

Memo

To	All Contracting Partners
From	Chris Jones
CC	Martin Hoang, Kylie Pearse, Warren Williams, Prashant Sharma, Nik Dimos, Matt Kauter, Owen Seabury & Jun Leon
Date	01/07/2020
Subject	Working with John Holland – Rail Infrastructure Services NSW/ACT

All,

Recently there have been a number of incidents that have occurred on our worksites sadly implicating some of our longest and most experienced external Subcontracting partners.

These incidents have caused considerable reputational and financial impact to John Holland and have raised concerns from our clients to the quality and safety standards we, John Holland and our Subcontracting partners are setting and accepting on site during works.

To ensure there is no confusion and all persons working on behalf of John Holland are familiar with the expectation required, could you please reiterate the following instructions to all relevant personnel within your organisation and confirm back in writing that this information has been communicated.

Dear All

To perform our core works and ensure our jobs are delivered safely, to a high quality and ethically we require you as a key Subcontracting partner to understand your role and responsibilities whilst working with John Holland,

John Holland requires you and/or your trained and competent personnel to comply with our policies and procedures and ensure the Health, and Safety of all persons on our worksites are a priority at all times. It is mandatory that you and your personnel will work within John Holland and our Client principles, procedures and guidelines ensuring these are integrated into your work practices.

As our works are critical in nature, we require you and your personnel to work only within the capacity of the role that they have been trained in and engaged to undertake. Examples of working outside of this role would include:

- *taking direction or interfacing with a Client not through a John Holland supervisor.*
- *taking on additional works outside of your role which could distract from the job at hand.*
- *interfacing with other contractors not through a John Holland supervisor (unless you have been engaged to do so)*
- *providing images or information obtained on our worksites to a third party, social media platform or a member of the public.*

John Holland are here to support you and your workers at all times. If there are pressures or situations that distract any individual from their designated role or if anyone is unaware of what their role or responsibilities are for performing their work with John Holland, they must speak up and seek clarification.

All concerns must be raised to the nominated John Holland Supervisor or representative immediately and prior to work commencing.

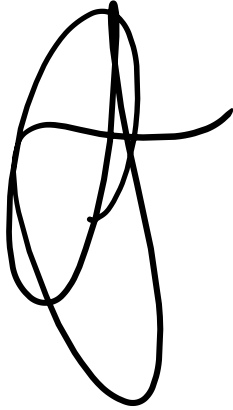
It is essential that we maintain open and honest communication and work together as one team to fulfill John Holland and our Clients standards.

Safety will not be compromised at John Holland and we take the safety of our workers and contractors very seriously.

Anyone not performing to these standards will be asked to leave our work sites and the required level of disciplinary action will be taken.

We appreciate your support and look forward to maintaining a strong partnership with you.

Regards,

A handwritten signature in black ink, appearing to be 'Chris Jones', written over a large, faint, stylized 'C' or similar graphic element.

Chris Jones
Rail Infrastructure Services Manager [NSW/ACT]

**JOHN
HOLLAND**

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