and services we procure indicate that our supply chain can be long and complex. The risks incurred when importing goods and services from overseas are usually increased by the lack of visibility and control into companies that operate according to foreign laws.

To mitigate this risk, since 2019, along with several internal actions geared to ensure the integrity of the supply chain, John Holland has also implemented a mandatory Overseas Inspection process when any international supplier is engaged.

The first step in this work was creating a panel with well-regarded consulting and inspection companies who perform overseas inspections on our behalf in a timely and trustworthy manner.

Each time a new overseas supplier is engaged for the supply of any material, one of these consulting companies is contacted to perform a thorough inspection. The results provided are fundamental for the assessments performed by John Holland in using and rating the services.

This process is embedded in our system through the use of Project Pack Work, and has helped create a more simplified and robust system for evaluating overseas suppliers.



Identifying our modern slavery risks

We understand that the construction sector can include a range of modern slavery risks, which can occur in Australia and New Zealand, as well as overseas. We also recognise that modern slavery risks in businesses' global operations and supply chains can change over time.

During the reporting period, repeating the efforts made in 2020, we worked to refine our understanding of modern slavery risk areas across our operations and supply chain by holding an interactive modern slavery risk workshop with key functions from across John Holland. Through this work, we have reviewed the potential modern slavery risk areas that may be present in the operations and supply chains of entities in the infrastructure sector, adding to those previously identified in the 2020 workshop.

Further, we recognise that the construction sector can include modern slavery risks linked to the production of materials in countries where there are reports of forced labour. We will continue to monitor any potential risk areas relating to forced labour.

In relation to all of the risks assessed, including those reported in the previous statement, we consider each of them to have been mitigated to the extent possible as set out in Section 03 below. This includes initiatives such as the development and implementation of the Supplier Code of Conduct in December 2021.

With this, we confirm for another year our commitment to assessing and preventing any risks of modern slavery in our supply chain.

2020 - identified risks

Workers exploitation through modern slavery, including through unauthorised subcontracting in contracted service providers responsible for cleaning, catering and site security

Labour hire firms providing labour for use in construction projects that may exploit workers through modern slavery, particularly where those workers are lower skilled or from migrant backgrounds

Materials used in construction projects, such as steel or bitumen, may be manufactured using modern slavery

Offshore providers of design and related services may exploit workers, notably where these providers are located in countries where modern slavery practices are more prevalent

2021 - additional risks identified

Onshore providers of design and related services may be a target of exploitation given the increasing demand for these types of services

The possibility of bonded labour among the work of traffic controllers

The recruitment of visa holder workers and the threat of bonded labour within it



The impact of businesses in modern slavery

The Australian Government's official guidance on the Act defines modern slavery as situations where 'coercion, threats or deception are used to exploit victims or undermine and deprive them of their freedom'. This includes practices such as forced labour, debt bondage and the worst forms of child labour.

The United Nations (UN) Guiding Principles on Business and Human Rights are the globally recognised standard for responsible business conduct. They explain that businesses can be involved in adverse impacts on the human rights of people, such as modern slavery, in three ways:

- 1) By causing a human rights impact, such as modern slavery, if its own actions or omissions *directly result* in that impact
- 2) By contributing to a human rights impact if its actions or omissions *contribute* to another party causing the impact
- 3) By being *directly linked* to a human rights impact by another entity it has a business relationship with, through its operations, products or services.

As recommended by the Australian Government's guidance, we use this continuum of involvement from the UN Guiding Principles on Business and Human Rights to support our actions to assess and address our modern slavery risks.

Our actions to assess and address modern slavery risks

We aim to conduct our business ethically and efficiently, while ensuring we remain a good corporate citizen.

We have taken a range of steps to assess and address potential modern slavery risk areas in our operations and supply chain. These actions are outlined below.

- Assessing potential risks**

As described in Section 02 above, we continued to refine our understanding of potential modern slavery risk areas in our operations and supply chain through a yearly interactive modern slavery risk workshop with key functions from across John Holland, including: Procurement; People; Health, Safety, Environment & Sustainability; and key operational areas, including relevant joint ventures and controlled entities. This workshop contributes to the identification of possible risk areas and informs the development of action items to further strengthen our response.

- Setting clear standards**

Our Code of Business Conduct is based on our values, policies, procedures and applicable laws guiding our daily work and demonstrates our commitment to uphold proper and ethical business practices, including in relation to modern slavery. It also sets out our commitment to seek to prevent modern slavery in our supply chain. Changes to the Code of Business Conduct made in 2021 in this regard are described on page 16.

The Code of Business Conduct applies to everyone who works for or with John Holland, including people working under contract. We require our employees and labour hire contractors to comply with it and our employees must also complete an e-learning module about the Code of Business Conduct. Where John Holland has a controlling position in a joint venture or other similar arrangement, we require that the standards of behaviour contained in our Code of Business Conduct be adopted as a minimum.

Investigations into potential breaches of the Code of Business Conduct are monitored by our Governance, Compliance & Audit Committee.

- Managing supplier risks**

Our procurement policy commits us to 'efficient, effective, ethical and sustainable procurement' and sets out our expectation that all our employees, contractors and business partners including suppliers will uphold ethical business practices and abide by relevant legislation. We manage risks associated with our procurement by inspecting all of our international suppliers (which are considered to have a higher exposure to modern slavery risks when compared to local suppliers), as described on page 11, and requiring international suppliers to complete a modern slavery questionnaire and deed poll during the tender process. This sets out a range of modern slavery requirements, including an obligation for the supplier to inform us of actual or suspected modern slavery incidents in its operations and supply chain.

In 2021, we also developed and published a Supplier Code of Conduct, which sets clear standards expected for all our suppliers. Acknowledging and agreeing with this Code is a mandatory part of the contracting process with John Holland, and more details are set out on page 16.

Strengthening our supplier management system

..... As part of managing our suppliers effectively and increasing efficiency on our projects, John Holland has prioritised digitising our procurement processes. We are developing an integrated, automatic system, which will perform a supply chain risk assessment for the top 2,000 suppliers (covering 80% of our spend). This risk assessment will include modern slavery related content and will feed into a live dashboard to monitor supplier risks and assist with executive oversight.

Maintaining a whistleblower mechanism

..... Our whistleblower mechanism provides a safe and anonymous way for our employees, contractors, suppliers and other stakeholders to report potential breaches of our Code of Business Conduct and applicable laws, including in relation to modern slavery. Reports can be made through an independent Speak Up Line or directly to the Company Secretary and Corporate Counsel, or the Privacy Officer, and we take steps to protect complainants from retaliation.

Since 2020, and during the last year, no reports were received relating to modern slavery or labour rights more broadly. Whilst pleased with this result, we recognise that modern slavery incidents may not always be reported through whistleblower mechanisms, including where potential complainants may have difficulty accessing the mechanism due to lack of awareness or language barriers. We started promoting the establishment of the whistleblower mechanism to our employees in 2019, including through emails, intranet posts and an FAQ document. Further, external contractors are directed in their contracts to our Code of Business Conduct and external suppliers are directed to the Supplier Code of Conduct, each of which includes information about accessing the whistleblower mechanism.

Filling gaps previously identified

..... As part of our commitment to continuous improvement, in 2020 we engaged a business and human rights advisory firm to undertake a gap analysis of our policies and processes relating to modern slavery and develop a three year roadmap for action.

During 2021, we continued to implement the roadmap and addressed the following key recommendations:

- updated the Code of Business Conduct to reinforce a zero-tolerance approach to modern slavery and reflect the UN Guiding Principles
- developed and implemented a Supplier Code of Conduct
- developed tools and updated training modules for employees and contractors on modern slavery awareness.

Collaborating with our partners

..... We continue working collaboratively with our business peers to build our response to modern slavery through the Infrastructure Sustainability Council of Australia (ISCA) Road Sector Modern Slavery Coalition. The Coalition aims to support collaborative solutions to modern slavery risk management, drive industry good practice to support modern slavery compliance, and build members' capacity to manage modern slavery risks. During the reporting period, we also continued working with Coalition members to consider modern slavery risks and identifying gaps.

Case study: The Supplier Code of Conduct

During the reporting year, a multidisciplinary team involving representatives from the Procurement and Governance & Compliance functions developed the Supplier Code of Conduct, implementing one of the key recommendations from the 2020 gap analysis.

This Code explains our expectations of our suppliers, their subsidiaries and supply chain, and applies to every organisation or individual that provides John Holland with goods or services. We expect our suppliers to provide their workers with appropriate training and support to enable them to comply with the Code, which also sets clear expectations for the whole supply chain to align with it.

Among other requirements about ethical business practices, the environment and the community, the Code requires that all suppliers must:

- prohibit the use of modern slavery (including forced labour) and child labour in their operations and supply chains, and take proactive steps to manage potential risks; and
- provide means for their workers to safely and anonymously make complaints relating to unsafe or unfair working conditions (including modern slavery or other exploitation). Workers must not be exposed to retaliation or fear of retaliation for making a complaint.

Since December 2021, acknowledging and agreeing with the Supplier Code of Conduct is a mandatory part of the contracting process with John Holland. By including this important step in our processes, we expect our suppliers to take action and also encourage them to demonstrate leadership by going beyond the requirements of the Code.

Case study: Updated Code of Business Conduct and training

The Code of Business Conduct helps guide our daily work and demonstrates how to practically apply our commitment to uphold proper and ethical business practices, including in relation to modern slavery.

As a part of our analysis in 2020, we understood that updating the Code was an important tool to raise awareness of the key matters contained in it, and we took action.

During the reporting period, we updated the Code to make it clear we respect the human rights and dignity of all employees, the communities in which we work and those who are affected by our projects and operations. Further, the language was updated to reinforce our zero-tolerance approach to all forms of modern slavery. The online training module in relation to the Code was also reviewed and updated.

Our Code of Business Conduct now expressly states:

"We take a zero tolerance approach to all forms of modern slavery. Specifically, we consider modern slavery to be a violation of fundamental human rights. Modern slavery includes eight types of serious exploitation, including human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, deceptive recruiting for labour or services, and the worst forms of child labour."

All employees and contractors are required to read the Code and undertake the online training module during their induction with John Holland, and every two years thereafter. Communications are also proposed to all staff in 2022 outlining the changes to the Code, including those described above in relation to modern slavery. This will further increase the awareness and focus on these issues, including our zero tolerance approach to modern slavery.



Assessing our effectiveness and future plans

We recognise the importance of taking a continuous improvement approach to managing our modern slavery risks and are working to enhance the scope and sophistication of our response.

Assessing the effectiveness of our actions is a key element of our commitment to continuous improvement. We assess the effectiveness of our approach in a number of ways, including by:

- monitoring key indicators, such as the number of modern slavery related reports made through our whistleblower mechanisms and the number of modern slavery questionnaires and deed polls completed by international suppliers
- reviewing all overseas inspections performed with international suppliers
- considering how our response compares to good practice responses from business peers in our sector and more broadly, including through the ISCA Coalition
- evaluating whether our policies are fit for purpose, including through processes such as the modern slavery gap analysis (see page 15 for further details).

We plan to further strengthen our response to modern slavery in the future, including by:

- implementing an integrated, automatic vendor management system
- developing and implementing an Operational Management System that will allow us to enhance our monitoring of compliance with our Supplier Code of Conduct, and also allow automating of third party sanction searches
- continuing to develop new tools and updated training modules for employees and contractors on modern slavery awareness.



Consultation and approval

This Statement was developed in consultation with each of the reporting entities covered by the Statement (as listed in Appendix B) and other relevant controlled entities.

A draft of this Statement was reviewed by one or more directors from each reporting entity and each controlled entity.⁴ Each reporting entity also shares a common company secretary, who was actively involved in the drafting of this Statement.

This Statement was approved by the Board of John Holland Group Pty Ltd on 30 May 2022.



Joe Barr

Director and Chief Executive Officer

2 June 2022

⁴ Directors may serve on the boards of multiple entities within the John Holland group.

Appendix A

How our Statement addresses the Modern Slavery Act's requirements

Modern Slavery Act requirement	Reference in this Statement
Identify the reporting entity	'About this Statement' (page 2) and Appendix B
Describe the reporting entity's structure, operations and supply chains	Section 01 Appendix B
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Section 02
Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	Section 02 Section 03
Describe how the reporting entity assesses the effectiveness of such actions	Section 04
Describe the process of consultation with (i) any entities the reporting entity owns or controls; and (ii) for a reporting entity covered by a joint statement, the entity giving the statement	Section 05
Include any other information that the reporting entity, or the entity giving the statement, considers relevant	Throughout this Statement

Appendix B

Table of reporting entities

Reporting entity	Description
CCCI Australia Pty Ltd (the head Australian entity)	CCCI Australia Pty Ltd is an entity formed by CCCC International Holding Limited to hold its Australian business interests and operations. The entity has no active operations and no subsidiaries other than John Holland Holdings Pty Ltd.
John Holland Holdings Pty Ltd	John Holland Holdings Pty Ltd is an entity formed by CCCC International Holding Limited as the holding entity for the John Holland Group. The entity has no active operations and no subsidiaries other than John Holland Group Pty Ltd.
John Holland Group Pty Ltd	John Holland Group Pty Ltd is the main head entity for the John Holland Group. It is the employing entity for all staff ('white collar') employees. It also provides funding and treasury services to all group entities and operations.
John Holland Pty Ltd	John Holland Pty Ltd is the principal Australian operating entity for construction contracting services.
John Holland Queensland Pty Ltd	John Holland Queensland Pty Ltd undertakes Queensland government and related bodies construction contracts.
John Holland Rail Pty Ltd	John Holland Rail Pty Ltd was the contracting entity for the NSW Country Regional Network (CRN) operations and maintenance contract for Transport for NSW during the reporting period.

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