



# John Holland Gender Pay Gap Employer Statement

Reflecting 2024-2025 WGEA Reporting Data

February 2026



JOHN HOLLAND - WOLLI CREEK SUBSTATION

TASKS FOR THIS SHIFT

1. [unclear] Commission 689 + 689  
2. [unclear] [unclear]  
3. [unclear] [unclear]  
4. [unclear] [unclear]  
5. [unclear] [unclear]  
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9. [unclear] [unclear]  
10. [unclear] [unclear]

DAYS:

DAYS CRITICAL RISKS

1. PLANT/PEOPLE SEPARATION. POSITIVE COMMS WITH OPERATOR + SPOTTER.

2. ELECTRICAL SAFETY.

3. TEST BEFORE TOUCH. SIGN ON TO PERMIT. QUALIFIED PERSONNEL.

4. LIFT PLAN. VOC OPERATORS. EXCLUSION ZONES.

5. WEAR HARNESS EWP. VOC OPERATORS. EXCLUSION ZONES.

6. SIGN ON TO PO BRIEF. FOLLOW PO INSTRUCTIONS. PHONE IN SAFE PLACE. FREE OF FATIGUE, DRUGS AND ALCOHOL.

# > From our Chief Executive Officer and Chief People Officer

At John Holland, achieving gender equality is fundamental to the culture we are building – one where people feel a genuine sense of belonging and are supported to perform at their best. We know that inclusive cultures don't just feel better, they deliver better outcomes: stronger performance, better decision making and more innovative, resilient teams.

This is the third year the Workplace Gender Equality Agency has publicly released gender pay gap data, and we strongly support this transparency. It plays an important role in keeping the conversation focused on what matters and driving meaningful, lasting change across our industry.

We are proud of the progress we are making. Our median gender pay gap for total remuneration in 2025 is 28.4%, representing an 8.6 percentage point improvement since 2021/22. While we know there is further progress to be made, this improvement reinforces that our focus on culture, inclusion and leadership accountability is having a real impact.

Like much of the construction industry, our gender pay gap reflects the fact that men continue to be over represented in higher paid technical and senior roles. Addressing this imbalance is a priority – not only because it's fair, but because our business is stronger when our workforce reflects the diverse communities in which we operate.

That's why we are focused on attracting, developing and retaining more women into technical, leadership and specialist roles, and on ensuring all our people are recognised, rewarded and supported to build long, fulfilling careers at John Holland. Today, women make up more than a quarter of our 5,900 strong workforce, and we are committed to growing that representation over time.

Our efforts are underpinned by strong policies, practical programs and a clear commitment from leadership, and we're proud that this work has been recognised with a Workplace Gender Equality Agency Employer of Choice for Gender Equality citation – one of only a few organisations in our industry to receive this acknowledgement.

As an industry leader, we have a responsibility to advocate for gender diversity and to help shape a construction sector that is safer, more equal and more flexible. This is not just good for women – it's good for everyone, and for society more broadly.

We know genuine equality doesn't happen overnight. But we're on the right track, and we remain committed to driving change, building an inclusive culture of belonging, and sustaining progress until equality is not an aspiration, but a reality.



**Nick Miller**  
Chief Executive Officer



**Sarah Elliott**  
Chief People Officer

## We transform lives

As one of Australia's leading building, infrastructure, rail and transport companies, we recognise that the diversity of experience and skills of our people are key to our success.

We are involved in more than 80 projects, across Australia and New Zealand. Recently, we have delivered some of Australia's largest infrastructure projects such as Metro Tunnel and West Gate Tunnel, Melbourne and continue to work on other significant projects in rail, water, building and renewables, as well as operating and maintaining buses, trams and trains.

The capability of our people means we are uniquely placed to create smart solutions to complex problems for our customers, maintaining our leading industry position. That's why we are committed to retaining and attracting the very best talent who want to grow their careers with John Holland, as we work together to deliver city-shaping projects that truly transform lives.

# > Setting the scene

## What is the gender pay gap

The gender pay gap is a measure between the total earnings of all men and all women in the organisation. The calculation represents the difference of these numbers and can be expressed as a mean or median.

The gender pay gap is not the same as equal pay which is a legal obligation for all employers to pay the same for equal or comparable work. John Holland meets this obligation, paying people equally for the same or comparable job.

## The data we use

The information used for this statement is based on data John Holland provided to WGEA covering 1 April 2024 - 31 March 2025. Our Workplace Profile snapshot was taken on 31 March 2025 which is reflected in the data of this statement. The data includes CEO remuneration.

## Mean versus median

WGEA show gender pay gaps as a mean and a median, and in pay quartiles. It's important to understand the difference:

- The **mean** represents the difference between the average earnings of men and women. Outliers in a data set can skew this number, for example men or women earning significantly higher salaries compared to the rest of the population.
- The **median** is the difference between the middle number in each of the men and women data sets.



## Legislative requirements

Under the Workplace Gender Equality Act 2012, employers with over 100 employees must provide data annually to the Workplace Gender Equality Agency (WGEA) for six gender equality indicators. The *Workplace Gender Equality Amendment (Closing the Gender Pay Gap Bill) 2023* introduced the public release of private sector gender pay gaps. We have publicly disclosed our pay gap since 2022, in line with our WGEA Employer of Choice citation.

# > What our numbers say



**17%**  
women are senior leaders

**85%**  
of our people agree their immediate supervisor/manager demonstrates support for gender equality in the workplace

**46.2%**  
of our 2025 graduate intake are women

**32.1%**  
of all promotions in 2025 were women

**169 employees** work part time  
**20.7%** of these employees are managers

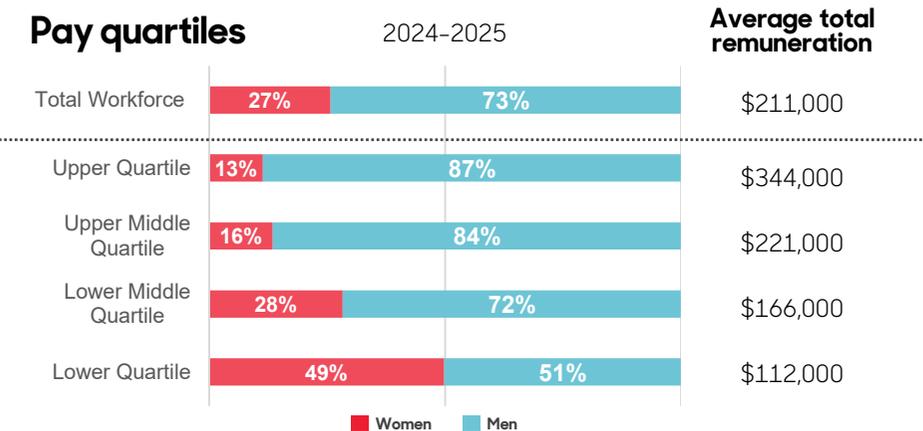
Data reflects 31 March 2025 unless otherwise stated

# > John Holland corporate group gender pay gap 2024-2025

### Our progress

At the end of 2022, we set a goal to decrease our mean total remuneration gender pay gap by 2% by the end of 2025. As at 31 March 2025, we are proud to have exceeded this goal, reducing our mean total remuneration gap by 6.2 percentage points compared to the 2021-2022 baseline.

Over the past 12 months alone, our mean total remuneration gap reduced by a further 2.6 percentage points to 25.1%. Our median gap also improved, decreasing by 4.4 percentage points to 28.4%. These results reflect the continued appointment of women into senior roles, including a 2-percentage point increase in women represented in the top remuneration quartile, alongside broader improvements across other pay quartiles.



Further progress has been supported by our ongoing focus on identifying and addressing pay inequities. Gender equity remains a core consideration in our annual performance and remuneration review processes, supported by enhanced analysis, calibration, reporting and governance.

Closing the gender pay gap remains a long-term challenge for our industry. While meaningful progress has been made, we recognise that sustained effort is required to continue narrowing the gap.

We have prioritised actions where we can directly influence outcomes. By analysing the different ABNs and workforce profiles within our corporate submission group, we are able to set practical, measurable goals that respond to the specific contexts of our business. We are encouraged by the progress achieved to date and remain committed, as both a company and an industry leader, to continuing this work.

All employees	2021-2022	2022-2023	2023-2024	2024-2025	% pt change to gap since 21-22
<b>Total remuneration mean</b>	<b>31.3%</b>	<b>30.2%</b>	<b>27.7%</b>	<b>25.1%</b>	<b>6.2%↓</b>
<b>Base salary mean</b>	<b>17.1%</b>	<b>16.4%</b>	<b>16.2%</b>	<b>15%</b>	<b>2.1%↓</b>
<b>Total remuneration median</b>	<b>37.0%</b>	<b>35.8%</b>	<b>32.8%</b>	<b>28.4%</b>	<b>8.6%↓</b>
<b>Base salary median</b>	<b>16.7%</b>	<b>17.0%</b>	<b>16.0%</b>	<b>14%</b>	<b>2.7%↓</b>

### What's contributing to our overall gender pay gap

The main reasons for our pay gap continue to be that too few of our women are represented in:

- Senior roles (women still represent just 13% of upper quartile total remuneration, an increase from 9% in 2023)
- Technical industry roles.

A higher proportion of women are represented in support and entry level roles, representing 49% of lower quartile total remuneration.

We are refreshing our targets to increase participation of women in senior leadership roles and other under-represented job groups.

### John Holland Corporate Submission Group is made up of 4 report ABNs

Each ABN has a different mix of employees which reflects specific gender pay gaps based on the occupation roles, geographical location and nature of roles aligned under them. These ABNs include:

- John Holland 37050242147
- John Holland Queensland Pty Ltd 67133069280
- John Holland Pty Ltd 11004282268
- John Holland Rail Pty Ltd 61009252653

Data for three of these ABNs will be publicly reported based on WGEA thresholds. While John Holland Rail is part of the corporate submission group, it does not meet the employee threshold for public reporting for data to be released.

John Holland Rail comprises a small cohort of employees working across rail projects, primarily in professional and managerial roles such as Site Administration, Health and Safety Advisors, and Track Project Engineers. We've included a summary of the other ABNs data on the next page.

# > ABNs that make up our Corporate Submission Group

John Holland and John Holland Pty Ltd employ the most employees across different occupations. The John Holland Queensland and John Holland Rail ABN's relate to specific geographical and business contexts which helps explain the make up and differing gender pay gaps within these ABNs.

Both John Holland and John Holland Pty Ltd are defined as Designated Relevant Employers. We have established specific targets to be achieved over the next three years in support of our Employer of Choice for Gender Equality citation and ongoing annual compliance obligations.

WGEA industry benchmark reporting indicates that both ABNs currently perform better than the industry mid-point, and we are committed to maintaining this position over the longer term.

**John Holland**  
37050242147 **4,546 employees**

The majority of our employees sit in this ABN. It covers employees in occupations such as Professionals and Managers, which includes office-based roles like Precontracts or ICT, and site-based roles such as Project Engineers, Site Engineers, Superintendents and General Foreperson.

**John Holland Pty Ltd**  
11004282268 **1,077 employees**

All employees in this ABN are split across Labourers, Technicians and Trade Workers, and Machinery Operators Occupations, they work across our national projects in roles like Construction Worker, Signaling, Electrical Tradesperson and Rail Tracker Workers.

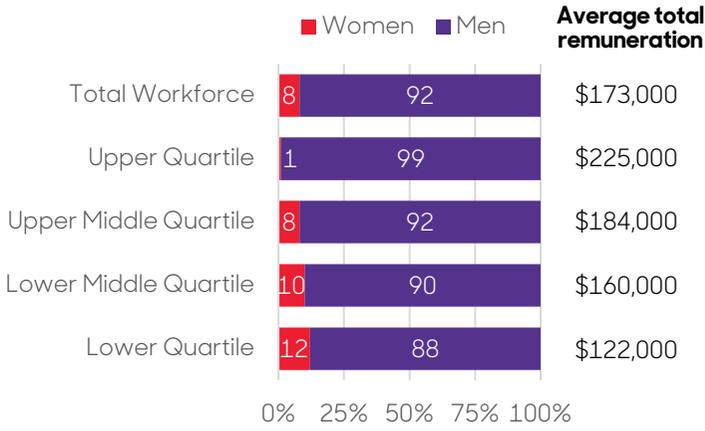
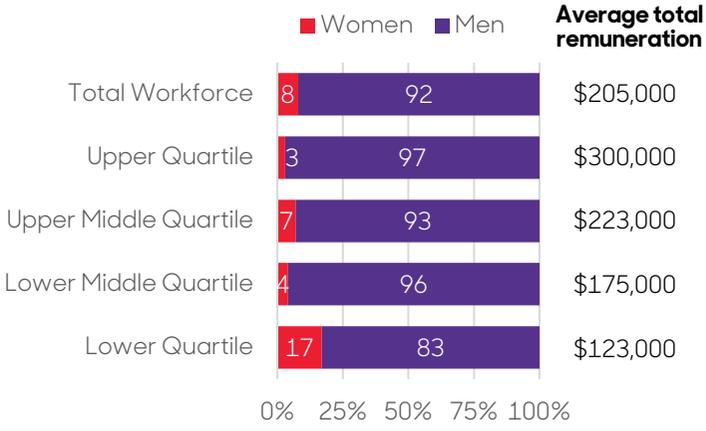
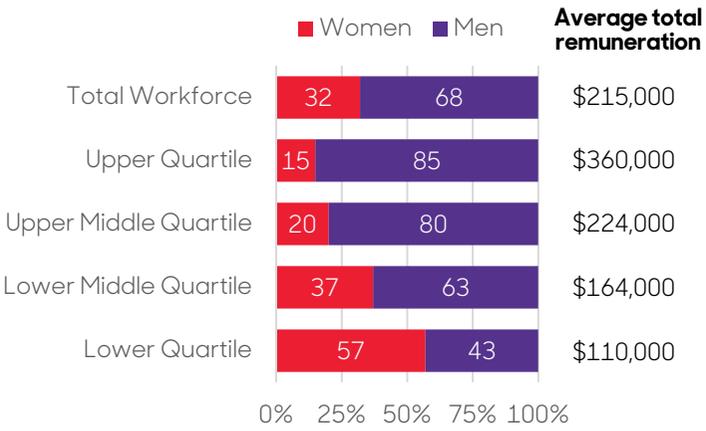
**John Holland Queensland Pty Ltd**  
67133069280 **292 employees**

This ABN contains employees who work in Queensland and are in occupations such as labourers and technician/trade roles. They perform work as Construction Worker, Leading Hand, Labourer, and Electrical Tradesperson.

	2023-24	2024-25
Average (Mean) Total Remuneration	28.3%	28.2%
Median Total Remuneration	33.7%	32.0%
Average (Mean) Base Salary	25.7%	24.7%
Median Base Salary	29.9%	28.7%

	2023-24	2024-25
Average (Mean) Total Remuneration	33.2%	23.2%
Median Total Remuneration	34.4%	25.6%
Average (Mean) Base Salary	25.1%	18.6%
Median Base Salary	28.9%	18.6%

	2023-24	2024-25
Average (Mean) Total Remuneration	12.1%	12.2%
Median Total Remuneration	11.4%	11.4%
Average (Mean) Base Salary	7.9%	14.4%
Median Base Salary	9.4%	11.8%



# > How we are closing the gender pay gap

To deliver the best outcomes for our customers and communities we need diverse perspectives and ideas. We are committed to building a workforce that reflects the communities in which we operate. Today, women represent over a quarter of our 5,800 strong workforce, and we are focused on continuing to grow this representation.

A central driver of our progress in closing the gender pay gap has been our enterprise-wide Gender Equality Strategic Plan. The plan was launched in early 2022 and concluded in December 2025. As we develop our next Gender Equality Strategic Plan, we have reflected on the programs, initiatives and lessons from this period, and identified opportunities to build on what has worked. This will enable us to continue making meaningful progress and further reduce our gender pay gap.

A key milestone for us was achieving the Workplace Gender Equality Agency Employer of Choice for Gender Equality Citation in 2023 and we continue to embed the requirements of the citation into our ways of working. This recognition reflects our sustained commitment to advancing gender equality across our business. Over the next three years, we will deliver targeted actions beyond our existing compliance requirements to further improve gender equality and reinforce our position as a leader in our industry. Guided by this evidence-based, gold-standard framework, we will continue to make meaningful progress.

While the WGEA citation confirms that we are driving meaningful cultural change within our business and across the construction industry, we recognise this is only one step in a longer journey. The gender pay gap is reducing, but sustained effort is required, and we remain committed to continuing this progress.



## How we are closing the gap and driving greater gender equality

- At an industry level we continue to support **Australian Constructors Association commitment** of 75% members with a WGEA citation.
- We've been involved in the Construction Industry Culture Taskforce and continue to adapt the principles of the **Culture Standard** onto projects that aims to progress diversity, flexibility and wellbeing.
- We continue to **embed and continuously develop across employee engagement** areas of talent and attraction, learning and development and the employee experience.
- Gender equality is a key element of our **Inclusion Strategic Plan**. It has a strong focus on embedding inclusion practices in how we recruit, respect each other, our employee experience, manager capability and flexibility. It links our existing commitments to Gender Equality, Reconciliation and LGBTQ+ inclusion with strategies to ensure all our employees feel they belong.
- We **set targets and monitor progress**. Measures aligned to our Inclusion Strategic Plan, Employer of Choice Program and Gender Equality Strategy are constantly monitored and reported on to our executive and board. Setting robust targets helps us to keep progressing.

Read on as we highlight some of the things that are making an impact to our gender pay gap particularly over the last 12 months, as well as our summary of our latest Gender Equality Strategic Plan.



Our targets



Our talent activities



Our development activities



Our employee experience



Our influence



Our Gender Equality Strategic Plan Summary

## > Our targets

As part of our Gender Equality Strategic Plan and Employer of Choice for Gender Equality citation, we have set clear targets to focus our efforts and track progress. These include reducing our gender pay gap, increasing the participation of women, and strengthening representation of women in senior leadership roles. Regular monitoring, evaluation and reporting on these targets, and on gender equality more broadly, is a core part of how we assess progress and maintain accountability.

### New targets

Recent legislation – *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025* – now requires Designated Relevant Employers (ABNs with 500 or more employees) to select, commit to and report progress against measurable gender equality targets, in addition to existing compliance obligations. These targets must include a mix of numeric and action-based measures. Two John Holland ABNs meet this 500+ employee threshold.

Each year, John Holland undertakes a comprehensive Gender Pay Gap Analysis in line with the Workplace Gender Equality Agency Employer of Choice for Gender Equality Citation Program. This analysis, together with existing initiatives and targets established through our Employer of Choice application, has informed the targets set for each Designated Relevant Employer.

Over the next three years we'll focus on the following numeric type targets for each DRE to improve;

### John Holland

1. Increase representation of women managers (numeric)
2. Increase the uptake of men taking primary parental leave (numeric)
3. Reducing the Gender Pay Gap (numeric)

### John Holland Pty Ltd

1. Increase representation of women in non-manager roles (numeric)
2. Increase the uptake of men taking primary parental leave (numeric)
3. Reducing the Gender Pay Gap (numeric)



A fair and equitable approach so we attract and retain diverse talent.

## Increasing representation of women broadly

- We've set targets to increase the number of women into senior leadership roles. At the time of reporting to WGEA in 2025 17% Senior Leaders were Women .
- We advertise all roles internally and conduct an internal talent search to target diverse capability (exceptions approved by Executive and Chief People Officer).
- We provide gender diverse shortlists in traditionally male dominated roles across our projects.
- To support our Gender Equality focus we use the 40/40/20 framework in our talent management process.
- As much as we have a focus on attraction, we're also focusing our efforts on retaining women across the business.

## Recruitment tools and reviews

- We use a bias language checker to make sure our job ads and job descriptions do not contain gender biases.
- Job advertisement copy is reviewed annually by our marketing and communications teams to ensure gender-neutral language and effective promotion of employee benefits.
- We align role design and hiring briefs to attract a wider pool of diverse talent into male dominated roles.
- John Holland operates under a gender-based exemption granted under the NSW Anti-Discrimination Act. This exemption allows us, in specific circumstances, to advertise roles for a particular gender where it is an essential requirement of the role or part of a targeted recruitment initiative. The Act also permits exemptions that support initiatives designed to improve women's access to certain roles, programs or scholarships.

## Training for those involved in hiring decisions

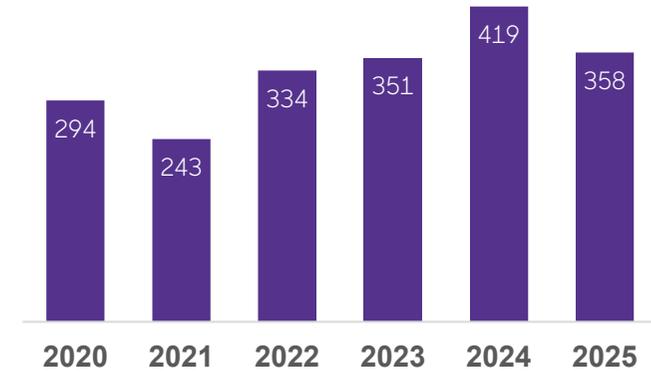
- We have conducted inclusive recruitment training for our Talent team to further reduce bias and barriers for diverse talent into a traditionally male dominated industry.

## Making the hiring decision

- In most cases at least one woman is present when interviewing internal and external women candidates..

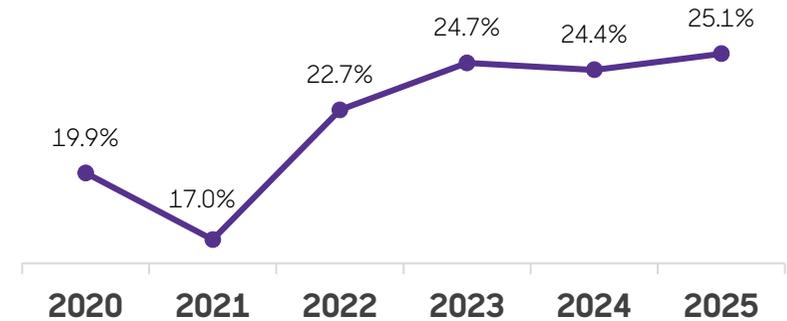
## Women hires

headcount^

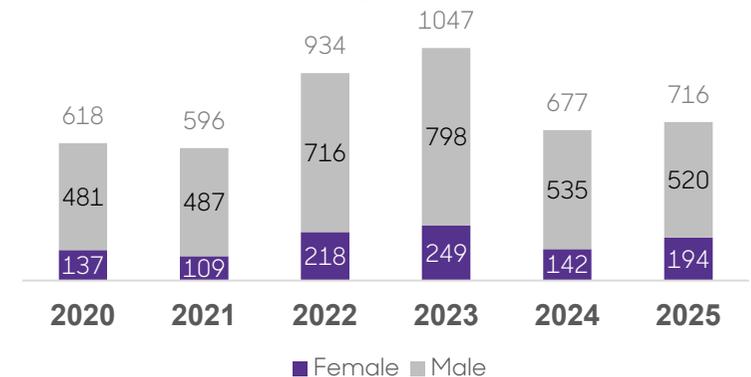


## Participation of women

% of hires^



## Resignations



^ The data for each year corresponds to the April to March reporting period

# > Talent

Creating inclusive pathways for women into John Holland – key partnership programs.

## Business Unit and Project-specific programs

- **SydWest Pre-employment Program:** creates pathways into employment for people from culturally and racially marginalised communities in Greater Western Sydney. Over the past three years, women have made up 18% of participants. Two participants have since been directly employed by John Holland and continue to work in full-time roles across our projects.
- **M7/M12 Pre-employment program:** A paid pre-employment program where participants begin work at 8:45am rather than the traditional 6:45am. It removes the barrier of early starts, which is a known deterrent to women in our industry.
- **Inmate Participation program** – partnering with corrections to support into roles and transition from casual to permanent roles.
- **Partnership** with family and domestic violence organization, **Catherine House** in South Australia, which has led to employment for five women.
- **Partnership** with disability employment social enterprise **CBS Inc**, which has given employment to four women.

## Enterprise-wide programs

### Career Seekers

- To date, we have provided 168 career pathways and employment opportunities for asylum seekers and refugees.
- Between 2023 and 2026, women accounted for 39.1% of Career Seekers participation opportunities. These participants brought professional qualifications across a range of disciplines, including Engineering (25%), Business and Commerce (4.7%), Law (4.7%) and other fields (4.7%).

## Early career and the future pipeline

### Schools program

- Schools engagement activities continue to be a key focus across our projects and business, reaching thousands of young women over the past 18 months. The program has expanded into regional communities, including dedicated engagement in rural Victoria, reinforcing our commitment to inclusive outreach and early talent attraction in the construction industry.
- Recently launched, the centralised Female Constructors of the Future program aims to engage girls and young women across primary, secondary and tertiary education, encouraging early interest in careers within the construction industry. Delivered by John Holland team members, it's designed to help young women consider what a career in construction may mean for them.
- With our major partner, the Fitzroy Stars, we hosted a Women in Construction and Transport employment session for young girls and women at the Stars clubrooms. Crucially, this event brought together women on all sides, including female representatives from four John Holland projects, creating a safe space for meaningful engagement.
- We collaborated with Construction Skills Queensland (CSQ) to support the *Construct Her Future program* by engaging women engineers to speak with targeted secondary school students, sharing career insights and promoting infrastructure pathways for young women in STEM

### Early careers

- We achieved a 46% representation of women in our 2026 Graduate Program (in real terms, we will welcome 38 women to John Holland through the program in 2026).
- To attract more women, we opened our graduate program to international students and provided extensive support. Additionally, we have prioritised offering positions to successful women candidates during their undergraduate studies. We also build relationships with university societies, sponsor women in engineering societies, and actively engage alumni as ambassadors.

## A focus on our Talent

Katrina joined John Holland in 2021 as an Environment and Sustainability Undergraduate on the Metro Tunnel Project, whilst completing a double degree in Science and Arts at Monash University. Her academic background and early consulting experience shaped her strong commitment to sustainable practices in infrastructure.



Commencing her graduate role in , Katrina worked on the West Gate Tunnel Project as an Environment and Sustainability Compliance Graduate, where she introduced recycling and idle-time reduction initiatives, streamlined environmental reporting, and supported the project's Infrastructure Sustainability Council submission. These contributions improved project sustainability and demonstrated her ability to deliver practical solutions.

She currently works on the Resource Recovery and Reuse Complex project at the Western Treatment Plant where she works to ensure continued compliance with environmental legislation and delivers sustainability initiatives such as tree planting events and waste diversion and composting efforts.

Katrina is also an active advocate for inclusion, serving in John Holland's Ability Employee Resource Group to promote accessibility and disability awareness. Her combined focus on sustainability and diversity reflects John Holland's values and commitment to creating a more inclusive and environmentally responsible industry.

# > Development

Providing clear career pathways and growth opportunities - our development offering supports all our people, and we also have specific programs tailored for women.

## Training

- All new starters must complete modules on Breaking Bias focusing on unconscious bias in decisions like hiring candidates or conducting performance reviews. Managers also complete further face-to-face training.
- Workplace behaviour training is run across our projects educating people on respectful work practices, inclusion and diversity.
- All managers complete mandatory flexible work training, so they understand their role in supporting our employees to work flexibly.
- Other diversity training is also provided for all employees which supports intersectionality such as LGBTQ+ and First Nations Awareness

## Development Month

- Development Month at John Holland is an annual event, offering employees a variety of learning sessions and activities to enhance their knowledge and career growth.
- During Development Month 2025, we had a total of 17.4% of our staff participate, with 791 unique learners. Participation of women was 42%.
- Development month also featured targeted sessions designed to advance outcomes for women including Policy Response to Reducing Inequality, Introduction to the New Culture Standard, and Breaking Bias.



Participants (Mentors and Mentees) at the Women's Mentoring Program Mid Point connection event.

## Leadership

- We run leadership and development programs that support our leaders to develop vital capabilities for the construction industry, and we aim for a 40% participation rate for women:
  - o Project Leadership Program
  - o Future Leaders Program
  - o Stepping Up into Leadership Program
  - o Essential Leadership
- We launched an inhouse Women in Leadership Program in , partnering with Lysander, with 15 women who completed the program in 2025.

## Mentoring

- We ran our annual six-month mentoring program in 2025 and this year 35% of all participants were women, 24% of these women were mentees, 5% were mentors, and 5% took on dual roles as both mentees and mentors.
- We also ran our six-month Women's Mentoring program. This year 21 women participated as mentees,. The program includes self-directed learning and mentoring conversations run internally with both men and women mentors from operational and support roles. The current program is ongoing and scheduled to conclude in February. Interim feedback from mentees has been highly positive, since the program commenced, several participants have transitioned into new roles and responsibilities, reflecting the program's contribution to career mobility and professional growth.

## Career Builder

- Two years after launching our **Career Builder** capability framework, we aligned it with our graduate assessment centre and development offerings. This provides clear, consistent assessment criteria and defined pathways for skill development and progression, supporting women's career growth and broader advancement opportunities.
- A key initiative this year has been supporting women's capability uplift, with targeted assessments identifying development needs and guiding tailored programs for the year ahead. These initiatives provide clear pathways for skill growth and career progression, ensuring women have equal opportunities to develop and advance while also strengthening overall project performance.
- We also supported the embedding of Career Builder on a joint venture project supporting the development of women across JHG and our alliances.

## LinkedIn Learning

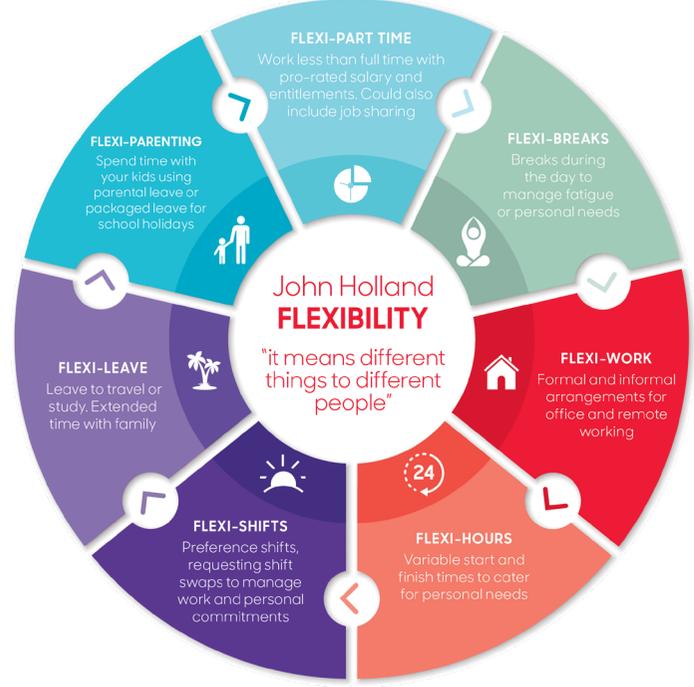
- In 2023, we introduced our LinkedIn Learning offering. Since its launch, we have provided access to 1,000 licenses across the business, with 45.2% of license holders being women. LinkedIn Learning was integrated with our women's mentoring program, leveraging eight videos within key modules.

# > Employee Experience

We want all our people to have a positive experience at John Holland, and we have a number of policies, activities, engagement opportunities and practices that both build a culture of belonging and support gender equality.

## Flexibility

- We understand that being able to work flexibly supports gender equality and it's a core component of our Inclusion Strategic Plan.
- To support employee wellbeing we're changing work patterns to get more projects aligned to the 5-day working week. We currently have around 40% of projects operating on this schedule.
- We promote our Flexibility Wheel to explain the many different ways people can access flexible working arrangements. We will keep doing more to promote flexibility.
- Lessons learnt from our Flex from the Start Evaluation and Project continue to be implemented across new projects.



## Parental Leave

- 89 men took Primary Carer leave in 2025, higher than the number of women, 73. 114 men took secondary carer leave.

## Policy

- Our Parental Leave policy provides up to 18 weeks paid leave for primary carers and 3 weeks for secondary carers. Superannuation is paid on any unpaid leave for primary carers.
- We've seen a positive increase in the number of men taking primary carer leave - read more in this [WGEA article](#).
- We also provide leave in circumstances such as miscarriage and loss of an infant, and assist those experiencing Domestic and Family Violence through financial, accommodation, technology and workplace locations as required.
- In consultation with our employees, we prepared and released a new Sexual, Sex and Gender Based Harassment Prevention Plan to outline risks of these forms of harassment in our workplace and industry, and control measures John Holland has implemented to mitigate those risks.
- We continued to embed John Holland's Sex Discrimination and Sexual Harassment Policy and report regularly to our leaders and board on this matter.

## Celebrating important events

- We mark important dates of significance to celebrate or raise awareness, such as International Women's Day, International Women in Engineering Day and International Day of Eliminating Violence Against Women.
- We also recognise other diversity dates such as NAIDOC Week, Wear it Purple and International Day of People with Disability, recognising our people have diverse identities.

**Success of our awareness training was reflected in our 2025 engagement survey, with 87% of our people agreeing we take steps to eliminate sexual harassment and gender-based harassment**

## Employee engagement

We listen to our people through a number of channels:

- Our annual employee engagement survey includes five questions to monitor the gender equality experience of employees inline with the WGEA Employer of Choice Citation Program. We also survey all employees on indicators of psychosocial safety and monitor this data to inform and enhance psychological safety and support to health and wellbeing.
- We have four formal employee resource groups (ERGs) for our people to join and network through. These groups include Celebrate Women, Pride, Grow and Ability. Our business consults and engages our ERGs on different employee matters making sure our people, their ideas and perspectives are part of our solutions and work.
- We monitor our exit survey data to understand trends and impacts and follow up as required for any significant issues.

## A focus on Celebrate Women Network

Our Celebrate Women Network (CWN) was established in 2019 and has grown to include 600 members. This Employee Resource Group (ERG) is supported by our Executive Leadership Team and is a dynamic and influential group within our company.

The network drives a range of activities to celebrate and support women in the workplace, and members include both women and a significant number of male allies who actively support events, programs, and serve as leads on the committee.

Specific activities are designed to celebrate women across our business, champion gender equality, create networking opportunities, and support our Inclusion Strategic Plan actions.

# > Our influence

As a leader in our industry, we recognise our role in collaborating, sharing knowledge and working with others externally so we can continue to make progress on gender equality in our industry.

## Recognition for our work

- Australasian Railway Association (ARA) Employee Engagement Excellence Award winner. This award recognised Next Rail building greater flexible working into the project as part of the Flex from the Start Program with the aim of retaining and attracting more women to the rail industry whilst supporting fatigue management.
- Recognition of women and male allies across NAWIC State Chapter awards for their efforts in driving greater diversity and inclusion at John Holland. We're proud of these winners and all those nominated.

## Industry involvement

- We've signed on to the ARA's new Rail Gender Equity Charter along with 40 others in this industry, committed to advancing "inclusive, respectful and equitable" workplaces for all.
- We are a proud supporter of the National Association of Women in Construction (NAWIC) as a corporate member and major sponsor of awards in Victoria.
- We played an active role in the [Construction Industry Culture Taskforce](#) as a member of the Australian Constructors Association including
  - Active role in developing implementation guidance for Wellbeing and Flexibility Pillars to help contractors understand and meet the culture standard.
  - Direct engagement of leaders on the CICT Working Group and relevant sub committees
  - Adapting the Culture Standard principles to new projects

## Promoting the Industry and sharing knowledge

- Speaking at events sharing insights to gender equality initiatives such as
  - ARA Rail Conference
  - Build Sydney and Build Melbourne
- Sharing information and resources
  - Releasing the Flex from the Start Evaluation and recommendations for others to use in their implementation
- Providing opportunities for women to undertake a site visit as part of the Australian Constructors Association Its Possible Campaign. Women had the opportunity to explore the M1 and Sydney Children's site, speak to other women working in the industry and see firsthand what a day in the life of a construction worker might be like.
- We attend various International Women's Day celebrations each year including the Engineers Australia and UN Women Australia Luncheons. This is a great opportunity to recognise those men and women championing gender equality at John Holland and engage with other organisations at these events.



# > Our Gender Equality Strategic Plan

We launched our Gender Equality Strategic Plan in early 2022, which ran through to December 2025. During this period, we made strong progress, with many improvements in our gender pay gap driven by a sustained organisational focus on gender equality and actions aligned to the six Gender Equality Indicators outlined by WGEA.

As part of our WGEA Employer of Choice for Gender Equality application, we developed a comprehensive action plan outlining how John Holland would meet, maintain and continue to strengthen the standards set under the citation program.

These standards and activities included the following

- Review and publish an updated Gender Equality Strategic Plan in 2026
- Increase representation of women in targeted job roles where they remain under-represented
- Improve uptake of primary carer leave
- Enhance the workplace experience through updated policies, with a strong focus on carer roles and flexible working
- Hold leaders accountable for meeting targets, challenging bias and role-modelling inclusive behaviours
- Strengthen board engagement in overseeing and evaluating gender equality outcomes across the six WGEA gender equality indicators

Once our new Gender Equality Strategic Plan is finalised, a copy of this will be made public on our website.

A wrap up summary of this Gender Equality Strategic Plan 2022-2025 has been included here showcasing the actions and progress made over this 3-year period.



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