



**JOHN  
HOLLAND**

# INLAND RAIL ILLABO TO STOCKINBINGAL PROJECT


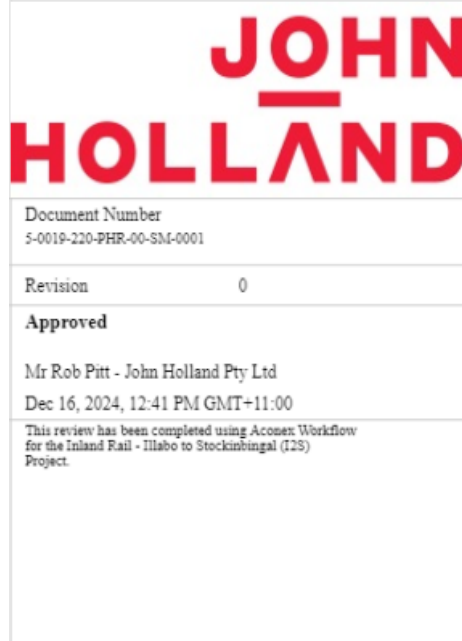
## Workforce Code of Conduct

Document Number: 5-0019-220-PHR-00-SM-0001

I2S | Code of Conduct  
Rev 0



**Document Control**

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|---|---|--|
| <b>Document Title</b>                     | Workforce Code of Conduct   |  |
| <b>IRPL Document No.</b>                  | 5-0019-220-PHR-00-SM-0001   |  |
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**Revision History**

| REVISION | DATE ISSUED | DESCRIPTION                             |
|----------|-------------|---|
| A        | 28/10/2024  | Issued for Review                       |
| B        | 27/11/2024  | Response to IRPL comments in Revision A |
| C        | 11/12/2024  | Response to IRPL comments in Revision B |
| 0        | 16/12/2024  | Issued For Use                          |
|          |             |   |
|          |             |   |

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# 1 Revisions and Distribution

## 1.1 Revisions

Draft issues of this document are identified as Revision A, B, C etc. Following acceptance by the document approver, the first finalised revision will be Revision 0. Subsequent revisions will have an increase of "1" in the revision number (1, 2, 3 etc.).

## 1.2 Distribution

The controlled master version of this document is available for distribution as appropriate and maintained on the document management system being used on the project. All circulated hard copies of this document are deemed to be uncontrolled.

|   |                                       |
|---|---------------------------------------|
| Client's Representative   | Conrad Strachan (Inland Rail Pty Ltd) |
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## 2 Definitions and Abbreviations

### 2.1 Definitions and Abbreviations

Definitions and abbreviations to be applied to the Code of Conduct are listed below.

**Table 1: Definitions and Abbreviations**

| Term/Abbreviation                      | Definition   |
|--|--|
| ACM                                    | Asbestos Containing Material   |
| ARTC                                   | Australian Rail Track Corporation  |
| CEMP                                   | Construction Environmental Management Plan   |
| CoA                                    | Conditions of Approval   |
| CSSI                                   | Critical State Significant Infrastructure  |
| DPHI                                   | Department of Planning Housing and Infrastructure  |
| Environmental Assessment Documentation | <ul style="list-style-type: none"> <li>Inland Rail – Illabo to Stockinbingal Environmental Impact Statement (ARTC 2022)</li> <li>Illabo to Stockinbingal Project Response to Submissions (ARTC 2023)</li> <li>Response to Submissions – Appendix E - Biodiversity Development Assessment Report version 12 (IRDJV, June 2024)</li> <li>I2S – Mitigation Measures (Inland Rail, April 2024)</li> <li>Illabo to Stockinbingal (SSI-9604) Additional and Appropriate Measures for Box Gum Woodland Impacts (Inland Rail, June 2024)</li> <li>Technical and Approvals Consultancy Services: Illabo to Stockinbingal – Box Gum Woodland Gum Flat Rehabilitation Opportunity (IRDJV, June 2024)</li> </ul> |
| EPA                                    | Environment Protection Authority   |
| EPBC Act                               | <i>Environmental Protection and Biodiversity Conservation Act 1999</i>   |
| ER                                     | Environmental Representative   |
| IRPL                                   | Inland Rail Pty Ltd  |
| I2S                                    | Illabo to Stockinbingal  |
| JH                                     | John Holland   |
| LGA                                    | Local Government Area  |
| LIW                                    | Low Impact Works   |
| NPW Act                                | <i>National Parks and Wildlife Act 1974</i>  |
| NSW                                    | New South Wales  |
| POEO Act                               | <i>Protection of Environmental Operations Act 1997</i>   |
| RAP                                    | Registered Aboriginal Party  |
| TEC                                    | Threatened Ecological Communities  |
| UEMM                                   | Updated Environmental Management Measures  |
| Work                                   | Any physical work for the purpose of the CSSI including construction and low impact work but not including operational maintenance work  |

## 3 Introduction

### 3.1 Background

Comprising of 12 sections, Inland Rail involves upgrades and enhancement works to approximately 1,000km of existing track and construction of 600km of new track passing through regional Victoria, New South Wales and Queensland. IR (Inland Rail Pty Ltd (IRPL), a subsidiary of Australian Rail Track Corporation (ARTC), is building Inland Rail on behalf of the Australian Government. As each section of Inland Rail is completed, it will be operated and managed by ARTC.

The Infrastructure approval was obtained by Australian Rail Track Corporation (ARTC) for the Illabo to Stockinbingal (I2S) section of the Inland Rail Project (SSI-9406) in September 2024. The approval was granted by the Minister for Planning and Public Spaces under section 5.19 of the *NSW Environmental Planning and Assessment Act 1979* (EP&A Act).

#### Scope

The Project is located in south-western New South Wales (NSW) in the Riverina region. Illabo is a small town located at the southern end of the alignment; 16 kilometres (km) north-east of Junee in the Junee Local Government Area (LGA). Stockinbingal is situated at the northern end of the project, approximately 20 km north-west of Cootamundra in the Cootamundra–Gundagai Regional LGA. The major towns surrounding the project are Wagga Wagga, about 50 km to the south, Young to the north-east and Cootamundra to the east.

The Project comprises a new rail corridor that would connect Illabo to Stockinbingal. The alignment branches out from the existing rail line north-east of Illabo and travels north to join the Stockinbingal–Parkes Line west of Stockinbingal. The route will travel primarily through undeveloped land predominantly used for agriculture. The project includes modifications to the tie-in points at Illabo and Stockinbingal to allow for trains to safely enter and exit the Illabo to Stockinbingal section of Inland Rail. The alignment also crosses several local and private roads, watercourses and privately owned properties. Additionally, no major towns are located within the project site between Illabo and Stockinbingal.

The Project will include a total extent of approximately 42.5 km, including 39 km of new, greenfield railway which will incorporate the following key features:

- single track standard gauge on a combination of existing ground level embankments and within cuttings
- new bridges and road overpasses
- crossing loop and maintenance siding
- new level crossings, stock crossings and upgrades to existing level crossings
- new major stormwater diversion and minor drainage works associated with installation and upgrades to culverts.

The Project will also include upgrades to approximately 3 km of existing track associated with tie-in works and construction of an additional 1.7 km of new track to maintain the existing rail network connections. Road upgrade works will also be undertaken to re-align approximately 1.4 km of Burley Griffin Way to provide a road-over-rail bridge at Stockinbingal. Re-alignment of Ironbong Road will also be completed to allow for safe sight lines. A temporary workforce accommodation camp will also be constructed to house the workforce for the duration of works.

This Code of Conduct sets out the ethical standards (Reference Appendix A) that employees, contractors, sub-contractors and suppliers are expected to adhere to in the construction site and throughout their interactions with the local community. The Code applies to all employees on the I2S

site (including the temporary workforce accommodation facilities) and those living in the community in the surrounding towns. The Code;

- (a) set out the ethical standards for the behaviour and conduct of employees on and off the site, including for driving on public roads;
- (b) include disciplinary actions where employee behaviour and conduct do not meet the ethical behaviour standards; and
- (c) include processes for responding to and addressing community complaints about the behaviour and conduct of employees.

## 3.2 Purpose

This Code has been developed in accordance with Condition of Approval (CoA) E117-E119 and will be implemented for the duration of all Work associated with the I2S Project.

John Holland is committed to always conducting its activities to the highest standards of ethical behaviour. Our code goes further than following rules. It asks you to stop and think about what's right, to consider your options and to make good decisions that follow our values of 'Caring, Empowering, Imaginative & Future Focused'.

## 3.3 Our Approach

Our Code helps guide our daily work and demonstrates how to practically apply our commitment to uphold proper and ethical business practices. We believe consistent and proper business conduct creates loyalty and trust with our stakeholders and yields long-term success.

## 3.4 Who does it apply to?

Our Code applies to all people who work for John Holland (regardless of location or role), as an employee, workforce employee, director, officer; or people working under contract. John Holland requires that suppliers, business partners and other third parties who they interact with operate under standards that are similar to our Code. The Code applies to all employees on the I2S site (including the temporary workforce accommodation facilities) and those living in the communities in the surrounding towns.

## 3.5 Breach of Code of Conduct

Where a Project employee breaches any of the Code of Conduct, (regardless of whether the breach was committed on a work site, in a local town or community, in the vicinity of a work site, in the accommodation village, travelling to and from work, on a lease area, or during travel to and from a project team member's point of hire), the employees site, project and accommodation access may be revoked and the matter shall be investigated and dealt with by the employing Contractor / Subcontractor in line with their disciplinary procedures.

If a community complaint is received in relation to an employee's conduct, an investigation will be conducted as per section 3.11 to understand the complaint in its entirety and manage as required. The general complaints management process has been provided in Appendix B for greater understanding.

## 3.6 Misconduct

Acts of misconduct will not be tolerated and may lead to disciplinary action. Examples of misconduct include, but are not limited to the following:

- Breaches of Project safety procedures and/or regulations that places, or has the potential to place the safety of any individual working on the project at risk or cause injury;
- Breach of the accommodation village rules;

- Behaviour in the community that damages, or has the potential to damage the reputation of IRPL and/or John Holland;
- Interaction or the divulgence of any type of information to any media outlet or through any media forum;
- Public posts or comments on any type of social media forum in relation to IRPL and/or John Holland or any works being undertaken by John Holland;
- Irregular attendance or ongoing unauthorised absences;
- Failure to wear appropriate personal protective equipment (PPE) including footwear and clothing;
- Breach of security and Project control requirements;
- Failure to report any injury / incident;
- Practical jokes or acts of horseplay;
- Smoking in any designated 'No Smoking' areas including project vehicles / machinery;
- Gambling or the use of gambling devices during working hours on Work Sites;
- Unauthorised selling of merchandise or services;
- Taking unauthorised photographs / video including drone footage;
- Bringing animals (with the exception of service animals) into work sites or the accommodation village;
- Demonstrating behaviour that is contradictory to John Holland's principles and charter;
- Causing damage to John Holland property and equipment; and
- Inappropriate disclosure of John Holland information.

### 3.7 Serious Misconduct

Behaviour that constitutes serious misconduct includes but is NOT limited to that outlined below. Serious misconduct will result in disciplinary action up to and including termination of employment.

Breaches of Project safety procedures and/or regulations that result in or have the potential to result in serious and/or life-threatening injury to anyone involved on the project;

- Breach of the accommodation village rules;
- Continual and/or severe breaches of safety legislation, regulations, Codes of Practice and the like;
- Irresponsible use, tampering or misuse of fire protection or safety equipment including fire extinguishers and smoke alarms;
- Possession or use of weapons (including fixed blade and non-lockable pocket, carton knives), firearms or ammunition;
- Drug and alcohol abuse, including:
  - Reporting for work while under the influence of alcohol and/or illegal drugs;
  - Inappropriate alcohol and/or drug induced behaviour; and
  - Distribution or sale of illegal drugs and/or alcohol.
- Urinating or defecating outdoors in and around the work sites, accommodation village or public areas;



- Offensive, intimidating or violent behaviour;
- Any form of harassment, discrimination or vilification, including that relating to race, colour, religion, sex, age, nationality, ancestry, disability (physical and mental), marital or socio-economic status;
- Theft, vandalism or wilful damage or interference to I2Sand/or personal property;
- Trespass, or enter any area without permit or enter restricted access areas;
- Failure to comply with lawful and reasonable work instructions, including a refusal to perform assigned work, and/or alternative duties, etc.;
- Falsification of project records, including timesheets, wage records, leave records, production reports, etc.; and
- Bringing unauthorised personnel (including children) onto the work sites or into an accommodation village.

### 3.8 Personal conduct (Field)

While working in rural residential areas, Project team members will:

- Minimise disturbance to landholders and neighbours
- Avoid, prevent or minimise damage to property, vegetation and land
- Minimise vehicle movements in wet conditions to minimise road damage
- Repair and rehabilitate damage with minimum delay
- Avoid littering and remove rubbish related to project construction
- Ensure speed limits are adhered to in accordance with traffic management plans and/or property toolboxes
- Stay within approved right of way at all times
- Not bring any inappropriate items such as weapons, domestic animals, illegal drugs or alcohol on to landholders' properties
- Return gates to position as signed, unless advised otherwise by land holders
- Comply with all statutory provisions for fire prevention and management
- Only enter property according to the timings and conditions set by the Project Management team

When planning works for rural residential areas, Project team members will:

- Ensure that all land holders are aware of the commencement of any new construction or exploration activities that take place on their property
- Identify actions to avoid stress to stock as a result of drilling activities
- Consider impacts upon neighbouring residents/landholders

### 3.9 Personal conduct (Community)

#### 3.9.1 General conduct

In the eyes of the community, each Project team member is a representative of the Project. As such, each community interaction is an opportunity to enhance the Project's reputation. Inappropriate conduct by Project team members could present a reputational risk.

Project team members may interact with local community members or stakeholders, however must be courteous and considerate at all time and be prepared to listen. When talking to the local community and stakeholders, Project team members must not release any information to a member of the public or media regarding project works.

Project team members must keep confidential the Contract and any information relating to the work on the project.

In each context, every Project team member must always treat community members with courtesy, respect and professionalism.

### 3.9.2 Enquiries and complaints

Project team members will refer to the following protocol if they are approached by the media or community members for information on their activities or the Project.

#### 3.9.2.1 Media enquires

If approached by a representative of the media, Project team members should:

- Be polite while explaining you are not the best person to speak with and unable to comment but will put them in touch with the right person
- Provide them with a Trans4m Rail contact card
- Remove yourself from the situation as soon as convenient
- Contact your Supervisor and advise them of the enquiry for reporting purposes
- Not panic, be rude, use bad language or get physical (i.e. do not attempt to block or remove them)

#### 3.9.2.2 Community enquiries

If approached by a member of the community and/or stakeholder, Project team members should:

- Politely state their first name and identify themselves as a member of the Project team
- Provide the member of the community and/or stakeholder with the Project 1800 number and/or John Holland contact card
- Be polite while explaining you are not the best person to speak with and advise them that you will arrange for the appropriate person to contact them
- Obtain community members name and contact number, where practical
- Contact a member of the Project Communications and Stakeholder Engagement team and advise them of the enquiry/complaint for reporting purposes

## 3.10 Early Intervention

A Manager may apply early intervention measures to assist an employee to attain the required level of performance or behaviour before the matter needs to be dealt with via formal counselling or disciplinary action.

## 3.11 Investigation

Before implementing counselling or disciplinary action, an investigation may need to be conducted to gather evidence to examine allegations of Poor Performance or Unacceptable Workplace Behaviour

The investigation process can include, for example, interviewing the employee, co-workers and other relevant parties, and accessing and reviewing documents. The employee will be given the opportunity to respond to allegations, including identifying any witnesses, documents or other material they believe can be of relevance. The employee can have a support person present at interviews.

A support person:

- Is a person who attends a meeting with the employee to provide moral or emotional support, observe the proceedings and make notes if desired
- Is not to represent, advocate or speak on behalf of the employee
- Can make reasonable requests for breaks during the meeting to speak privately with the employee, and
- Who is disrupting the meeting can be asked to leave.

### 3.12 Outline of Counselling & Disciplinary Process

Where allegations of Poor Performance or Unacceptable Workplace Behaviour have been substantiated, counselling or disciplinary action may be appropriate. The nature of the Poor Performance or Unacceptable Workplace Behaviour will determine the type of counselling or disciplinary action that will be appropriate in each situation.

These are:

- Counselling
- Formal Warning
- Final Warning
- Termination of employment.

#### 3.12.1 Counselling

Counselling can be used in less serious instances of Poor Performance or Unacceptable Workplace Behaviour.

#### 3.12.2 Warning

A formal warning may be issued in circumstances where either:

- One or more counselling meetings have failed to modify the Poor Performance or Unacceptable Workplace Behaviour, or
- As a first step in the disciplinary process where the Poor Performance or Unacceptable Workplace Behaviour is deemed to warrant a formal warning.

#### 3.12.3 Final Warning

A final warning may be issued in circumstances where either:

- One or more formal warnings have been issued and have failed to modify the Poor Performance or Unacceptable Behaviour, or
- As a first step in the disciplinary process where the Poor Performance or Unacceptable Workplace Behaviour is deemed to warrant a final warning.

#### 3.12.4 Termination of Employment

Termination of employment may occur where:

- A final formal warning has been issued and the behaviour and/or performance continues
- An Unacceptable Workplace Behaviour has been proven and substantiated and deemed severe enough to warrant a termination

### 3.13 Confidentiality

Everyone who is part of the counselling or disciplinary process (including any support person) must keep strictly confidential and not divulge information concerning any part of the counselling or disciplinary process (including counselling or disciplinary outcomes) with any person:

- Inside John Holland (other than nominated company representatives), or
- Outside John Holland (other than for the purposes of obtaining legal advice).



**People Manager**

**I2S Project**

Signed and dated: 11<sup>th</sup> December 2024.



## APPENDIX A - Ethical Behaviour Policy in Practice

We expect everyone to:

- Comply with our Code of Business Conduct, all applicable laws, regulations, and statutory obligations relating to ethical behaviour and practices (on and offsite, as well as interactions with local communities)
- Act honestly and do not engage in misleading, deceptive, fraudulent, or corrupt conduct
- Ensure the independent conduct of our business and avoid situations with the potential for a conflict of interest
- Treat all people fairly and in a manner that provides equal opportunity and prevents harassment, vilification, and unlawful discrimination
- Preserve the intellectual property of John Holland, its business partners and clients and protect their confidential information during and after engagement
- Protect individuals' privacy consistent with the law, including the appropriate application of workplace surveillance
- Use our project assets and resources for legitimate and proper business purposes
- Ensure that employees, contractors, and business partners are aware of this Policy and Code of Business Conduct when working for or on behalf of John Holland.
- Support reporting of behaviour or conduct that breaches this Policy or the Code of Business Conduct.
- All reports of known or reasonably suspected Code breaches will be reviewed and addressed appropriately. This may involve investigating matters raised by the community regarding behaviour or conduct of people associated with John Holland.
- Where following review or investigation, John Holland is satisfied that a breach of our Code has occurred, disciplinary action may be taken.
- Drive responsibly at all times to prevent damage or harm to self, to work colleagues and/or to members of the public; by obeying relevant State or Territory Road Traffic Legislation and driving to the prevailing road conditions with due care and attention.

## APPENDIX B - Complaints Management Process

Complaint management will be undertaken in accordance with The Community Communication Strategy.

Complaints may include any interaction with a stakeholder who expresses dissatisfaction with the project, policies, contractor's services, staff members, actions or proposed actions during the project.

John Holland will attend to enquiries and complaints in a responsive and consistent manner to ensure feedback is considered and addressed in a timely and productive way. This will help ensure that the Project benefits from local input and impacts on the community are minimised wherever possible.

Community enquiries and complaints will generally be received via:

- Inland Rail's 24-hour telephone number: 1800 732 761
- Inland Rail's email: inlandrailnsw@inlandrail.com.au
- Inland Rail's office
- John Holland's Project Office

The 24-hour telephone number and email address will be answered by John Holland, during business hours and Possessions, any Out of Hours phone calls not associated with possessions will be directed to a call Centre whom will notify John Holland the following day. All complaints will be managed in accordance with the Community Communication Strategy. John Holland will notify Inland Rail of all content specific to the Project for investigation and response in accordance with required response time frames. The phone number and email are included on all written project communications.

All calls to 1800 732 761 are answered and responded to 24 hours a day, seven days a week.

John Holland will investigate and determine the source of the complaint and acknowledge the complaint with the complainant where the complaint was received by telephone or where a phone number was provided.

Members of the Communication and Stakeholder Engagement Team will be on a 24/7 on call roster to respond to enquiries and complaints. A member of the team will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

John Holland will also respond to enquiries and complaints received through letters mailed to the project team, during community information sessions and meetings or through construction/site staff. John Holland will take all actions and implement all measures to prevent the reoccurrence of stakeholder and community complaints.

All complaints received during the I2S project are actioned and recorded and used as an improvement opportunity for John Holland and IRPL.

## APPENDIX C - Values in Practice



### Caring

#### We care deeply about what we do and how it affects lives.

- Make safety a priority for everyone and in everything you do
- Be a great listener and partner to get the best outcomes
- Put yourself in others' shoes
- Understand the needs of our customers and our customer's customers
- Communicate early and often
- Care how your actions benefit others and the environment
- Respect people for who they are and promote diversity
- Show our human side in all you do



### Empowering

#### We gain trust through action.

- Own the problem and the solution
- Get excited about what is possible
- Do what you say you will
- Never settle for second best
- Go beyond and smash expectations
- Never stop learning and ensuring people have the right skills
- Love what you do
- Have the integrity and passion to make a difference



### Imaginative

#### We push the boundaries.

- Engage your heart and mind to be truly creative
- Keep pace with the latest information and opportunities
- Champion innovation
- Embrace change, don't rely on past ways as the only way
- Move fast and adapt
- Drive the industry forward
- Create positive experiences for our people and our customers



### Future-focused

#### We're in it for the long, long term.

- Think about the long, long term legacy of your work
- Respect the environments you work in
- Consider our footprint in everything you do
- Be the best possible neighbour
- Plan, plan, plan
- Prioritise the long-term value of relationships
- Grow yourself and help to grow other
- Share how we are improving lives