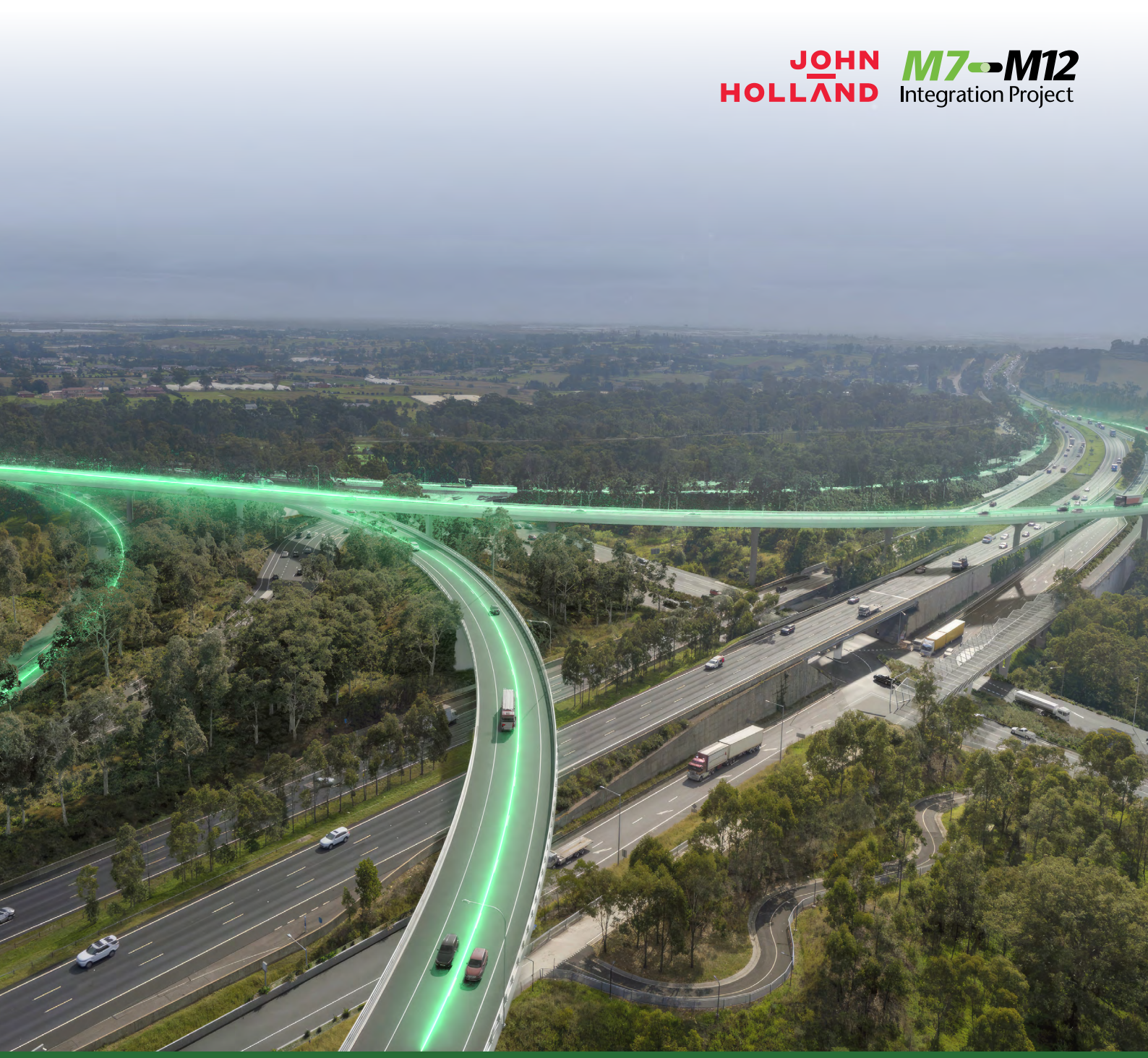
JOHN HOLLAND M7-M12 Integration Project



The M7-M12 Integration project

Sustainability Annual Report
August 2025

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List of Abbreviations

ABBREVIATION	FULL TERM	DESCRIPTION
M7-M12	M7-M12 Integration project	The project
ISC	Infrastructure Sustainability Council	Industry body overseeing sustainability ratings and standards for infrastructure projects in Australia
SMP	Sustainability Management Plan	Document outlining strategies and actions to meet sustainability targets for the project
SWTC	Scope of Works and Technical Criteria	Contractual requirements and technical standards that govern project delivery and compliance
TfNSW	Transport for New South Wales	Government agency responsible for transport services and infrastructure in New South Wales
STEM	Science, Technology, Engineering, and Mathematics	Fields of study and professional practice promoted in the Female Constructors of the Future STEM Program
SCM	Supplementary cementitious material	Supplementary cementitious material is the recycled material used to replace cement used in concrete

JOHN HOLLAND M7-M12 Integration Project

Contents

1. Executive Summary

Between the period of August 2024 and August 2025, the M7-M12 Integration project has achieved substantial progress in embedding sustainability principles into the project's design, construction, and operational phases. This report provides an overview of the project's efforts and accomplishments in advancing sustainability while maintaining compliance with Scope of Works and Technical Criteria (SWTC) requirements and Infrastructure Sustainability Council (ISC) rating targets.

1.1 Key Achievements

- The project has achieved a 'Leading' Design rating score against the ISC v1.2 manual. This result showcases the project's commitment to being a leading example in sustainable infrastructure construction
- Innovative practices such as the use of recycled solar panel glass in asphalt works and advanced environmental monitoring technologies.
- Representation at industry-wide events such as the Sydney Build Expo and the Net Zero Construction Summit to advocate for sustainability.

1.2 Management and Oversight

The Sustainability Management Plan (SMP) serves as the foundational framework for meeting and exceeding sustainability targets. Key components include:

- Monthly engagements with Transport for New South Wales (TfNSW) and ISC to ensure alignment with SWTC requirements.
- Three Sustainability Leadership Committee meetings fostering collaboration and continuous improvement.
- Fortnightly Innovation Committee meetings chaired by the Sustainability Manager to evaluate and implement new sustainability initiatives.
- Independent reviews by an Independent Sustainability Professional (ISP) to monitor compliance and provide recommendations.

1.3 Continuous Improvement and Collaboration

The project has maintained a proactive approach, leveraging regular audits, stakeholder engagement, and committee meetings to refine its sustainability strategy. Feedback mechanisms remain integral, allowing stakeholders to contribute to the ongoing improvement of the project's initiatives.

This report exemplifies the dedication of the M7-M12 Integration project team to advancing sustainability in infrastructure development, highlighting achievements, innovative practices, and areas for growth as the project continues to lead in sustainable design and construction.

2. About the M7-M12 Integration project

2.1 Overview

The M7-M12 Integration project will support future development growth in Western Sydney by improving travel times and congestion. Once complete, the project will provide direct access to commercial and residential hubs, and the new Western Sydney International Airport. For more information, including subscribing to updates and construction progress and community notifications, please visit our website.

2.2 Project Update

It has been a busy period on the M7-M12 Integration project with a lot of progress across all sites. Construction activities have included:

- laying new pavement along the M7 Motorway
- pouring concrete for bridges along the M7 Motorway
- finishing all bridge girder installations at the Elizabeth Drive Connection (EDC)
- completing all segments of the incrementally launched bridges at the M7-M12 Interchange
- building retaining walls along the EDC and the M7-M12 Interchange
- constructing the future permanent M7 northbound on-ramp and service road at Wallgrove Road
- installing noise walls along the shared user path near Dobroyd Drive in Elizabeth Hills
- upgrading basins at several locations along the shared user path and near the motorway ramps.

"At the M7-M12 Integration project, sustainability is an integral part of our culture, and our team is committed to creating a lasting impact that goes beyond the physical infrastructure and service enhancements that our project offers."

[redacted]
Project Director

3. Sustainability Management

3.1 Sustainability Management

The Sustainability Policy outlines the commitment and principles of the project in relation to sustainability. The policy is publicly available on the project's website under the environment section.

> **"John Holland Group (JHG) are committed to leaving a positive and lasting legacy through environmental, social, economic and governance for the delivery of the M7-M12 Integration project. "**
>
> – M7-M12 Sustainability Policy

In addition, the SMP acts as the foundational framework guiding the project's efforts to meet and exceed SWTC and ISC targets, which includes the following key milestones:

- Round 2 Design ISC Rating received: Verification score of 80.86 achieved – an affirmation of the project's strong adherence to design sustainability principles.
- The projects sustainability manager has represented the project at various industry wide events such as the Sydney Build expo and the Net Zero construction summit.
- The Sustainability Leadership Committee continues to meet to foster collaborative discussions among project stakeholders and drive continuous improvement across sustainability initiatives. Three committee meetings were held during the 12-month period.
- The establishment of regular engagement with TfNSW and ISC through monthly meetings. These meetings ensure the alignment of project activities with SWTC requirements, while providing a platform for progress tracking and feedback.
- The project's Innovation Committee is chaired by the Sustainability Manager and consists of representatives from the project team. The Innovation Committee meets fortnightly to discuss and evaluate potential sustainability initiatives and innovations, as well as to monitor and report on their implementation and outcomes.
- The project continues to engage an Independent Sustainability Professional (ISP) to conduct regular reviews of the project's progress against the IS rating scheme and SWTC requirements, as well as to provide feedback and recommendations.
- The project has also participated in various internal and external audits. During the year a total of 10 sustainability audits took place on the project. The details of the audits are available below and demonstrate the project has achieved an overall high level of compliance.

As part of our commitment to continuous improvement and transparency, the project welcomes feedback on our current strategy. All feedback received will be considered in our annual strategy review, with key themes reported in future updates. Stakeholders have the opportunity to provide feedback via the projects website.

3.2 Performance Against Sustainability Objectives and Targets

Compliance against the SWTC requirements of Table D.5-2 is detailed further under 'Section 7 - Progress against Sustainability Targets'.

Throughout the reporting period, the project demonstrated significant progress in meeting the below sustainability objectives.

Overall sustainability targets:

- Approximately 66% of the targets were fully compliant, with 34% showing active progress toward completion.

Climate related emissions reduction:

- The project is forecasting a 18% reduction in energy consumption across Scope 1, 2, and 3 emissions, primarily driven using sustainable materials and fuels.

Zero Scope 1 emissions and lower overall fuel use from solar powered light towers along Elizabeth Drive and realigned Wallgrove Road construction areas

Figure 1: Solar light tower by stockpile area at AF9 compound.

- **Sustainable fuel usage:** Over 133,000 litres of biodiesel were utilised, with B20 biodiesel constituting 48% of the total biodiesel usage—a measure that contributed significantly to carbon footprint reduction.
- **Material Recycling:** Extensive use of recycled concrete and aggregates not only reduced emissions but also minimised waste generation, reinforcing the project's commitment to circular economy principles. Currently 13% of aggregate used on the project is from a recycled source, while 46% of the cement used in concrete is also from a recycled source. These are exceeding contractual targets, which can be viewed under section 7.2.
- **Waste generation:** Currently the project is diverting 98% of its building and demolition waste, 93% of its metal waste, 64% of its organic waste and 93% of its paper and cardboard waste from landfill. These landfill diversion rates are exceeding the project's sustainability requirements. Office waste diversion rates remain at 24% which is below target and the project has plans to improve this requirement and is currently discussing this with TfNSW and WSO as part of monthly sustainability meetings.
- **Non-Potable water use:** The project maintains a 45% non-potable water use, which is much higher than the contractual targets stipulated.

98% of building and demolition waste recycled, exceeding project requirements

Sustainability performance is regularly reviewed and documented during monthly project meetings with key stakeholders, TfNSW and WSO Co, in weekly internal Environment and Sustainability meetings, as well as quarterly Sustainability Leadership Committee meetings. These forums play a critical role in tracking progress, ensuring accountability, and driving continuous improvement across initiatives.

3.3 Status of Infrastructure Sustainability Rating

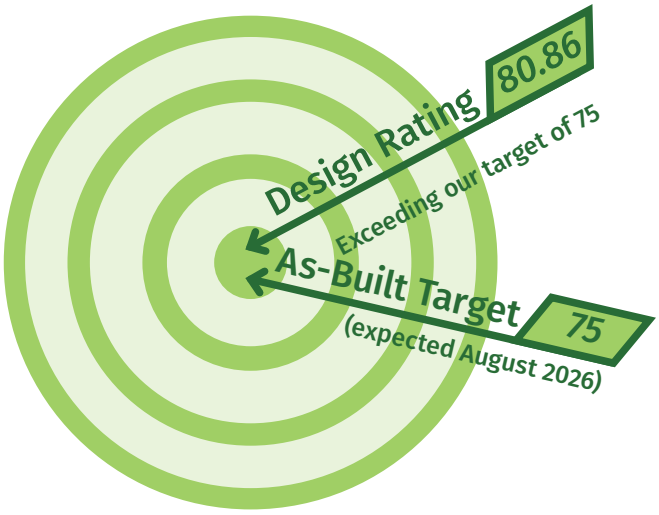
The project continues to track well against its ISC obligations. The below table provides a detailed overview of its progress on complying with the ISC ratings process detailed in clause 3.4 of the Sustainability Management Plan, with dates listed to detail when the ISC milestone was achieved and indicative dates for the outstanding elements of the ISC rating, which haven't been achieved yet.

Table 1: ISC rating milestones

ISC RATING MILESTONE	DATE ACHIEVED / EXPECTED
Design Rating round 1 Submission	17 December 2025
Design Rating round 1 received	28 February 2025
Verifier face-to-face meeting	15 May 2025
Design Rating round 2 submission	4 July 2025
Design rating verification received	28 August 2025
As-Built Round 1 Submission expected	May 2026
As-Built Round 2 Submission expected	July 2026
As-Built Rating Verification expected	August 2026

The project has achieved a 'Leading' Design rating of 80.86, demonstrating that the project is viewed as a leading example of sustainable infrastructure construction and it's adherence to sustainability guidelines. The focus for the year ahead is now on the As-Built rating and to ensure a similar rating can be achieved for this phase.

M7-M12 INTEGRATION PROJECT ISC SCORES:



3.4 Climate Change

After the initial Climate Change Risk Assessment (CCRA) workshop was carried out in August 2023, the project has continued to work through relevant modelling and adaptations required for the identified risks. The project is also working to ensure that the various requirements for ISC Climate change requirements are met. More detail on the project's approach to climate change can be found under section 11.1 of the project's Stage 2 Design Landscape Plan, which is publicly available on the M7-M12 Integration project's webpage.

The project has proactively addressed climate risks through consultation with various stakeholders and ensuring climate risks are embedded in design and operation once the project is completed. For example, in order to address the localised impacts associated with increased flood frequency, climate risk was embedded into design through the completion of 1% AEP flood modelling at 10% and 20% rainfall increases.. The modelling allowed for the residual risk rating of "low" as the road remains trafficable in the worst-case climate change scenario, with no significant increases in property flood impacts found.

Climate risk assessments are also informing the integration of climate-resilient measures within the drafting of Operation and Maintenance manuals. Collaborative efforts among project teams ensured that adaptation strategies were seamlessly incorporated into the planning and implementation phases, enhancing the assets resilience against future climate uncertainties.

3.5 Sustainability in Design

The Sustainability team have reviewed 100% of design reports and drawings to ensure sustainability and ISC requirements are addressed and incorporated into design documentation. A good example of this is under section 11 of the project's Stage 2 Design and Landscape Plan, which is publicly available on the M7-M12 Integration project's webpage.

The project, through its work with Balarinji and other stakeholders, is working to enhance both Aboriginal and non-Aboriginal heritage. The project has developed an Aboriginal and non-Aboriginal design focused on the overarching theme titled *"To protect Country is to belong"*, which can be viewed in the above Stage 2 Design and Landscape Plan. The overarching theme focuses on the Frontier Wars fought by Aboriginal and Torres Strait Islander people to hold and care for traditional Country. It also focuses on acknowledging the furnace of World Wars where Indigenous and non-Indigenous soldiers fought together in equality to protect their country of Australia.

Figure 2: Artist's impression of the Frontier Warriors artwork from the Design and Landscape Plan.

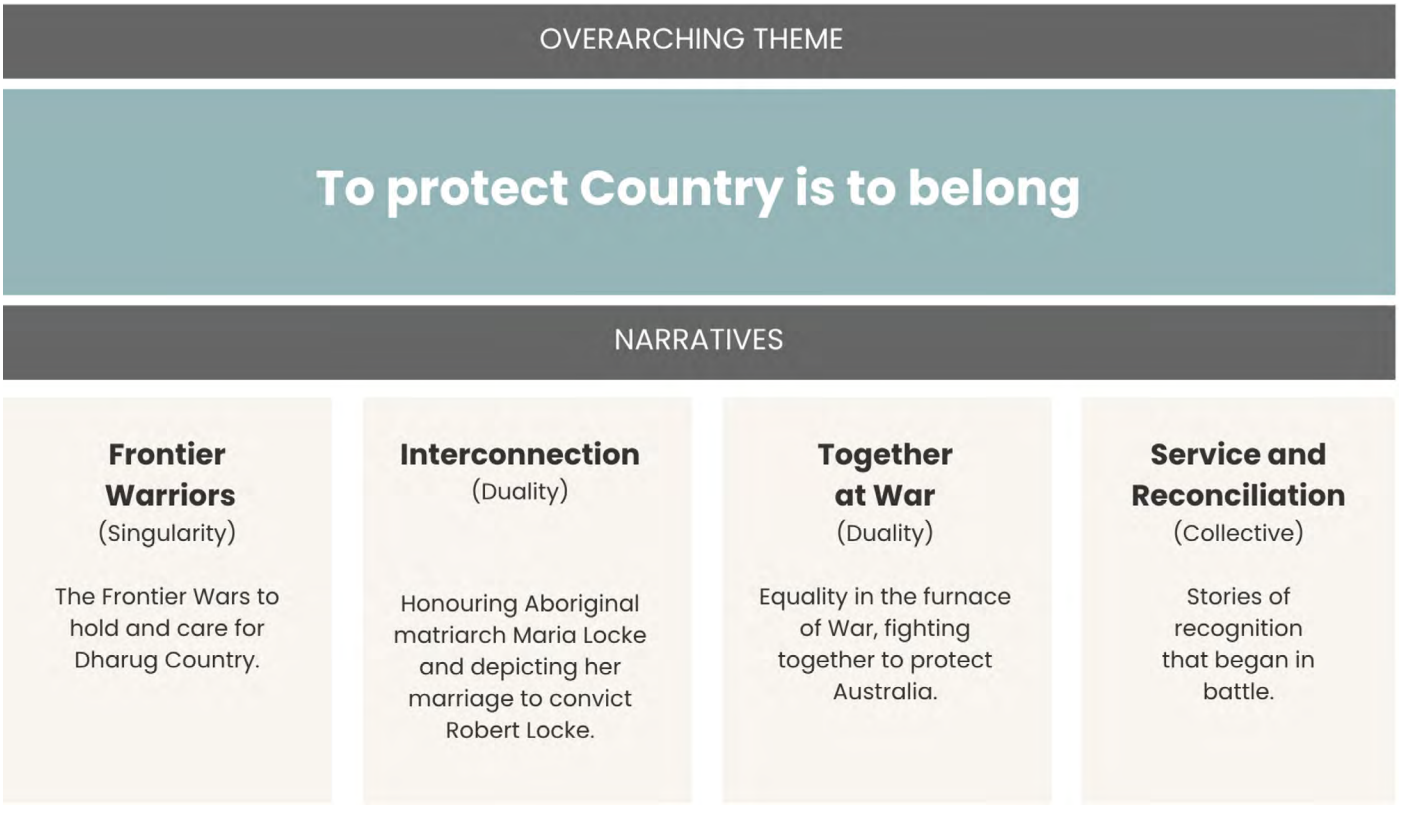


Figure 3: Overarching Design and Landscape Theme from Stage 2 Design and Landscape Plan, Section 5.4.

3.6 Alignment with the United Nations Sustainable Development Goals

The project's commitment to sustainability and heritage preservation reflects a strong alignment with multiple UN Sustainable Development Goals (SDGs). By addressing climate risks through advanced modelling and integrating climate-resilient measures, the project supports SDG 13: Climate Action. The proactive adaptation strategies embedded in design and operation enhance resilience against climate uncertainties.

The collaboration with Balarinji and the inclusion of Aboriginal and non-Aboriginal heritage in the design process further aligns with SDG 11: Sustainable Cities and Communities. The theme "To protect country is to belong" underscores the importance of cultural preservation and inclusivity. By acknowledging historical frontiers and shared sacrifices, the project fosters a sense of community and national identity while promoting equitable development.

Additionally, the project's focus on the use of recycled materials and landfill diversion showcases its dedication to achieving sustainability goals while addressing pressing environmental concerns. By employing strategies such as high-recycled-content asphalt, which utilises 50% recycled materials, the project actively contributes to the circular economy, reducing reliance on virgin materials. This approach aligns closely with SDG 12: Responsible Consumption and Production, as it promotes efficient resource use and minimizes waste generation.

Figure 4: UN Global goals for sustainable development.

4. Initiatives and Innovations

4.1 Initiatives

During the year, the team have continued to progress a range of sustainability initiatives on the project with most being implemented. Guided by ISC's Inn-1 Innovation Credit Criteria, the project has implemented several sustainable initiatives listed in the table below:

Table 2: Initiatives and innovations table

INITIATIVE	DETAILS	SUSTAINABILITY BENEFIT	STATUS
High recycled content asphalt	Construct an asphalt pavement with 50% recycled content	Reduces waste, saves energy, decreases emissions, and promotes a circular economy	Implemented August 2023
High recycled content in concrete	Using recycled materials to replace traditional cement in concrete mixes	Reduces waste, saves energy, decreases emissions	7489m^3 of concrete using 45% SCM
FOD Mats	Innovative mats designed to remove sediment from vehicle tyres exiting construction sites	Reduces emissions, keeps soil onsite, improves safety, and reduces water use	Implemented August 2023
Solar PV Glass Sand in Asphalt	Use of crushed solar panel glass as aggregate in asphalt	Reduces waste, saves energy, decreases emissions, and promotes a circular economy for solar panel waste	Implemented 13 September 2024
Sustainability Metrics in Pavement Design	Analysis of pavement profiles using lifecycle emissions and sustainability metrics	Reduces emissions and lowers lifecycle costs	Implemented March 2024
Tiny Surveyor (Position Partners)	Automated robotic surveyor for line marking and surveying locations	Reduces emissions, improves accuracy, and enhances workplace safety	Implemented February 2024
iSupply Register	Use of sustainable products and services listed in the ISC iSupply directory	Promotes sustainability in procurement and improves resource efficiency	Implemented Various dates across project timeline
Mid-Size Electric Excavator	First mid-size electric excavator used in Australia for infrastructure projects	Reduces emissions, noise, and vibration; improves health and well-being	Implemented 17 June 2024
Gatewave	Advanced noise and vibration monitoring and modelling tool	Reduces noise pollution, improves compliance with environmental standards, and supports community well-being	Implemented March 2024
Stratex Silt Socks	Recycled silt socks made from waste banner mesh and waste aggregate	Reduces waste, supports circular economy, and enhances waterway protection	Implemented September 2024

4.2 Working with Suppliers and Subcontractors

The team are working closely with suppliers and subcontractors to ensure innovations can be embedded into the project. A good example of this is the waste solar panel glass in asphalt initiative where solar panel waste glass was procured from PV Industries. The project team worked with contractor, Fulton Hogan to develop asphalt mix designs incorporating this waste glass.

An exemption was acquired from the NSW EPA to apply the recycled solar glass sand in asphalt mix in an environmentally safe manner. The glass was then tested against the TfNSW glass and asphalt specifications, allowing it to be listed as a "conforming" mix on the TfNSW-approved asphalt mix designs list.

Due to it's innovative mix, the solar glass asphalt initiative has been nominted for the below awards:

- **2025 | Banksia Awards (NSW) - *pending***
  Circular Economy
- **2024 | John Holland TEK InnoVEST**
  Smart Idea Innovation

4.3 Sustainability Innovations Forum

The project is also a founding member of the national John Holland wide Sustainability Innovations Forum, which is held monthly with all senior sustainability leads from various projects across the country. These forums give each lead the opportunity to share knowledge on their project's innovations and the opportunity to share ideas and collaborate together, to create opportunities that could transform the industry.

4.4 Innovation Committee

The project has continued its Innovation Committee with sessions occurring on a fortnightly basis. Chaired by the project's Sustainability Manager, the committee has received 163 ideas to date from 136 individual with 78% of these being implemented.

Figure 5: Solar Panel Glass Sand in Asphalt initiative.

5. Sustainable Procurement

5.1 Sustainable Procurement Management

Procurement has also been a key focus throughout the year with sustainability well embedded into the procurement process and strategy. This is evident with the verification of the ISC Pro-1 and Pro-2 procurement credits for the ISC Design rating.

Collaboration between the Sustainability and Procurement teams also contributes to the ongoing focus on sustainability within the project's procurement process with regular contact between the two regarding procurement updates from the Commercial manager to the Sustainability team.

In addition, the Sustainability team review subcontractor performance against sustainability requirements inside John Holland's PPW system and against the SWTC and ISC conditions. To ensure compliance, our team have also implemented the following checks:

- Potential subcontractors are required to provide details on their sustainability policy in our Supplier Questionnaire.
- The sustainable actions and policies of a potential supplier have a non-financial weighting on scoring their tender offerings.
- A sustainability section is included in all subcontractors' contract's scope of works section, which includes contractual targets regarding materials, emissions, waste and resources usage.
- Project sustainability pack, which is provided with tenders to suppliers.

In response to major procurement packages, such as asphalt supply, packages were designed to include sustainable materials like bio-bitumen and a high RAP content, reinforcing the project's commitment to environmentally responsible practices.

5.2 Supplier Sustainability Engagement

To further engage with subcontractors, the project has advanced our Reward and Recognition awards to recognise and reinforce positive behaviour and outcomes in line with ISC procurement credit requirements. To achieve this, the project has created a supplier reward and recognition program called the 'Outstanding Delivery Partner award', which is part of the project's monthly Celebrate Event, presented quarterly by the project's Senior Leadership Team (SLT).

This year, for example, Holcim (the project's ready mix concrete supplier), was presented with an award for sustainable material use as a replacement of cement in concrete with more sustainable material sources.

The team have also continued to engage with high impact suppliers, particularly for the project's aggregate, concrete and asphalt supply, which are major material components of the project's construction.

Figure 6: Project Director presenting Holcim's Project Manager with the Outstanding Delivery Partner award.

The following table details the sustainable initiative meetings and conferences, which the team has had with potential and current suppliers regarding sustainability-based opportunities during the year.

Table 3: Supplier Sustainability Engagement

DATE	DESCRIPTION
26/6/25	John Holland Sustainability Forum
24/6/25	Holcim/John Holland sustainable materials opportunities
27/5/25	Resourceful Living Tour
5/5/25	Sydney Build Expo
5/3/25	Net Zero Construction Summit
Various	MECLA (Materials and Embodied Carbon Leadership Alliance) workshops
19/11/24	AfPA Forum on Low Carbo Innovations
22-24/10/24	ISC National Conference
16/9/24	Fulton Hogan asphalt plant site tour
9/8/2024	Sustainability and Recycling Initiatives with State Asphalt
6/8/24	MCi Carbon Facility tour

5.3 Modern Slavery

All subcontractor packages and questionnaires include a question regarding modern slavery. This question is "Does your organisation have a Modern Slavery Policy and/or Statement in place and does your organisation assess and manage Modern Slavery risks and impacts in its supply chain specifically? Please provide examples". The answer to this question along with other sustainability-based question is used to score the subcontractor and how will they conform with the requirements.

6. Continual Improvement and Audits

6.1 Continual Improvement Initiatives and Collaboration

The Sustainability team have participated in several collaborative events and sessions over the year with both local project and John Holland teams at industry wide events and with TfNSW project teams. These events facilitate further collaboration, innovation and the sharing of knowledge, further developing sustainable practices across the industry.

The following table details some of the knowledge share events, which the project sustainability representatives have participated in, including the Sydney Build Expo 2025 and Net Zero Construction Summit, which the project's Sustainability Manager spoke at to discuss the practical pathways to decarbonise the construction industry.

The project's Sustainability manager was also asked to sit on two working groups with the Materials and Embodied Carbon Leadership Alliance (MECLA). Participating in MECLA working groups brings significant advantages, especially in the realm of sustainability and embodied carbon leadership. These groups foster collaboration and innovation, enabling members to share expertise and drive collective solutions for reducing carbon emissions in materials. By being actively involved, the project gains access to industry insights, trends, and a platform to influence sustainable practices, making a meaningful impact on both project outcomes and broader environmental goals in the industry.

Table 4: Events participated

DATE	DESCRIPTION	KEY POINTS / OUTCOME
5/5/25	Sydney Build Expo	Presented on net zero/sustainable initiatives and construction
5/3/25	Net Zero Construction Summit	Presented on net zero initiatives and construction
19/11/24	AfPA Forum on Low Carbo Innovations	Provided insights into flexible pavement related initiatives
22-24/10/24	ISC National Conference	The national Infrastructure Sustainability Council's annual conference
Various	Materials and Embodied Carbon Leadership Alliance (MECLA) work-shops	Sitting on two working groups as part of MECLA
29/10/24	TfNSW Roads Knowledge Share - Sustainability	Presented the M7-M12 Integration project's sustainability innovations
19/11/24	TfNSW Roads Group Knowledge sharing workshop	Presented the M7-M12 Integration project's sustainability innovations

Figure 7: M7-M12 Integration project's Sustainability Manager presenting at the Net Zero construction summit, May 2025.

6.2 Audits

The project has undertaken several sustainability audits as per contractual and ISC requirements. These audits are in line with the Sustainability Audit schedule, which was shared with TfNSW and WSO Co. The table below details the audits that have taken place in the past year.

Table 5: Audits conducted

DATE	DESCRIPTION
29/04/2025	NGERs legislation Audit
15/04/2025	Internal Sustainability Audit
14/03/2025	External Sustainability Audit - ISP Audit Q1 2025
21/01/2025	Internal Sustainability Audit
18/11/2024	Waste to destination audit as per ISC Manual v1.2 Was-1 criteria
29/10/2024	NGERs legislation Audit
15/10/2024	Internal Sustainability Audit
28/08/2024	External Sustainability Audit - ISP Audit Q3 2024
21/08/2024	NGERs legislation Audit
16/07/2024	Internal Sustainability Audit

Findings from these audits have been positive, with one of the more detailed external audits noting the project is on track with many of its sustainability objectives and that strong sustainability management is evident on the project. The latest ISP review noted key successes including Identified Areas of Good Practise include the project's integration of sustainability into the procurement process, with positive examples of subcontractor engagement, especially with concrete and asphalt suppliers.

The project will continue to conduct audits as per the contractual and ISC requirements into the next reporting period, with the project's next ISP review/ external audit scheduled for September 2025.

The project has also been audited by John Holland Group's Corporate team around NGERs legislative reporting. These audits also resulted with a positive outcome, with the team recognised for their impressive mechanism in reviewing and tracking NGERs data reporting against work completed by subcontractors. The sustainability team has and continues to welcome these audits as an opportunity to gain additional insight into the project's next steps, as well as gain guidance from the experienced Sustainability team in the John Holland Group.

6.3 Areas for Improvement

Audits and ISP reviews have provided the project with a comprehensive check of its systems and performance, with a key focus on ensuring compliance against the requirements of the ISC manual, while ensuring that requirements of the SWTC can be met. The following items have been highlighted as key areas for improvement, which have been identified via audits or internal reviews:

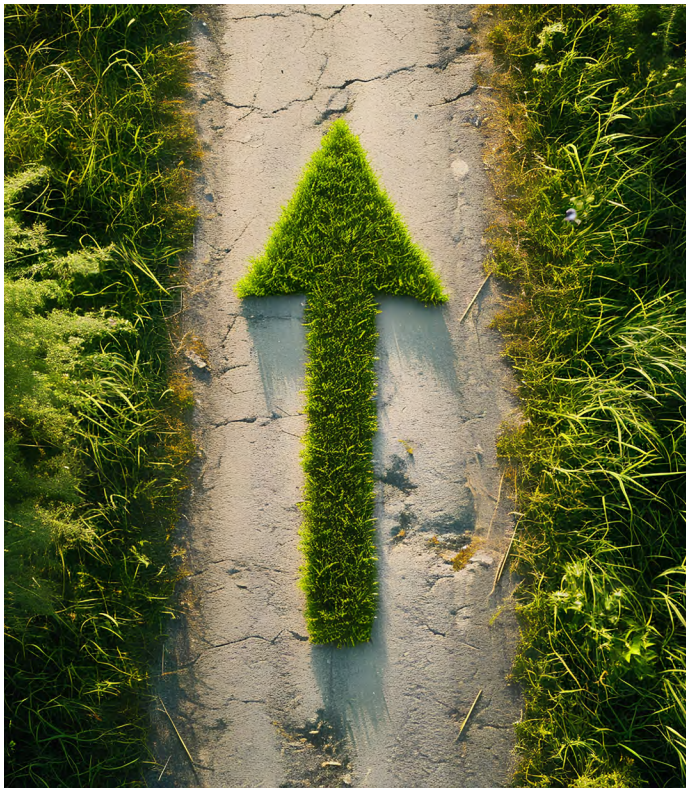
- Office waste diversion rates fell below contractual targets, prompting corrective actions to address the gap.
- Improved tracking mechanisms for Environmental Product Declarations (EPDs) for Mat-2 credit requirements.
- Enhanced evidence-gathering for future ISC submissions to streamline verification processes.
- Further adaptation of climate risk strategies into operational documentation.

All opportunities for improvement identified in audits are entered into John Holland's Soteria System for tracking purposes. To ensure all requirements are met, an audit cannot be closed out until all actions associated with the areas for improvement are closed. All audits and actions are then shared with TfNSW and WSO co for comments.

6.4 Opportunities

There are several options that present substantial sustainability opportunitie, which are being tracked in the "Sustainable Initiatives, Innovations and Opportunities Register". Each opportunity is being assessed using a quantified decision-making matrix that assesses the opportunity across several aspects including cost, development time, reliability etc. The below provides a high-level overview update on some of the opportunities being explored.

1. Reduced carbon bio-bitumen – currently working with client on inclusion in works.
2. Increasing recycled aggregate content in concrete – working with Ecorr and Holcim.
3. High RAP in asphalt – currently working with suppliers on inclusion in works.
4. Expansion of renewable energy integration into construction practices, such as solar powered light towers' which have no emissions, are quiet and reduce fuel consumption.



7. Sustainability Data

7.1 SWTC Compliance and ISC Scorecard Projections

The achievement of a Leading Design rating (80.86) puts the project in a great position going forward to do the same for the As-Build phase. SWTC obligations are progressively being met as the project proceeds.

Figure 8: Projected ISC Design Score

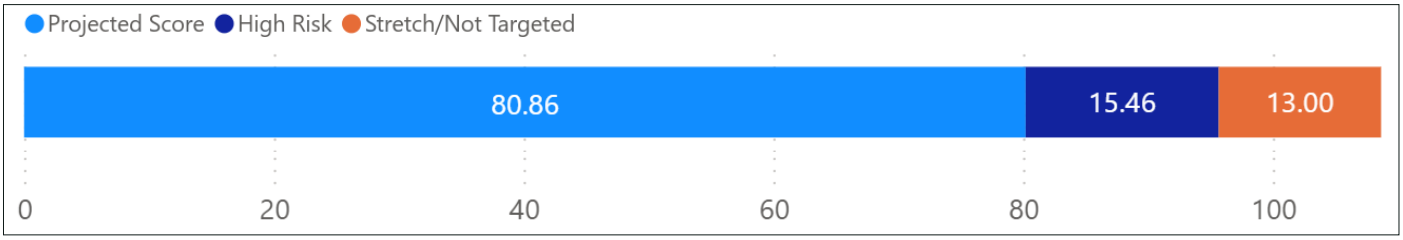


Figure 9: Projected ISC As-Built Score

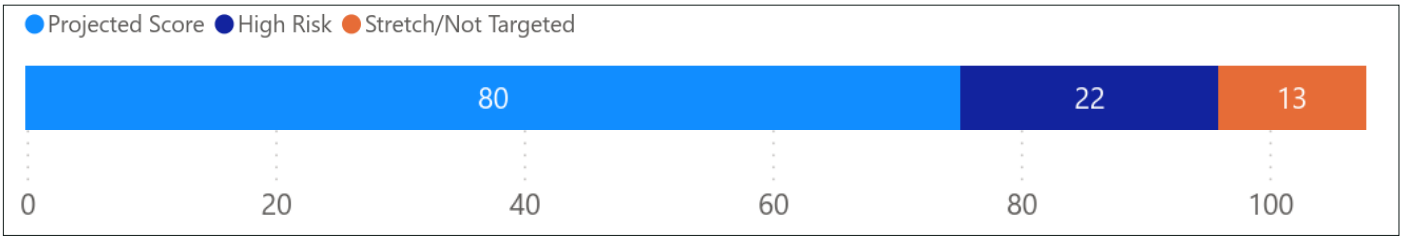


Figure 10: SWTC Obligations Tracking

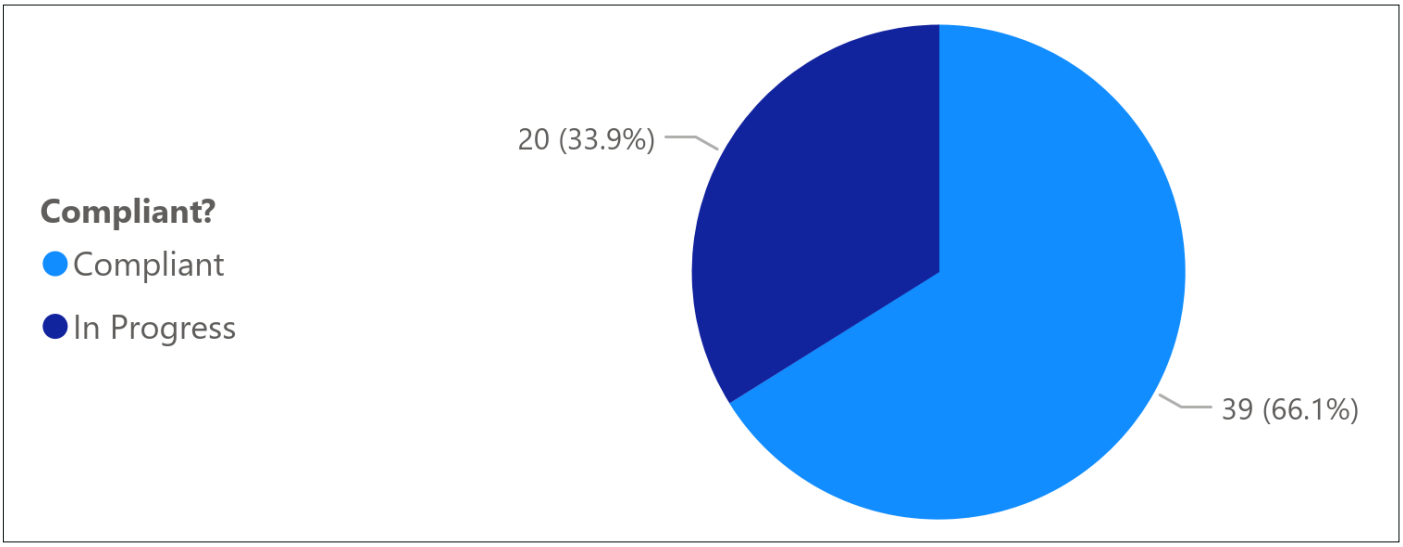
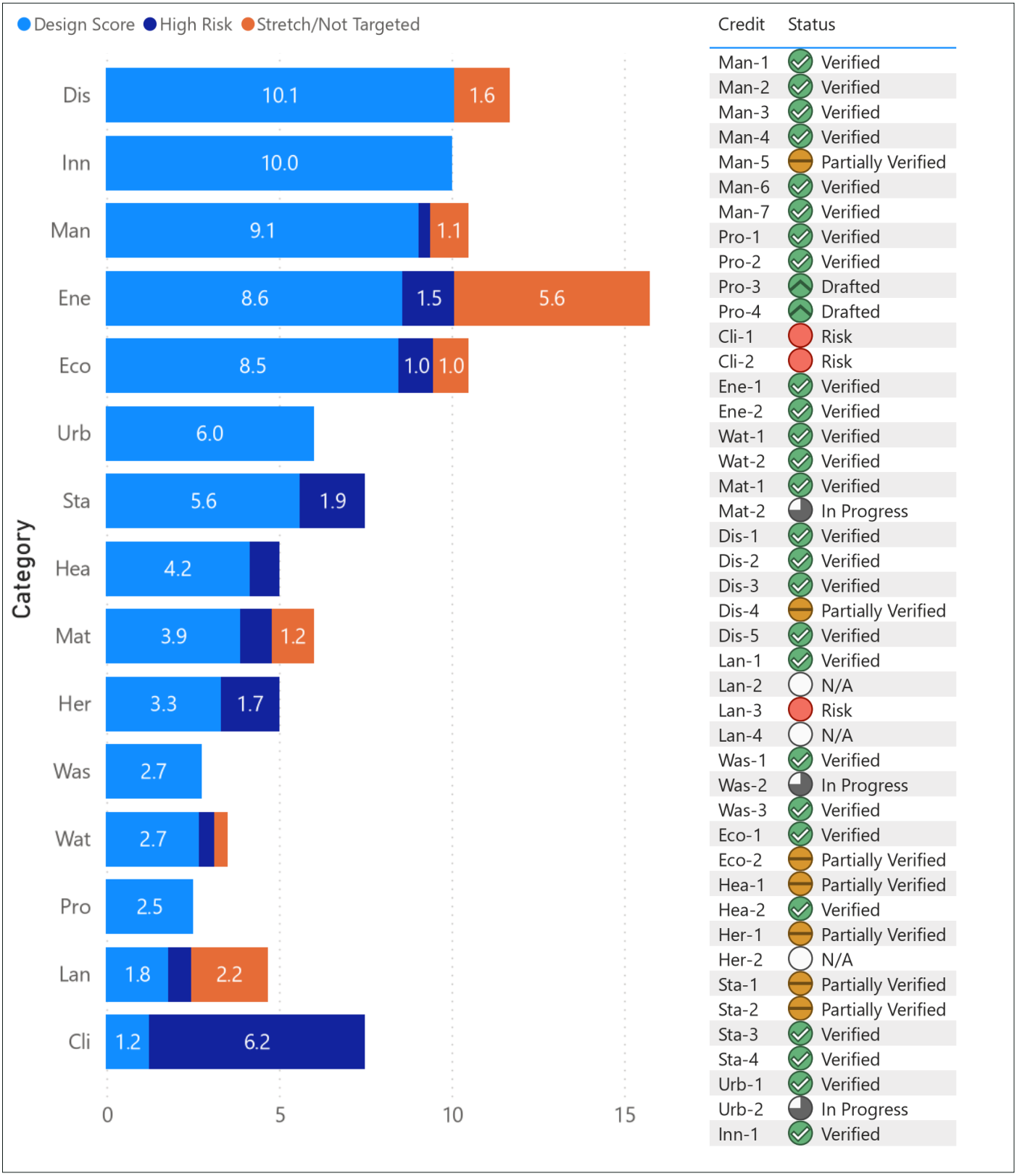


Figure 11: Anticipated Design Score by Category and ISC Verification Status



7.2 Progress Against Sustainability Targets

Figure 12: Progress against sustainability targets

Category	Minimum Requirement	Nominated Requirement	Progress	Comment
IS V1.2 Design Rating	Excellent (>65)	75/100	80.21	Design Round 2 feedback received, with Leading Design Rating achieved. Project considering avenues for challenge where appropriate.
IS V1.2 As-Built Rating	Excellent (>65)	75/100	79.51	Current target score with medium level of risk
Percentage of usable spoil (uncontaminated surplus excavated material) diverted from landfill (not including Virgin Excavated Natural Material (VENM))	95%	100%	94%	Based on "aggregate" that has been sent offsite. Vast majority of useable spoil (not accounted for yet) will be reused as part of cut and fill works.
Percentage of VENM diverted from landfill	100%	100%	100%	Based on VENM reused as part of various projects
Percentage of construction and demolition waste (defined as 'Building and demolition waste' in the NSW EPA's Classifying Waste Guidelines 2014) diverted from landfill	80%	>90%	93%	Currently above target
Clean concrete beneficially diverted from landfill	100%	100%	98%	On track
Clean asphalt pavement reclaimed/diverted from landfill	100%	100%	100%	On track
Percentage of construction stage electricity sourced from renewable energy generated onsite and/or accredited renewable energy	20%	100%	74%	Initial error when grid connection first established which meant initial bill was not Greenpower. This was immediately corrected, hence not completely 100% Greenpower. This will gradually approach 100% as remaining Greenpower usage outweighs initial usage.
Percentage of construction stage energy use offset (in accordance with the Australian Government National Carbon Offset Standard)	6%	10%	18% reduction modelled on scope 1/2/3	The project team is currently focusing on reducing scope 1, 2 and 3 emissions to the greatest extent possible to ensure we meet this target from our baseline
Percentage of water which is sourced from non-potable water sources during construction	15%	15%	46%	Wat-2 modelling projects an overall 89% non-potable water use substitution for construction
Percentage reduction in construction potable water consumption versus a business-as-usual design	33%	33%	46%	Wat-1 modelling projects an overall 32% reduction in water use for construction. Does not yet account for modelled water use reduction percentages, nor adjustments to optimum moisture content for earthworks compaction.
Percentage of cement replacement material, measured by mass, used in concrete during the construction stage	10% (R53, B80); 30% (R82, R83)	30% (R53, B80); 40% (R82, R83)	44.79% (R53, B80); 46.87% (R82, R83)	Average mix design SCM content for general supply contract is 50%
Percentage of recycled material used in road base and sub-base during the construction stage	10%	10%	13%	Project working on detail required to separate reused/recycled sandstone (e.g. from the Eastern Tunneling Project) again quarried sandstone. Incorporating full amount of "recycled" sandstone will push percentages well above target.
Percentage reduction in greenhouse gas emissions from operational energy versus a business-as-usual design	15%	80%	80% modelled	Ene-1 modelling projects a 80% reduction in emissions associated with operational electricity use
Percentage reduction in greenhouse gas emissions from construction energy use versus a business-as-usual baseline	10%	20%	18% reduction modelled on scope 1/2/3	Ene-1 Model projects a 18% reduction in emissions from construction electricity. 100% renewable electricity is being used for grid electricity supply. Solar lighting in use on EDC.
Percentage LED light sources in street lighting and other permanent area lighting installed for public amenity or safety purposes	100%	100%	100%	Reviewed ITS and lighting design package and all include LEDs
Percentage reduction in supply chain carbon emissions (including embodied energy in materials) versus a business-as-usual baseline Note: Supply Chain emissions are to be estimated using the ISC IS V2.010 Materials Calculator.	10%	10%	25% modelled	25.4% from Mat-1 calculator across Actual 1 and 2 tabs. See Mat-1 CSF for summary of initatives
Percentage of suppliers and supply chain applying sound labour practices Note: The project must address relevant requirements of the Modern Slavery Act (NSW) 2018 and the Modern Slavery Act (Cth) 2018. At a minimum, human rights and labour practices must be considered in alignment with ISO 20400.	100%	100%	Integrated into procurement process	Part of sustainability section of procument questionnaire and assessment in tender analysis
Percentage of office paper used on the project site that is high recycled content paper (50 per cent or more recycled content)	100%	100%	100%	100% recycled paper currently being used
Percentage of single use and/or non-recyclable kitchen items supplied to on-site facilities	0%	0%	No single use nonrecyclable kitchen items	On track. Discussed with Lisa - no single use kitchen items to be used
Percentage of timber to be sourced from either reused/recycled timber or from sustainably managed forests that have obtained Forest Management Certification (FMC).	100%	100%	Integrated via procurement process	Construction team is aware of sustainable timber requirement
Percentage of office waste diverted from landfill	40%	>60%	24%	Small increase from last quarter.

7.3 Energy and Emissions

Energy use this year was still significant, as the project continues a range of construction activities. As project grid connections have come online for site offices, biodiesel use has largely diminished. Correspondingly, electricity use has increased. It is noted that electricity continues as a notably modest portion of overall energy use, making up 0.5% and 0.8% of April and May total energy use respectively, and 0.075% of total energy use across the project to date.

Figure 13: Fuel use by type

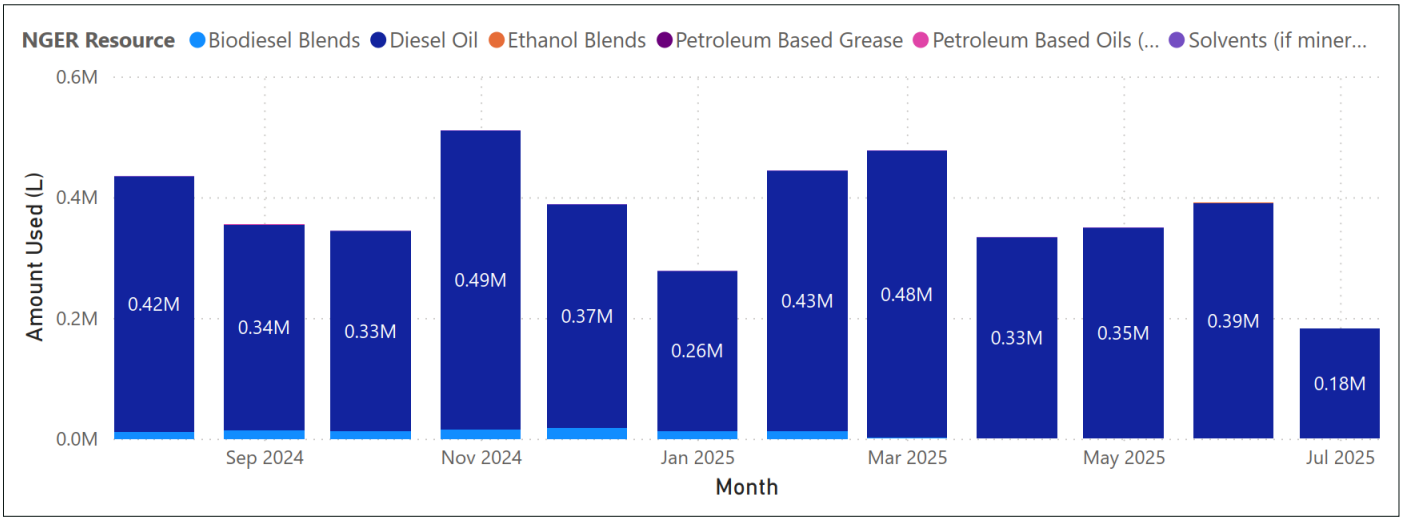


Figure 14: Electricity Use

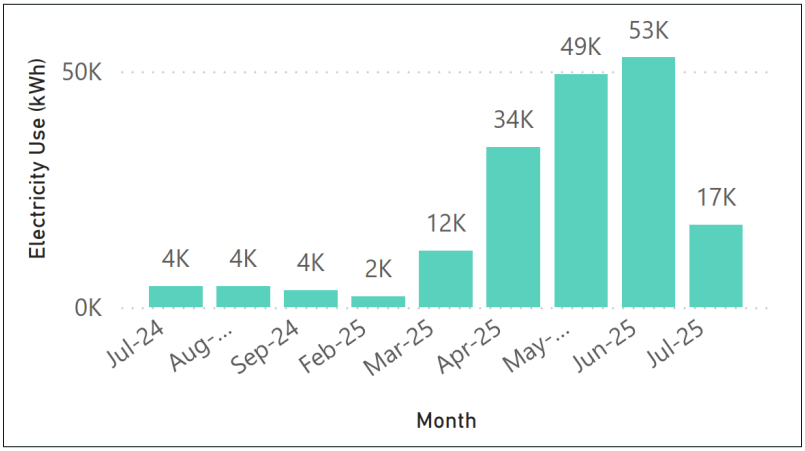


Figure 15: Total Fuel Use

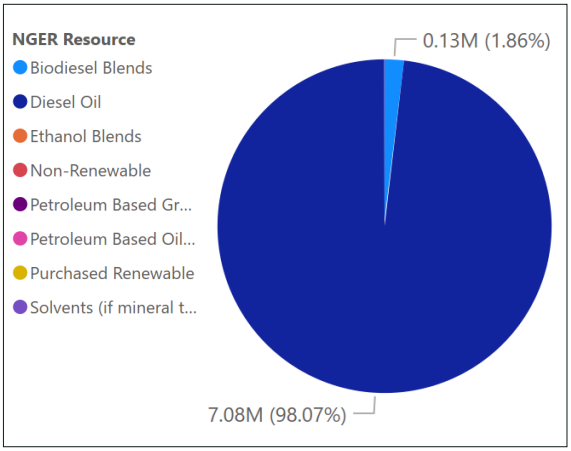


Figure 16: Total Energy Use (GJ)

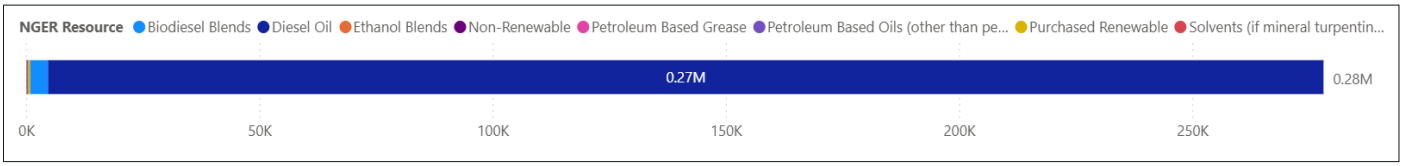
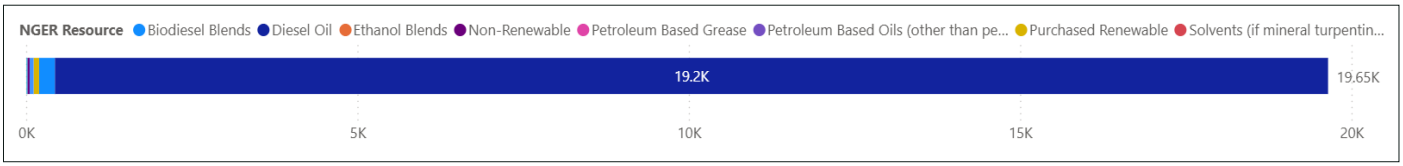


Figure 17: Total GHG Emissions (t C02e)



7.4 Water and Waste

Water use continues to be variable as per weather conditions. Now that construction is occurring increasingly over the paved structures developed, rather than over exposed earth, non-potable water usage has decreased as a result of the reduced need for dust control. Landscaping has commenced on the project, which also increases the demand for potable water use.

Waste diversion rates continue to be high across the construction and demolition waste streams. The project has exported a large quantity of VENM offsite during the quarter to other projects with the quantity of VENM exported to other projects growing significantly, surpassing all other waste streams in volume exported by a considerable margin. Office waste continues to have lower diversion rates which the project is communicating to our client while working on strategies for improvement.

Figure 18: Potable/Non-potable Water Use by Month

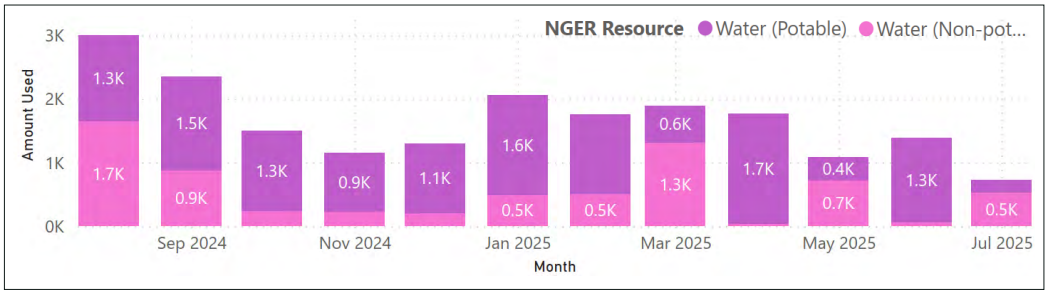


Figure 19: Total Potable/ Non-Potable Water use

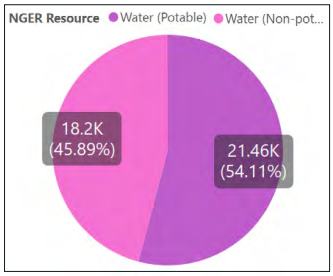


Figure 20: Major Waste Types

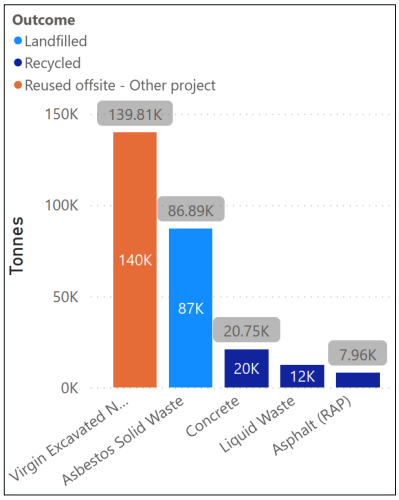


Figure 21: Construction and Demolition Waste

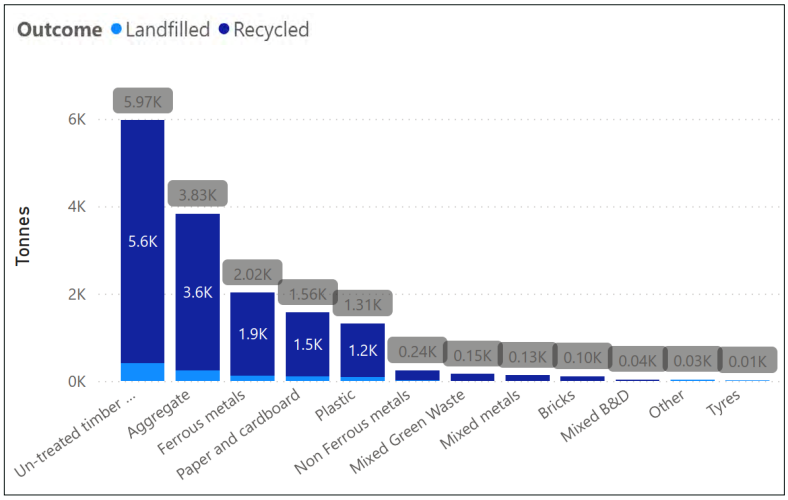
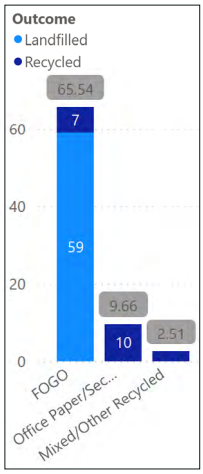


Figure 22: Office Waste



7.5 Materials

Materials usage and emissions continue to track with project progress. The project has moved from bulk earthworks and aggregate placement over the year to placing more concrete along the M7 Motorway and using concrete elements in bridgeworks. Asphalt placement has also increased as the project opened the Elizabeth Drive Connection. Ready-mix concrete also comprises more of the upfront carbon emissions associated with material usage, which is due to the laying of pavement and installing the interchange bridges. Steel reinforcement is a close second to ready-mix due mainly to the use of reinforced bar and mesh in the concrete works. Eighty-five percent of the steel used on the project is from recycled sources. Asphalt use is expected to increase significantly in the coming year with the project pursuing high amounts of recycled asphalt pavement use in asphalt works along with other sustainable initiatives as discussed above.

Figure 23: Material Usage

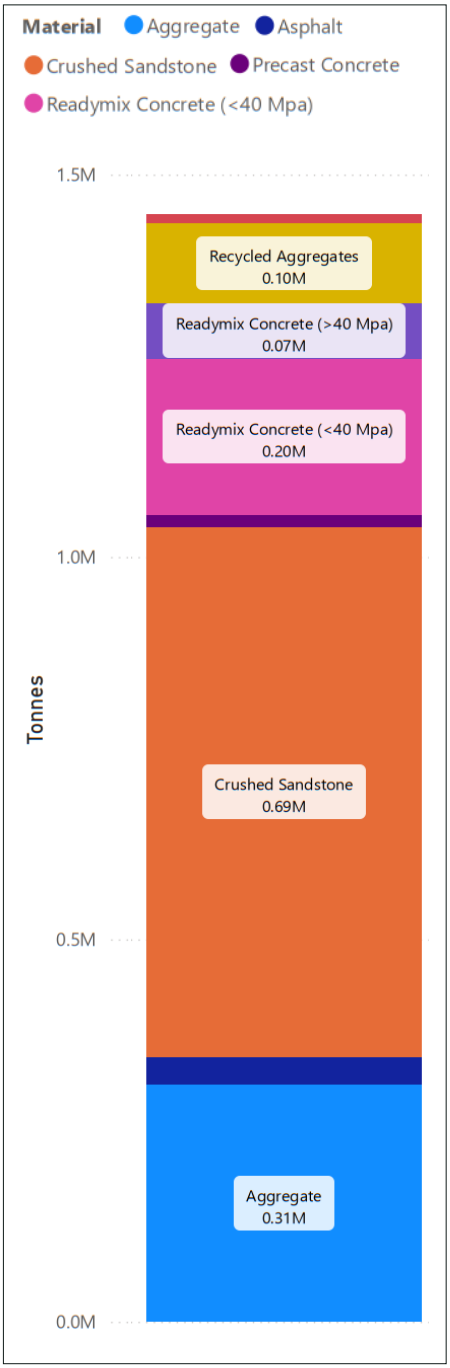
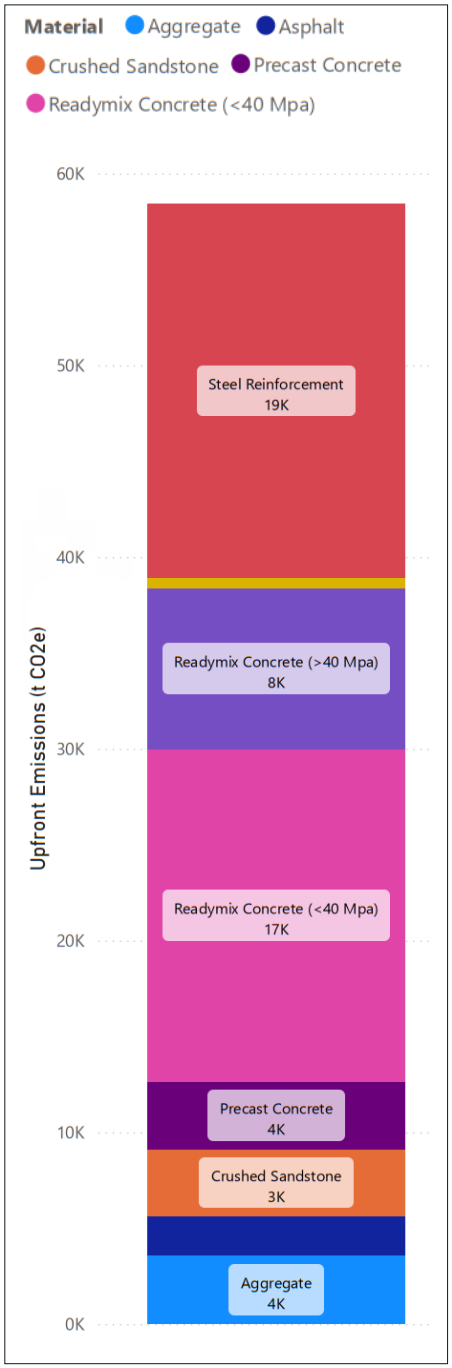


Figure 24: Upfront Carbon Emissions



8. Social Procurement

Figure 25: The artwork by Jordan Lovegrove, Ngarrindjeri, of Dreamtime Creative, shows John Holland driving positive change throughout Indigenous Australia. John Holland, represented by the large central meeting place, is reaching out to different communities to build relationships in an effort to empower and transform lives, shown by the pathways leading out to the other meeting places. The pathways with the footprints show John Holland's journey from where we began looking towards the future.

Social procurement plays a vital role in addressing the economic disparities faced by Aboriginal people compared to non-Indigenous Australians. On the M7-M12 Integration project, we recognise the significant opportunity we have within the infrastructure industry to create lasting social value. By investing in the upskilling of Indigenous leaders and through the empowerment of all our team members to act as agents of change through cultural learning, we are not only building the capacity but are nurturing future leadership that reflects the communities we serve. At the M7-M12 Integration project we are committed to:

- creating more supply and diversity in the market
- reconciliation and reducing barriers for First Nations businesses, and
- supporting capacity building of First Nations businesses in the market.

8.1 Managing Social Procurement

Integrating social value into our social procurement practices is fundamental to driving positive change within our project and across the industry. To achieve this, we manage our social procurement through a structured approach that includes:

- Building Business Capability
- Skill Development for First Nations team members
- Education and Awareness across the project
- Increasing First Nations supplier networks
- Improving systems and processes

8.2 Theory of Change Assessment with a First Nations Subcontractor

The project implemented a Theory of Change assessment in partnership with a First Nations traffic control subcontractor to evaluate the social value generated through their engagement, and to support the development of their business capabilities in delivering large infrastructure projects across NSW.

As their first major project in NSW, the M7-M12 Integration project is focused on fostering ongoing collaboration to support this subcontractor's performance, ensuring successful delivery on our project and bolstering their reputation for future opportunities with John Holland and the broader industry.

The M7-M12 Integration project supported the success of the subcontractor on the project by implementing the following actions:

- An independent consultant was engaged to facilitate the process.
- Regular meetings were established with their leadership team and the M7-M12 Integration project's traffic team to facilitate improvement through regular feedback.
- Meetings with business directors were held to provide feedback about their team's performance.
- A Traffic Control Skills Matrix specific to the needs of the subcontractor was developed, outlining the skills and experience required to work on the project, and categorise the competencies to enable them to progressively be engaged on more complex scopes.

  The matrix was delivered to the business' directors and the NSW Operations Manager who confirmed that it has now been integrated into their hiring process and is being applied across their business as a minimum performance standard.
- Traffic Supervisor meets daily with traffic control crew and conducts an inspection every two days to provide feedback and guidance to upskill the team. This includes guidance to the subcontractor's leaders in relation to understanding tier 1 specific requirements.

8.3 Growing Our People Through Skill Development

At the M7-M12 Integration project we recognise the opportunity to leave a lasting and positive legacy through the empowerment and promotion of First Nations skill development. By prioritising the skill development of First Nations people, we not only enrich the lives of individuals but also contribute to a more diverse, resilient, and innovative workforce, driving meaningful change within our project and across the industry. This implementation has occurred through a number of avenues with the following results:

- Facilitating the obtainment of high-risk work licenses
- 5 Aboriginal apprentices and trainees are engaged directly through the project
- Ensuring First Nations pre-employment representation with 27% of participants in the first Late-Start program identified as Aboriginal
- Leadership training with a high-level focus on how we support First Nation leaders through involvement in the high potential programs with external coaching.

8.4 Social Procurement Workshops

To equip our commercial and engineering teams with the tools to actively engage and collaborate with First Nations businesses, we partnered with Yarpa to deliver an informative workshop. This session was designed to educate and inspire our team to make procurement decisions that prioritise and respect Indigenous Peoples, fostering meaningful and inclusive partnerships.

This approach not only drives economic growth for Community through First Nations businesses but also supports the development of employment pathways, skill-building, and long-term prosperity. By embedding these practices into our procurement processes, we help amplify the voices of First Nations peoples and contribute to closing the gap in economic and social outcomes.

8.5 Enhancing Our Systems and Processes

To amplify the voices of First Nations businesses within the project's procurement process, the Social Procurement Committee was established, bringing together members from the project's Commercial, Procurement and Workforce Participation teams, to:

- Identify future procurement opportunities and track progress toward achieving spend targets for First Nations businesses with monthly meetings.
- Review and adjust work packages to break them down into smaller, manageable scopes. This approach is designed to encourage and enable participation from First Nations businesses that may have limited capacity or capability.
- Champion First Nations businesses, ensuring they are not only included but actively empowered to have a meaningful presence and influence within the project.

To further reinforce our commitment to engaging First Nations businesses and embedding social values into our procurement practices, the project procurement process was amended to:

- mandate the inclusion of at least one First Nations business in every tender procurement package, where one exists and
- utilise services from Yarpa to identify First Nations businesses capable and suitable to tender work.

8.6 Internal Engagement and Cultural Learning

Alongside driving change through our social procurement, the project has prioritised engaging all staff and workforce members through internal initiatives and cultural learning programs, to empower them to act as agents of change within the project and in the community.

Each year, Reconciliation Week and NAIDOC Week offer a meaningful opportunity for our project to explore the history and culture of Aboriginal and Torres Strait Island peoples, while supporting First Nations businesses.

From hosting cultural learning sessions with First Nation voices, to actively supporting First Nation businesses, it is imperative for our project to continue to build genuine connections and drive reconciliation from within, by educating and cultivating a deeper understanding within our team about Indigenous culture and experiences.

RECONCILIATION WEEK 2025

In order to create agents of change within the project, Reconciliation Week 2025 was an important opportunity for the project to continue to educate our team about Indigenous culture.

The project explored and encouraged project members to learn about our rich Indigenous culture by teaching team about the difference between a Welcome to Country and an Acknowledgment of Country and inspiring them to learn which Traditional Country they reside on.

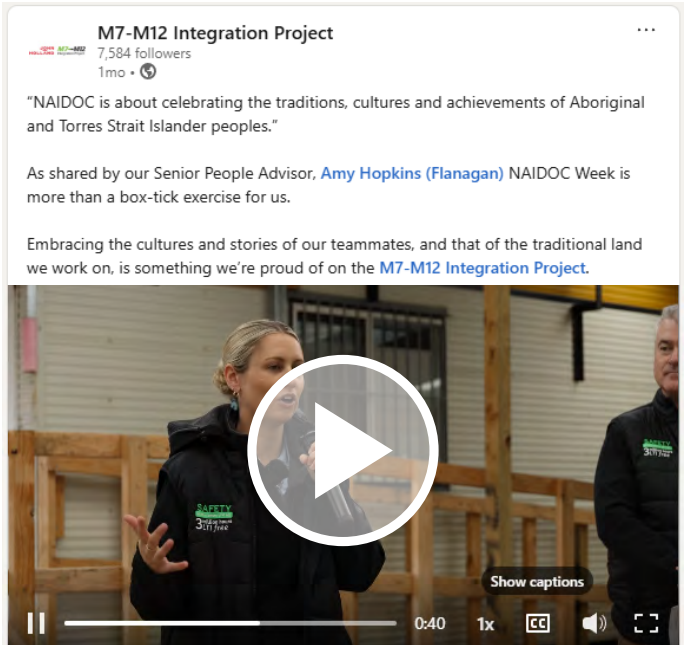
This was accomplished through an internal campaign featuring email communications and video content, including footage of several project team members discussing the Traditional Country they live on and why they enjoy living there, showing their personal connection to Country.

The aim of the campaign was to foster a personal link between Indigenous culture and non-Indigenous people. The campaign was also shared on the project's LinkedIn with the aim to encourage industry peers to explore the Traditional Country they reside.

NAIDOC WEEK 2025

The education of our project team members continued throughout the year with the celebration of NAIDOC Week. While NAIDOC Week 2025 was nationally recognised during the week of 6 to 13 July, the project made the decision to host our event on 18 July, to elongate the window of opportunity of First Nations businesses that were involved in the event.

This year, our event centred around the Stage 2 Design and Landscape Plan's (DLP) Indigenous artworks and moulding our team to become part of the artworks' and the project's legacy. To achieve this, we took our team on a physical journey as they learnt about the individual artworks that will form part of the M7-M12 Integration project's final design. By teaching our team about the inspirations and design process of the artworks, it was our aim for each team member to share the stories with their family and friends someday as they travel on the M7 Motorway and shared user path, long after the project construction is complete.



9. Social Inclusion

By ensuring that diverse communities, including those traditionally underrepresented in construction, such as women and carers, the project ensures that it continues to attract the best talent to the M7-M12 Integration project and industry by removing barriers.

9.1 Late-Start Pre-employment Program

According to the Australian Contractors Association, only 12% of the construction workforce was represented by women in 2022. Recognising the opportunity to attract a more diverse workforce, the M7-M12 Integration project designed a unique training program that addressed the barriers preventing women from entering civil construction. The project accomplished this with the creation and implementation of the Late-Start Program. An industry-first, the pre-employment training program addressed the rigid hours associated with construction and the lack of exposure to construction by women, making the industry and work on the M7-M12 Integration project more accessible.

Traditionally across the civil construction industry, pre-starts are usually held at 6.45am and require mandatory attendance for all site team members. Pre-starts are regarded as a key safety measure across the industry, as it provides the supervision team with an avenue to communicate vital safety messages and a list of construction activities for workers to prioritise and expect that day, before they head on-site.

Recognising that the early start time prevented women with personal commitments, such as taking children to school before work, from entering construction, the Late-Start Program introduced a second daily pre-start at a later start time of 8.45am. Supported by the state government's Women in Construction Industry Innovation Program, the Late-Start Program was first implemented on the project in 2024.

Following the success of the first cohort, a second intake of trainees were welcomed to the project in 2025. Unlike the first cohort, the second cohort was made up of women and men, who were attracted to the program because of its flexibility, allowing them to meet their personal responsibilities while embarking on a new career. The program also built upon the opportunities that were first presented in 2024, by allowing participants to either learn about civil construction or surveying.

> **"The 8:45am start is helpful for me, as a mum. I have a daughter who's school-aged, so that later start helps me get her up and ready for school [...] If I had to start at 6:45am [...] I wouldn't have been able to do it."**
>
> [redacted] Late-Start Program participant

The program also received recognition in the 2024 NAWIC Journal with an article highlighting the initiative and benefits it offers to women in the industry.

Additionally, the program won the Best Workplace Flex Program award at the 2025 HR Awards.

LATE-START PROGRAM AWARDS

- **2025 | HR Awards - *Winner***
  Best Workplace Flex Program
- **2024 | ISC - *Highly Commended***
  Excellence in Social Outcome
- **2024 | John Holland Awards - *Finalist***
  Safety and Wellbeing

Figure 26: Late-start program participants from 2024.

9.2 Female Constructors of the Future STEM Program

Recognising that representation matters to ensure young girls see construction as an exciting and promising career pathway, the Female Constructors of the Future activation program was held in early 2025 at Stockland Wetherill Park Shopping Centre. The program, supported by the NSW government, included an interactive 5-day school holiday program and an in-school lesson plan, reaching over 600 students.

The program goes beyond traditional school engagement by using storytelling, role modelling, and hands-on experience to shift perceptions about who belongs in construction, while involving females from the project to share their career experiences.

To further encourage young students to aspire to construction careers, the Female Constructors of the Future activation program and lessons plans were designed with scalability in mind, with lesson plans available for free at www.femaleconstructorsofthefuture.com.

STEM (Science, Technology, Engineering and Mathematics) based lessons continued beyond the Female Constructors of the Future program, including at The Hospital School at Westmead, with project team members showing young students the different careers available in construction on the project, from engineering and surveying to environment.

Figure 29: Participants from the Female Constructors of the Future program holiday workshop and lesson plan.

FEMALE CONSTRUCTORS OF THE FUTURE

Figure 27: Learning about steps to build a bridge.

Figure 28: Building bridges out of Lego.

100%
of children saw constuction as an industry where everyone can thrive

95%
of parents said they are now more likely to recommend construction as a career pathway for their child

81%
believe the construction industry is suitable for females following the program

Media reach of
890,000+
across Channel 9's Today Show, Mamamia and John Holland socials

9.3 Continued Focus on Wellbeing

Figure 30: The run club route goes along the M7 Shared User Path.

Figure 31: The Harmony Week feast highlighted the mulit-cultural backgrounds of our team members.

With several successful initiatives under our belt to date, the committee has set their focus on the upcoming activities to round out 2025:

- Women's Health Week will include a Strength and Resistance exercise class, two Bike and Blend activations, where participants will generate enough power to make a smoothie in a blender, and a nutrition masterclass.
- The filming and distribution of a video for RUOK? Day that involves teammates having authentic interactions with each other.
- Eight members representing the project at Ronald McDonald's House Charities' The Big Spin for Sick Kids, where the team will embark on a 12-hour non-stop spin challenge, as they raise money for the charity.
- Team members participating in the Three Bridges Run and Seven Bridges Walk, encouraging movement and team bonding.

At the M7-M12 Integration project, we recognise that our industry is known for its long hours, taxing work and high levels of stress and burnout. With the wellbeing of our team front of mind, the project established the Wellbeing committee during the commencement stage of the project. Made of team members from different disciplines, from construction to supporting roles, the committee's focus continued to be on enhancing the health and wellbeing of the wider team through engaging initiatives.

In the last 12 months, initiatives have included:

- The relaunching of the project's weekly Run Club.
- The roll out of complimentary flu vaccinations.
- The adoption of Men's Health Week that included complimentary fitness classes held at the project's on-site gym.
- A successful Harmony Week lunch where teammates brought in a variety of dishes from their culture. The shared feast was such a success that a second cultural feast was held mid-year.
- The education of 70% of our workforce in Mates in Construction's General Awareness training that equips participants to notice the signs of when a teammate needs help in preventing suicide.

Figure 32: Bike and Blend stations.

Figure 33: Trained Mental Health First Aiders.

9.4 The Growth Project

The project's social inclusion strategy has been underpinned by the project's overall strategy known as 'The Growth Project.' The Growth Project is the embedded culture of the M7-M12 Integration project. The project focuses on empowering employees by delivering initiatives that improve their technical and professional skills, as well as their individual wellbeing. This is supported by several committees including:

- Wellbeing committee
- Women in Construction
- Reward and recognition
- Innovation committee

7,000+ workers inducted

72 promotions

48% local employment

70 people in mentoring programs

30% female representation, above the 12% industry average

39 graduate placements

4% First Nations participation, exceeding our 2.4% target

10. Have your say

We value your feedback and welcome you to submit your suggestions. To provide feedback on the M7-M12 Integration project 2025 Sustainability Annual Report, please email info@m7m12integrationproject.com.au.

JOHN HOLLAND

M7 M12 Integration Project