



*Joss*<sup>®</sup>

2023  
ANNUAL  
REVIEW

# Paul's Message

**This year has posed its fair share of challenges, but we've remained committed in our strategic journey to position the company for long-term sustainable growth and continued success in the years to come.**

**We still continue to navigate the endless external threats of COVID waves, high interest rates, inflation, cyber threats and supply chain issues, whilst trying to achieve compliance with continually evolving client requirements.**

Despite these challenges, I am proud to report that our dedicated team has consistently risen to the occasion and learnt from our previous experiences whilst fostering a strong can-do and collaborative environment.

On my travels throughout the regions I repeatedly encounter the resilience and positive approach that represent the Joss spirit.

Working safely forms the core of our business model. Ensuring we think and act with safety in mind is integral to our success. We have implemented a number of health and safety initiatives this year, including new technology and will continue to set a standard that goes beyond compliance to ensure that every team member returns home safely.

Our commitment to Joss's vision and strategy remains strong: we wish to create success for all by undertaking work in a disciplined and measured manner within areas where we possess expertise, in communities we understand, for blue chip clients who share our values, and doing it safely.

I would like to extend my appreciation to the wider Joss team for their role in implementing our strategy and creating an environment that allows each and every individual to excel.

Our success is underpinned by our diversified business model, combining regular annuity earnings from stable long-term government service contracts with short-term construction



**Colin Joss, Adam Joss, Paul Joss and Bob Bennetto**

projects, this philosophy has delivered and will continue to deliver long term protection in the broader markets in which we operate.

Looking ahead, we intend to maintain our focus on quality clients who value our comprehensive service offering and specialised skill set and are aligned with our commercial framework. This commitment will solidify our position as market leaders across diverse sectors and geographies in which we operate.

The Company's support services again provided invaluable support, backup and resources to the operational side.

The HR department successfully managed and are leading a number of initiatives whilst still carrying out their "daily" work. Your efforts are valued and appreciated by all areas of the Company.

The people that form part of the Joss team continue to be our best ambassadors and we are committed to nurturing the family culture that defines us. The establishment of a "Culture Group" has commenced to ensure that Joss's values are ingrained in the organization for the long term. Additionally, structured training plans based on our Joss values have been initiated to enhance the skills of our team, offering various cadetships, apprenticeships, mentorship, and traineeships to develop our future leaders and managers.

On the development side we are still pursuing a number of opportunities, however development timeframes are quite lengthy and with the current interest rate environment we need to be sure that they stack up economically prior to proceeding.

As we undertake the majority of our work in regional and rural areas we take pride in contributing positively to these communities where we operate. This extends from engaging local tradespeople and staff to supporting local businesses and charities.

Cultural diversity and inclusiveness are also areas where we are investing in knowledge and understanding. We believe that harnessing the potential of our diverse workforce, treating everyone fairly and respectfully, will lead to more open-minded and productive approaches that benefit us all.

On behalf of the Board, I express my sincere gratitude to everyone for their unwavering commitment and dedication to making Joss the best it can be. We look forward to another year of challenges and opportunities as we continue our journey towards sustained success.

Regards,  
**Paul Joss.**  
Managing Director

# A note from our Chief Operating Officer



**Joss Group has experienced a mixed year with a number of ongoing challenges as well as a number of opportunities that will successfully deliver our goals into the future. The operational departments performed strongly against a backdrop of economic uncertainty, whilst maintaining a strong supporting culture amongst the team. The results of 2023 are not possible without the ongoing contribution and commitment from our loyal and dedicated staff.**

At the commencement of the year Joss appointed a Group Safety Manager to further bolster its commitment to safety and provide alignment across all divisions. Steady workload has provided a stable platform to help develop our HSEQ teams, ensuring we not only met our obligations, both internally and externally, it has also allowed our teams to further educate our staff and improve awareness across all facets of safety, quality and environment. Part of this was achieved by involving managers in HSEQ audits so that they were able to increase their knowledge and reduce this requirement for the HSEQ staff and allow them to focus on other noticeable trends.

Some notable events from the year include;

- Joss maintain one of the top performing providers in the state;
- The Facilities Management department tendered for the Department of Education Facilities Maintenance Contract and was successful in securing the North Western and Southern contracts. Securing the Southern contract was particularly pleasing as Joss previously undertook this work
- The Facilities Management department also resecured the Aboriginal Housing Office contract for another 2 years.

- NSW Land and Housing Contract (LAHC) continued to improve on its KPI scores and in September submitted a tender for the new 10 year contract which will be announced in early 2024;
- The ACT construction division tendered and won Joss' largest stand alone project to date, the \$94M school in Garran
- Regional Construction has built a good base securing the \$34M Benalla Police Station and \$25M MARS Petcare extension, boosted by several other projects.
- Our civil department successfully completed the \$17M Artie Smith Oval project in Bombaderry and was awarded the \$7M Ian Barker Playing Fields project in Albury.
- Rollout of the Joss Group sustainable targets initiative.
- Strengthening of the Joss culture through various events, training and activities, supported by the Culture Committee

All of this is testament to our workforce who turn up every day in the Joss blue and strive for success, particularly in the remote areas where they are presented with significant challenges such as resource and material shortages.

FM Cleaning experienced the biggest shift with additional bathroom cleaning coming to an end, bringing operations back to a pre-pandemic status. The collective efforts and loyalty by all staff to deliver what was an enormous task has been greatly appreciated.

Following its success in securing the 2 largest Facilities Management contracts by area in NSW, changes were made to separate the Projects and Maintenance divisions. The FM Projects division submits on average over 200 tenders annually with the majority of these being for the southern half of NSW. This change allows for further growth and efficiencies and expansion geographically.

Joss' Land and Housing department had a busy year as the team not only delivered the Business as Usual works, but also successfully submitted an Expressions of Interest for the upcoming Responsive and Planned Maintenance contract, then compiled and submitted the RAPM tender. The amount of work required to submit a government Expressions of Interest and Request for Tender is substantial and couldn't have been done without the dedication of the team of staff who assisted. To support the requirements of this contract a new office was established in Goulburn, which will also provide another location for other Joss departments to base their operations.

We have continued to engage with the insurance industry as a potential new revenue source. This industry encompasses the commercial, residential and farming sectors and is serviced by national and international companies. The opportunity is looking promising.

The Construction departments rebounded from a quiet 2022 with some impressive wins across the board and are on track to secure over \$160M in works for the financial year. Collectively there were 27 tenders submitted and 14 of these successful with 5 pending at the time of writing this report, which is a fantastic achievement. Delivering these projects to the standard we require requires all involved, from tendering and submissions, through project admin teams, site teams and subcontractors to collectively communicate and contribute throughout the various stages of every project. It is something Joss has done and continues to do well.

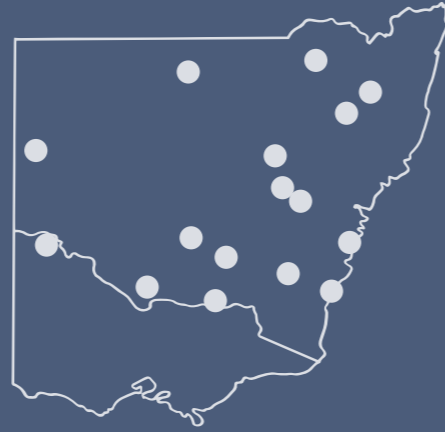
In support of Joss' sustainability goals it completed installation of solar to all owned offices, purchased an electric vehicle for the Joss fleet on a trial basis, removed all bottled water from the Albury office and also installed recycling facilities in the Albury office. These are all positive steps towards the future at Joss in supporting a clean environment for our future generations.

During the year Joss commenced cultural awareness training for its staff, conducted field visits for students from the Clontarf Foundation, and continued its support of Boys to the Bush. It is imperative that Joss continue the education of its staff and to encourage interest from the local indigenous communities, and to inform the next generation of the many possibilities and opportunities with the Joss Group.

The Joss Cadet program has again demonstrated its success with all cadets excelling in their areas. The growth and development of not only their knowledge but also the professionalism and willingness to support our teams has surpassed expectations.

The Culture Committee continues to work through various initiatives and areas of the company to embrace and support the Joss culture. I have certainly noticed a positive shift in in the culture and it's pleasing to see the Joss values being applied throughout the company's daily activities and interactions with its clients and stakeholders.

Regards,  
**Andrew Cameron.**  
Chief Operating Officer



# Joss Group Company Divisions

**From humble beginnings in 1975, privately owned company Joss Group (Colin Joss and Co Pty Ltd) has experienced significant growth and development to establish itself as a leading provider of a range of quality complementary services across regional NSW, Victoria and ACT.**

Today, Joss Group consists of two main divisions — Joss Construction and Joss Facility Management.

Our head office is located in Albury NSW, with regional offices located in Deniliquin, Griffith, Wagga Wagga, Canberra, Wollongong, Batemans Bay, Bathurst, Orange, Dubbo, Bourke, Broken Hill, Tamworth, Goulburn, Armidale and Mildura.

## Joss Construction

Joss Construction is considered one of regional Australia's premier building contractors with a reputation built on the successful delivery of complex and challenging projects. Specialising in commercial construction projects throughout Victoria, NSW and ACT, the multi award winning company offers a wide range of coordinated construction services from initial feasibility investigations, to design and construct, construct only, contract management and managing contractor.

## Joss Facility Management

Joss Facility Management is a leading provider of maintenance, asset management, cleaning and project management services throughout regional NSW, Victoria and ACT. Joss Facility Management provides a wide range of services to a varied client base from both the public and private sectors.

*The company facilitates a partnership between Joss Construction and Joss Facility Management that provides the enviable position whereby we can not only design and construct but maintain each facility post-handover ensuring all built elements are serviced in accordance with legislative, manufacturers and client requirements.*





Murrin Bridge Pre School

# Facility Management

## Department of Education/ Aboriginal Housing

**In this year, Joss' Facility Management division was able to capitalise on several Contract opportunities, providing a platform for its growth.**

**Firstly in late January Joss FM lodged its tender submission for the Facility Management Contract with Schools Infrastructure NSW and in April was awarded both the North Western and Southern Contract regions. Winning back the Southern region was a milestone for Joss considering it was tightly held by the company for over 20 years, until 2018.**

Secondly, Joss FM was awarded a 2-year extension on the Asset Maintenance Contract with the NSW Aboriginal Housing Office. This extension will now see it continue delivering services to over 950 properties throughout the Hunter, Mid North Coast and New England regions until late 2025. A determining factor in Joss being awarded this contract extension was its previous outstanding performance which is a reflection on the commitment and dedication of its Call Centre and Operations team over the last 2 years.

From an operational perspective, the team has worked tirelessly setting up these new Contracts while transitioning out of the existing contracts to ensure all tasks were completed within stipulated timeframes. This was successfully achieved while still maintaining high quality services to existing clients, which is a testament to the hard work by everyone involved to make this happen, not just operationally but also the assistance from the company's Support departments.

Its has been another busy but successful year and one that we can all be proud of. We have a great team who are the cornerstone to our success. Everyone is to be congratulated on the amazing effort you have done this year and I look forward to continuing this success into next year.

**Greg Lavelle.**  
Manager, Joss Facilities Maintenance

## FM Projects

**Facility Management division which has been operating for over 20 years, restructured this year with the creation of FM projects in July ( as distinct from FM annual term contracts), as a standalone department within the Joss Group.**

The areas covered by FM projects are:

- The Riverina and South Coast Regions . These areas continue to grow and expand based on current and upcoming projects.
- Western & New England Regions. Further work is being undertaken to entrench Joss's credentials and status and build on its sub-contractor base and new clients.

Our dedicated tender submissions team through to our project delivery teams on the ground, FM Projects is proving to be the leader in the areas in which we operate, carrying out our works safely and in a timely manner whilst still remaining competitive and providing our clients value for money facilities.

As the year closes, FM Projects' staff will be busy preparing for the next round of Demountable Movements over this vacation period. This is a significant part of our operation and FM Projects remains aware that Day 1 – Term 1 is critical to the Department of Education, but with the right planning we will hit the target as we have done for well over 20 years.

**FM Projects' 2023 highlights were successfully completing:**

- **\$2.15M Murrin Bridge Pre School – Additions and Upgrade (Lyons Advantage)**
- **\$600K Crookwell HS – Food Technology Upgrade (DET)**

- **\$560K Whiddon Temora - Narraburra Lodge & Greenstone Lodge Refurbishment Works (Planix Projects)**
- **\$1.2M Mount Austin HS – Administration Upgrade (Dept. Education)**
- **\$800K Murray Conservatorium of Music - Stage 2 Refurbishment Works (NSW Public Works)**

**Projects that FM Projects has been awarded and is currently completing include:**

- **\$850K Carenne High School – Admin Upgrade (Dept. Education)**
- **\$930K Brewarrina TAFE – Campus Uplift (TAFE NSW)**
- **\$1.1M Griffith & Leeton Areas Upgrade Water Supply Channels (Murrumbidgee Irrigation)**
- **\$730K Landervale – D&C New Rural Fire Station (Narrandera Council)**
- **\$1.58M The Rock – New Rural Fire Station (NSW Public Works)**
- **\$1.94M Goulburn Government Office – DDA Upgrade (NSW Public Works)**
- **\$1.56M Myrtleford Savoy Soccer Club Upgrades Construction (Alpine Council)**

Thanks to the whole FM Projects Team, enjoy the well earned break and when we return we will continue this momentum into the year ahead.

**Mathew Curran.**  
Contract Manager,  
Facility Maintenance Projects



# Land and Housing Contract

**For the seventh continuous Contract year Joss' Land and Housing Team continues to overcome numerous challenges whilst still efficiently and effectively delivering services to approximately 12,000 residences in the Riverina, Southern Tablelands, South Coast and North Western NSW regions.**

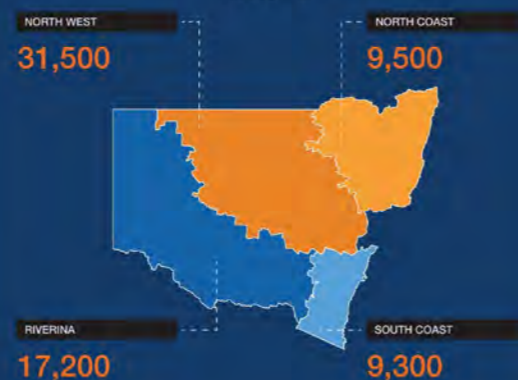
The LAHC team has been particularly busy with a substantial Supplementary Capital Maintenance Project (SCMP) across its portfolios. These SCMP works included 290 new roofs, 116 full external paints, 878 solar and 451 air conditioner installations, plus a further 223 full property upgrades.

In addition to its day-to-day operations under the Contract, Joss has successfully completed over 67,500 Responsive Work Orders.

Many of the LAHC team has gone above and beyond during these challenges and they are to be congratulated for their enthusiastic and dedicated approach applied throughout yet another year of successful operations.

**Joshua Ryder.**  
Contract Manager, LAHC

Total No. (approx.)  
of Responsive Work  
Orders Managed  
- All Clients  
Financial Year 21-22



**This year represents the fifth year that we have been undertaking the Whole of Government Contract and again we have performed to an incredibly high standard notwithstanding a number of resource constraints throughout the year. It is satisfying to know that due to this performance Joss has been awarded an extension, which will see the current contract continue through to 2024.**

We have now ended the extended COVID cleaning program that has been in place since March 2020. These COVID programs provided good opportunities for Joss Cleaning, however they came with a range of resource difficulties that we had to navigate through. The unwavering resilience and perseverance of our entire team is an absolute credit to all, and one which we should all be proud of, during what has undoubtedly been the most significant challenge the cleaning industry has faced.

**2023 highlights include:**

- **2,300 strong cleaning workforce delivered almost 1.6 million hours of regular and enhanced cleaning.**
- **Maintained our status as a top performing contractor within the NSW Whole of Government Contract.**
- **Onboarded over 150 new facilities, taking the number of sites that we service to more than 2050.**
- **Almost 600 cleaning employees have enrolled in the Certificate III – Cleaning course.**

The cleaning industry is dynamic and continues to transform and present various opportunities and challenges. As we transition to a 'post-pandemic normal' our unwavering imperative is to have properly trained and skilled cleaners within the schools, government agency sites and communities, in which we operate.

Whilst there continues to be a significant resource shortage being felt across several sectors, Joss Cleaning operations teams has managed to face each obstacle with the utmost professionalism and diligence to deliver excellent results for our Clients.

The assistance and support from the Joss support services team, in particular Human Resources, Injury Management Department (IMD), Payroll and the Health Safety Environmental and Quality (HSEQ) as they continue to provide guidance and direction for our valued cleaners and operational staff.

Everyone involved in our department is to be congratulated and should be proud of what we have completed this year, as we collectively set our sights on a successful and satisfying 2024.

**Dominic Star.**  
Contract Manager, Joss Cleaning Operations



# Construction

## Regional Construction

Regional Construction continued to construct and complete a range of diversified projects successfully and safely across Regional NSW and Northeast Victoria.

In the latter half of the year Regional Construction was able to secure two 'anchor' projects that will run well into 2025, namely Benalla Police station and MARS Petcare Pouch Facility complemented by a number of smaller projects under construction that are keeping all staff extremely busy.

The legacy of the 'COVID Projects' are now well behind us as we have successfully handed over the last of these projects that were priced and delivered throughout the challenges of 'COVID'.

There is anecdotal evidence that the industry has crested project cost escalations with material prices steadying and trades becoming more responsive to tendering opportunities along with material lead-time and cost stabilisation. There does, however, remain constraints due to a shortage of trade labour with a lack of apprentices entering the workforce.

Despite industry challenges over the past 3 years, Regional Construction has continued to grow its portfolio through new and challenging projects, maintaining a safe workplace, and ensuring a positive safety culture.

Continual professional development, building a diverse workforce and upskilling of staff are all drivers to ensure that Regional Construction remains a leader within the industry across the regions that Joss' name is present.

### Projects Won 2023:

- \$5.7M Sacred Heart Wagga Wagga.
- \$10.5M Myrtleford P-12 School.
- \$3.6M Flying Fruit Fly Circus, Albury.
- \$6M Wangaratta Specialist School Benalla.
- \$3.6M Negative Pressure room Albury Base Hospital.
- \$6.5M St Marys Primary School, Yoogali (Griffith).
- \$6.4M Commercial Club Conversion, Wagga Wagga.
- \$35M Benalla Police Station.
- \$26M MARS Petcare Pouch Facility, Wodonga.

### Projects Completed 2023:

- \$24M Young High School / Hilltop Council Joint Use Library.
- \$13.3M Wodonga Middle Years College.
- \$4.4 Social Housing Wangaratta.
- \$5.6M Albury Court House.
- \$14.5M Peter Douglas Refurbishment, Puckapunyal Defence Barracks.
- \$20.2M Stage 1 AWH Emergency Department (Albury).
- \$3.6M Flying Fruit Fly Circus, Albury.

### Mark Bush.

Manager, Regional Construction

### Excellence in Construction Awards — Regional Construction and Civil and Infrastructure Divisions.

Regional Construction and the Civil & Infrastructure department have been acknowledged for their successful delivery of two commercial project across Northeast Victoria. On the back of these two awards, Joss was awarded the '2023 Regional Builder of the Year'.

This is a significant achievement for Joss to be presented these awards and congratulations goes to its dedicated staff for their contribution across all projects. It is a team effort that contributes to these awards, and it is a great accolade for Joss who continues to 'Deliver on its Promise'.

- 2023 NSW Master Builders Regional Building Awards "Award Winner Commercial Regional Builder of the Year".
- 2023 NSW Master Builders Regional Building Awards "Award Winner Excellence in Regional Building Awards – Best Commercial Project \$4M - \$8M" Xavier High School Gymnasium Redevelopment.
- 2023 NSW Master Builders Regional Building Awards – "Energy Efficiency and Environmental Sustainability Award" for the Wagga Wagga Multi-Sport Cycling Complex.

### Images above from left to right:

1. Albury Court House
- 2-3. Young High School
4. Excellence in Construction Awards

## Construction ACT

ACT Construction has had an interesting and varied year as it continues to build up its work profile and resource base. Challenges in resourcing both internally and with our subcontractor base has been offset with the awarding of over \$107M in new projects throughout this year. We have built up our locally employed staff and we expect this to continue with a healthy pipeline of work that will be released in the Territory during the next year.

ACT Construction's database of subcontractors has increased significantly as a result of the range of works that it has been awarded, especially under the panel agreement (PMA) works that is being performed directly for the ACT Major Projects Division of the ACT Government.

### Projects awarded in 2023:

- \$92M Garran School P-6 Modernisation, to be delivered under a Design and Construct model is scheduled for completion in May 2026. This is the largest project that Joss Construction has been awarded and will be delivered across 6 Milestones including 2 separate construction stages, allowing the existing school to remain operational throughout the duration of the construction period.
- \$5M National Museum of Australia Refurbishment works, due to commence in October and run through to the end of June 2024, with works to be performed whilst the Museum remains open to the public.

### Works delivered under the PMA agreement for the ACT Major Projects Department in 2023:

- \$6M Telopea Park School Works
- \$4.3M Redhill School HVAC Upgrades
- \$3M Alfred Deakin HVAC Upgrades
- \$900k Canberra Hospital Nuclear Medicine upgrade
- \$800k Canberra College RLU and general upgrades

### Allan Ovington.

Manager, ACT Construction



Ian Barker Fields Stabilisation and Reconstruction

## Feature Project — Ian Barker Fields

The Ian Barker Fields Stabilisation & Reconstruction Project will see the utilisation of multiple pieces of specialised compaction equipment to transform an existing landfill site into a lasting sporting legacy for the local community of Albury.

With the existing fields showing significant signs of subsidence, they became unusable to the public. Joss and its contractors will use Rapid Impact Compaction and High Energy Impact Compaction techniques to consolidate the old landfill site before constructing a new multipurpose sporting facility comprising of an AFL Field, A Cricket Pitch and 4 x Soccer Ovals.

## Civil and Infrastructure

**Civil & Infrastructure has enjoyed a mixed year with a change in leadership, the completion of a number of projects and some exciting new projects secured. We are actively pursuing a number of interesting opportunities that have been identified that have the potential to rebuild the division to a substantial component of the construction area.**

The overall performance of C&I was aided by a spread of risk and complexity across a diverse but generally blue chip client base throughout regional NSW and Victoria.

Developing and maintaining positive relationships with our clients is essential for our growth and this has had a positive impact on progress with a number of projects reaching timely and successful completion in 2023.

The C&I team continues to pursue opportunities in a range of Government and Industry sectors which will offer Joss growth in its workforce whilst maintaining its

versatility and its delivery credentials across the portfolio.

### Projects completed:

- \$17M Artie Smith oval upgrade Bombaderry
- \$3M Department of Defence Holsworthy HV Upgrade Works
- \$7M Department of Defence Holsworthy Base Roads and bridge works
- Danone Murray Goulburn Saputo Wallaby Stage 1 & 2 expansion Tangambalanga Vic.

### Projects won:

- \$7.6M Ian Barker fields resurfacing
- \$1.3M West Sale CFA prop house training complex
- \$1M NSW Health Infrastructure Accommodation Balranald
- \$17M Department of Defence Holsworthy Base Fire Trails

**Darryl Hewson.**  
Manager, Civil and Infrastructure

# Management Systems

## Risk and Compliance

During the past 12 months, Joss has continued to hone the effectiveness of its Health, Safety, Environmental and Quality systems through actively reviewing the systems and identifying opportunities to promote continuous improvement. This ongoing effort was evidenced by SAI Global in its annual certification audit and the positive audit findings of other external parties.

Joss works with a large number of contractors and suppliers, together we have sought to improve performance by building awareness, skills and expertise, and by creating an inclusive and safe work environment. Joss recognises that people are key to executing complex tasks and to finding solutions to problems. By creating an open and positive environment with contractors and other stakeholders informally, at toolbox talks and in meetings, this collaboration has helped build better outcomes, maintained high standards of safety and improved the overall commitment of all parties involved.

The introduction of a Safety Manager into Joss' organisation structure earlier this year has provided greater depth in controlling the implementation of all three management systems. There has been improved leveraging off the individual HSEQ Co-ordinators and this has resulted in broadening the knowledge of their colleagues and increased learning in all divisions through more regular online workshops and short online 'learning bites'.

As part of Joss sustainability initiatives, throughout the year it has continued to promote and support Aboriginal Participation, Cadetships & Apprenticeships and Women in Construction. Environmentally, similar commitment has seen more solar installations on regional offices, more energy efficiency upgrades taking place, waste recycling programs and a Plug In Hybrid Electric Vehicle enter the Joss fleet.

The dynamic nature of the construction industry, together with a world of unpredictable changes and events has meant that new challenges are constantly upon us, both as individuals and as a Company. This has meant that Joss' ability as a team to work together, learn and be agile whilst ensuring that all work is conducted safely and to a high standard, has never been more important.

We, and the Directors, recognise the importance and effort of every worker in performing their role and are proud to see our teams abide by the Company values by collaborating openly with stakeholders, operating with transparency and working together to deliver shared goals.

**Jeff White.** General Manager, R&C  
**Phil Welsh.** Systems Manager  
**Shane Tucker.** Safety Manager

## Injury Management

The Injury Management Department (IMD) continues to successfully maintain Joss' NSW Self-Insurance status in compliance with the standards set by the State Insurance Regulatory Authority (SIRA).

In 2023 the IMD placed significant importance on safeguarding all employee's health and safety with emphasis placed on early reporting of injuries and incidents which has contributed to timely mobilisation of services to address management of injuries and illness. Joss believes in the importance of prompt medical care and treatment which ultimately assists in a safe and sustainable return to work/life function.

The IMD role is to effectively manage the pre-employment and audiological screening process along with the non-work-related injuries and illnesses for employees returning to work from an extended absence.

For the fourth year running the IMD engaged the services of a SIRA approved auditor to perform a Claims Management Audit required to maintain the Self Insurance Licence. The results again demonstrated that IMD's claims and injury management practices remain at a consistently high standard. In the current model SIRA uses to determine performance, Joss continues to rate at a Tier 1 status which classifies the business as an '*exemplary performer*' in both health and safety and workers compensation practices. Joss is very proud of these results which not only demonstrates its commitment to timely mobilisation of services, but also displays the company's compliance with all workers compensation legislative requirements.

Joss would like to express its sincere gratitude to everyone for their efforts in upholding safety standards within its workplace and prompt reporting of injuries/incidents. Employee cooperation and commitment has played an integral role in the company's injury management success.

Joss is continually seeking ways to improve whilst maintaining and improving its current performance levels and looks forward to assisting all employees and Divisions within the company in striving for an injury free future. The IMD can be contacted at any time at [workcover@jossgroup.com.au](mailto:workcover@jossgroup.com.au).

Remember, safety is a shared responsibility. Let us continue to look out for one another, report any potential hazard, incidents and injuries and work together to create a safer, healthier work environment.

**Chris Hyde.**  
Injury Management Manager





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*Cover Image:  
Young High School / Hilltop  
Council Joint Use Library*

