

The logo for Joss, featuring the word "Joss" in a blue, italicized sans-serif font, with a blue circle containing a white letter "J" positioned above the "s".

Joss^J

2024 ANNUAL REVIEW



Paul's Message

Reflecting on 2024: A Year of Progress and Commitment.

As we look back on 2024, we acknowledge the year didn't quite meet our expectations, however we made steady progress towards our vision of being a sustainable and progressive business, grounded in the cultural values that underpin everything we do.

Commitment to Safety and Collaboration

Our dedication to working safely and collaboratively across all areas is central to our business model. This year, we implemented various health and safety initiatives, and it has been really pleasing to see everyone embracing the benefits of working together safely. This collective effort sets a standard that not only meets compliance requirements but also ensures that every team member returns home safely.

Navigating External Challenges

Our teams have done a remarkable job navigating challenges like inflation, supply chain issues, subcontractor shortages, and an increasingly competitive market. Working with new clients and adapting to their evolving requirements keeps us continually on the front foot. By embracing new technologies, trends, and developments, we ensure we stay relevant — a cornerstone of the Group's success.

A Resilient Business Model

Our diversified business model, combining regular annuity earnings from long-term government service contracts with short-term construction projects, provides long-term protection in the broader markets in which we operate. Our commitment to Joss' vision remains steadfast: creating success by working within our areas of expertise, serving communities we understand, partnering with blue-chip clients who share our values, and prioritising safety.

Appreciation for the Joss Team

I extend my heartfelt appreciation to the entire Joss team for their role in implementing our strategy and creating an environment that allows each individual to excel. A big shout out to those in the Land and Housing team for working diligently to the end of the Contract after a successful but challenging 8 year stint.

We remain focused on revenue synergies across our integrated services, applying our specialist expertise to benefit our long-term, blue-chip clients in diverse sectors. We are also well-positioned to capitalise on growth opportunities aligned with our commercial framework.

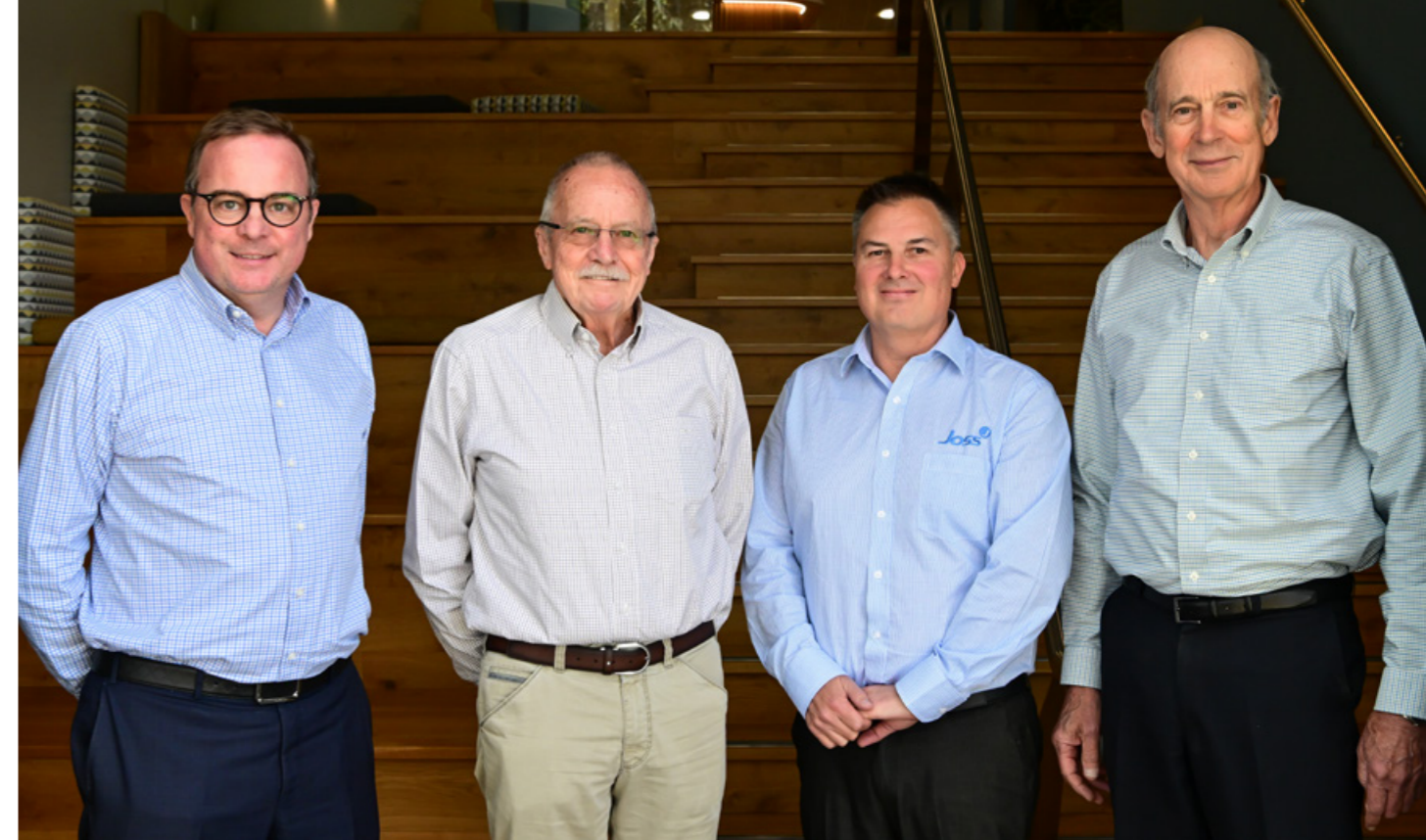
Strength of Support Services

Our support services have once again been invaluable, providing essential backup and resources to our operations. The many support departments have successfully managed a number of initiatives while fulfilling their daily responsibilities, and their efforts are appreciated across the Company. Our investment in people and culture is a key pillar of our ongoing success, demonstrated by initiatives such as our training programs, Culture Committee ideas, and regular staff surveys that reinforce our commitment to a connected, supportive, and valued team.

At Joss, we understand the importance of flexibility and wellness in fostering a balanced and productive work environment. We are committed to supporting our team members by offering flexible work arrangements that allow for a healthier work-life balance, ensuring that each person can bring their best self to work. Our focus on wellness extends to providing resources and programs that address both mental and physical health, encouraging a holistic approach to staff well-being. By prioritising these areas, we create a supportive environment where everyone feels valued and motivated to achieve both personal and professional growth.

Development of Future Leaders

Our Cadet and training programs remain a source of pride, cultivating the next generation of Joss leaders. This hands-on experience positions cadets for long-term success within our company and the industry. Alongside this, various cadetships, apprenticeships, mentorship programs, and structured training based on Joss values nurture our future leaders.



Paul Joss, Colin Joss, Adam Joss and Bob Bennetto

Pursuing Development Opportunities

On the development front, we are actively pursuing various opportunities. However, we approach these with caution due to lengthy timelines and the current interest rate environment, ensuring that each opportunity is economically viable.

Commitment to Regional Communities

As a company primarily operating in regional and rural areas, we take pride in making a positive impact on these communities. From engaging local tradespeople and staff to supporting local businesses and charities, our commitment to these regions is strong. Additionally, we are investing in knowledge and understanding of cultural diversity and inclusiveness, treating all employees fairly and respectfully, which leads to more open-minded and productive approaches.

Embracing Inclusivity and Diversity

At Joss, we believe that fostering an inclusive and diverse workplace is essential to our growth and success. We are committed to building a culture that celebrates and harnesses the strengths of our diverse workforce, ensuring everyone feels respected, valued, and empowered to contribute. Our initiatives are focused on creating a welcoming environment where people from all backgrounds can thrive. By investing in

inclusivity and understanding cultural diversity, we not only enhance our team's perspectives but also develop more innovative and effective approaches that benefit both our organization and the communities we serve.

Looking to the Future with New Leadership

As we look forward to the next exciting new chapter, we are preparing to welcome a new CEO who will bring fresh insights and strategic direction to Joss. This transition represents a significant step in our ongoing journey toward growth and innovation. The incoming CEO has a strong commitment to our core values and will drive our vision for sustainable, progressive growth across all areas of the business. We are confident that this new leadership will support and inspire our team, while maintaining the cultural values and collaborative spirit that makes Joss unique.

A heartfelt thanks to our team

On behalf of the Board, I extend my deepest gratitude to each of you for your dedication and commitment to making Joss the best it can be. We look forward to another year of challenges and opportunities on our journey towards sustained success.

Regards,
Paul Joss.
Managing Director

A note from our Chief Operating Officer

Through the combined effort of all staff across the group the Operational departments improved their financial position from the previous year. We stayed on top of our KPI metrics for our various clients and retained our number one position in a number of our large government contracts. Staff movement was minimal providing greater adhesion between the teams and we will see the 2024 year out with a healthy pipeline of work.

On the back of 2022 and 2023 where we saw a decline in the markets, the operational departments were tasked with returning revenue back to pre-pandemic numbers. Through hard work and dedication opportunities were found and realised resulting in a number of successful tenders which has the group well positioned through to the end of 2025. During 2024 changes were implemented within our Health Safety Environmental and Quality team to deliver greater utilisation of HSEQ staff across the various operational departments. Changes to our HSEQ structure provided staff with the opportunity to branch out from their departments and provide assistance across the larger Group and increasing their skillset. This resulted in a collaborative approach achieving greater visibility and knowledge transfer across all departments. Our investment in technology expanded with all managers and site staff now able to access our HSEQ platforms from their mobile devices providing real-time results and greater access to our vast suite of documents.

The construction and maintenance sectors have provided the Joss Group with the opportunity to diversify and grow over the years and 2024 was no different. The expiry of the Land and Housing Corporation Contract mid-year was perhaps the biggest adjustment to the Group. After 8 years' servicing Homes NSW, constantly ranking number 1 in the state amongst our peers, we transitioned out leaving the Contract Areas in good shape. All staff involved in the successful delivery of the contract and the transition out phase should be

immensely proud of their achievements. During the 2023 calendar year we established a small team to investigate the insurance industry as this was an area that aligned with our current operations and geographical footprint. By February 2024 we had entered into a contract with QBE to service their regional and remote NSW areas. Throughout 2024 we have secured additional clients within the insurance sector which we anticipate will lead to continued growth and opportunity for our staff.

Our facilities maintenance department entered its second term of Contract for the Department of Education with pleasing results. Contract areas we service are Southern and North Western NSW which covers a large area with remote places. In addition to this contract the department continues to service the Aboriginal Housing Contract for the New England area, complete demountable installations across NSW schools for Pro Group as well as works for smaller clients. Behind the geographical spread of work this department covers, our 24 hour call centre provides the support ensuring our clients get the high level of service Joss is renowned for. As opportunities have presented the team have been diligent in tendering with some success, further cementing the longevity of the department.

The Facility maintenance projects department continues to refine its place in the Group. Created to support our existing clients and provide a greater spread of opportunities for the staff, the team successfully completed a wide range of projects, receiving many positive feedback from the clients. The departments move into new geographic areas this year will add to the continued growth as well as the development of staff. What has been pleasing this year is the diversification of clients and increasing our portfolio of projects.

Our 2 longest standing current Contracts, Whole of Government Cleaning Southern and Whole of Government Cleaning North Western, entered their 19th year and have continued to outperform their competitors across the state,



ranking 1 and 2. This is another outstanding result for the team who deliver services to over 2000 sites for multiple agencies and clients. The departments had its fair share of challenges over the years, foremost COVID, yet the dedication of the team and high level of service provided ensure the many sites continue to be serviced day after day.

Culture continued to be a focus with a rollout of initiatives channelled through the culture committee and feedback sourced via staff surveys. Creating synergy across our various offices and staff through the regions has been a focal point to ensure all staff feel connected to the Joss family values. The importance of ensuring the wellbeing of our staff is paramount and we remain committed to ensuring staff feel supported and safe.

Our Cadet program this year continued to produce the next generation of enthusiastic and driven leaders. For all our cadets, education extends beyond the classroom with a structured program ensuring they have regular onsite experience, rotations through our various departments, and insight into consultant and subcontractor business's' that we partner with. We are proud of our cadets and graduates who will become the backbone for growth across the business and I look forward to the next intake of cadets for 2025.

Regional Construction have secured a number of key projects providing the stability to grow and further educate staff across the various disciplines. These include Mars Pet Care expansion, \$51.8M Levena Primary School,

\$31.5M O'Briens transport hub and many other projects. With a strong list of opportunities still to hit the market the department can be selective in their pursuit for the right project.

ACT Construction are well into the \$90M Garran P-6 project. The team responsible for the design and tertiary approvals process managed the process with little to no hurdles ahead of program and are well situated to deliver the project ahead of time. With the other current projects and the departments drive to grow, 2025 will be a year for staff to maximise their opportunities.

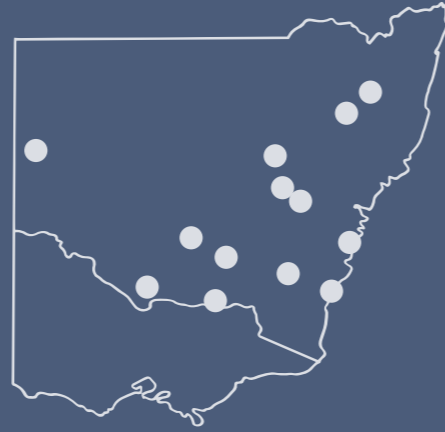
Civil and Infrastructure have had a successful year building an experienced civil team with new staff in both management and site teams. The department continues to impress new clients with their ability and versatility to design and build civil projects with building elements. Scope for further developing this department is endless and with a growing client list.

With a successful year of kicking off new projects the teams have and continue to grow staff numbers from cadets through to experienced senior staff. It's important we maintain our regional footprint and we don't always have the luxury of undertaking work near where staff reside and I'd like to thank all those who travel and stay remotely to work on those projects. I would also like to take a moment to congratulate the team who delivered the Hilltops Young High School Library. The project was nominated and won its category in the regional MBA awards. It then progressed into the NSW State awards and won first place. This was an incredible outcome and a testament to all involved.

The 2024 year was a good year but 2025 financial year is shaping up to be Construction divisions biggest year with all 3 departments; Regional Construction, ACT Construction and Civil and Infrastructure all heading in with a strong book of work. While each department operates separately, they each provide a support and backup for each others projects as required.

Overall the operational departments collectively produced pleasing results throughout the year which has raised the bar for 2025 and set the challenge for all of us who proudly wear the Joss Blue.

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, Broken Hill, Tamworth, Goulburn, Armidale.

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.





Images L to R — Junee Athenium Theatre, The Rock Rural Fire Service, Myrtleford Savoy Soccer Club

Facility Management

As we reflect on another successful year at Joss Facility Management, I am thrilled to highlight the remarkable achievements of our FM Maintenance Department. Their unwavering dedication and innovative approach have not only enhanced our operational efficiency but have also significantly improved the overall experience for our clients.

Successful Launch of the SINSW Facilities Maintenance Contract:

Transitioning to the SINSW contract was a significant undertaking, requiring adaptability and strategic planning. We have enhanced our workflows, with a marked increase in the speed and accuracy of service delivery and will continue to build on this as we progress with the contract. This has been crucial in maintaining high levels of client satisfaction. Our team's commitment to excellence ensured that we met all performance benchmarks, setting a solid foundation for future success in this new framework.

Aboriginal Housing Office AMS Contract Success:

Our team delivered maintenance services to over 1,000 properties for NSW Aboriginal Housing Office. This achievement is particularly noteworthy as we effectively integrated our system with AHO's Work Order Management System — a project that had been in development for some time. This integration has not only increased operational efficiency but also enhanced work status visibility for all stakeholders, leading to improved communication and faster issue resolution.

Increased Demountable Relocations:

This year was notably busy for demountable relocations in the North Western region, where we managed a larger volume of installations and disconnections compared to previous years, while meeting critical timeframes and not impacting school operations. Our team's ability to be responsive to clients' needs and handle logistics in remote parts of NSW demonstrated not only our operational capabilities but also our commitment to serving all communities effectively.

As we move forward, the FM Maintenance Department is poised to build on this year's successes. We will continue to refine our processes in collaboration with our clients and expand our service offerings to exceed expectations.

This year has been a testament to the resilience and dedication of the FM Maintenance Department. The hard work and commitment has not only driven our successes but has also reinforced Joss Facility Management's reputation as a leader in the industry. Thank you for your unwavering efforts, and let's look forward to another outstanding year together!

Greg Lavelle.

Manager, Joss Facilities Maintenance

FM Projects

2024 has presented FM Projects with some unique challenges, market fluctuations, delays with client tender roll outs and project Letters of Award.

Since the creation of Joss Facility Management, the business has been structured around and tailored to its primary client, the NSW Department of Education (DET). This year has seen DET delaying projects due to budget constraints which has impacted FM Projects.

To overcome this, Joss has reached out to establish relationships with new clients. This shift has allowed us to explore and create new project opportunities across Regional NSW and strengthen the culture within our division. The diversity FM Projects has experienced over the past 12 months will now allow it to sustainably grow whilst meeting the daily industry challenges.

Heading into the new year FM Projects will focus its efforts on:

- Continuing to build its team in the Western & New England Regions, concentrating on setting a strong foundation to grow our subcontractor and client base.
- Working closely with Joss' HESQ & HR Departments to continue staff training and development, in recognition that a safe workplace is critical to the successful operation of our business.

• Upholding the Joss values.

2024 project highlights:

- **Pro Group Demountables Movements - Jerrabomberra HS – 21 Demountable Disconnections & Associated Works and Cambewarra PS – 5 Demountable Installations & 9 Disconnections & Associated Works – Total - \$1.45M**

- **TAFE NSW – Western Region Building Package - Stage 1 Contract Works and Albury TAFE Campus – Plumbing Workshop Upgrade – Combined Total - \$2.72M**
- **NSW Public Works - Department of Communities & Justice – Broken Hill ComCor Fit-Out and Goulburn Government Office Building – DDA Compliance Upgrade Combined Total - \$3.71M**
- **Junee Shire Council – Athenium Theatre construction & extension – \$890K**
- **Murray Conservatorium of Music – Refurb Ground Floor & 1st Floor – \$468K**
- **Murrumbidgee Irrigation – Automation Finalisation Works Griffith/Leeton Areas – Combined Total – \$990K**

Recently awarded and current projects include:

- **CSU Wagga Campus – Cottage Refurbishments and Freezer & Floor Replacement Tenders – \$2.3M**
- **TAFE NSW – Western Region Building Package - Stage 2 Contract Works and Forbes TAFE Campus -Workshop Safety Upgrade Tenders – Combined Total - \$1.5M**
- **NSW Public Works – Ulladulla Fire Station, Refurbishment – \$1.3M**
- **Alpine Shire Council – Tawonga Memorial Hall Refurb & New Deck Tenders – \$989K**

FM Project's appreciation is extended to its project teams who displayed remarkable adaptability and commitment throughout the year, our subcontractors and suppliers for their dedication and loyalty, without this support FM Project would not be sustainable.

Mathew Curran.

Contract Manager, Facility Maintenance Projects



Albury Hospital Emergency & ICU Upgrade



Cleaning

As we conclude our 6th year of the NSW Whole of Government contract, Joss' cleaning department has achieved another year of high-quality results for our clients. Despite the various resource constraints and challenges faced throughout the year, these strong results significantly contributed to Joss being awarded a contract extension through to 2025.

These results are testament to the diligent and adaptable manner in which our cleaning staff approach their work on a daily basis. The underlining loyalty and dedication that our people have for their colleagues, workplaces and communities are all significant contributors to why Joss is highly respected in the cleaning industry. It is remarkable that we are able to celebrate the achievements of over 630 employment anniversaries in 2024, recognising those who have been a part of our cleaning department for 5, 10 or 15 years.

2024 highlights include:

- **Joss 2,250 strong workforce delivered almost 1.35 million hours of regular and periodic cleaning.**
- **Joss maintained its status as a top performing contractor within the NSW Whole of Government Contract.**
- **Joss cleaned over 2050 sites across the state for over 65 government and commercial clients.**
- **Joss welcomed over 750 new cleaning employees to our team.**

Post pandemic, the cleaning landscape is rapidly evolving, presenting a number of headwinds alongside opportunities,

transforming how Joss delivers cleaning services. We continue to invest and find innovative methods to train and educate our people. Our E-Learning platform delivered a suite of safety content, known as 'Safety Bites', which has increased awareness to navigate common hazards in the workplace. This is further complimented by the continued uptake in formal qualifications for a Certificate III in Cleaning Operations.

These outstanding achievements are not possible without the support of the other teams within Joss who complement our cleaning operations, including People & Culture, Injury Management Department, Payroll, Legal and Health Safety Environmental and Quality (HSEQ) who all continue to underpin our performance with their guidance and assistance.

Our cleaning team members are to be congratulated on a challenging, yet satisfying 2024. It is important that we take a moment to reflect and recognise the work that has gone into making this year a success, as we look to the fresh opportunities that lay ahead.

Dominic Star.
Contract Manager, Joss Cleaning Operations

Regional Construction

2024 has seen Regional Construction grow as a division and continue to successfully deliver a range of projects with new and existing clients across Regional NSW and Northeast Victoria.

This continued success is a result of the relationships we have established with new clients and our ability to maintain long-term relationships with repeat clients. Securing numerous projects in our region has seen Joss' continued local presence within the community continue to strengthen.

Design and Construction of the Leneva Primary School is one of the local anchor projects for Regional Construction along with a new 25,000m2 warehouse development for another well known local business in O'Brien Transport.

Maintaining safe workplaces and ensuring a positive safety culture within the division with the support of our dedicated HSEQ has continued to be a positive for our own staff, the sub-contractors working on our projects, and the clients we service.

I want to take this opportunity to recognise the work our submissions team puts in every year. The efforts in identifying projects, preparing and managing submissions have been fundamental to our success in securing key Regional projects.

The attention to detail, teamwork, and commitment has resulted in lifting the standard of our tenders to ensure we are demonstrating to our clients that Joss understands the projects better than its competitors.

In the past 12 months, the Estimating Department has priced approximately \$270M worth of projects for Regional Construction with a success rate of 25% for tenders priced, which is a fantastic result.

Projects Awarded in 2024

- \$51.8M Leneva Primary School
- \$31.5M O'Brien Transport Barnawartha
- \$2.8M Wagga Wagga RSL Stage 1
- \$3.1M Tumbarumba Mill RSKD Building
- \$2.9M Plus Fitness Gym, Thurgoona
- \$12M Wagga Wagga RSL Stage 2,3,4

Projects Completed in 2024:

- \$23.7M Albury Hospital Emergency Department Upgrade Stage 1
- \$3.1M Tumbarumba Mill RSKD Building
- \$4.2M Negative Pressure Room (NPR), Albury Base Hospital
- \$6.3M Wangaratta Specialist School Benalla
- \$2.9M Plus Fitness Gym, Thurgoona
- \$6.3M St Mary's Primary Yoogali (Griffith)
- \$9.9M Myrtleford P-12 College
- \$6.3M Commercial Club Conversion, Wagga Wagga



Excellence in Construction Awards – Regional Construction.

Regional Construction was nominated in the Riverina Murray Region’s Excellence in Building Awards for three successful Projects. As a result of these nominations, the Hilltops Young High School Library was awarded the winner for Commercial Projects \$16 Million- \$26 Million category. On the back of this award it was nominated in the NSW state 2024 Excellence in Construction awards in Sydney and was successful yet again in its category. The judges were extremely impressed with the quality of the project, and congratulated Joss on leading by example and ensuring our teams continued reputation for excellence. Hilltops Young High School Library will now compete in the National Excellence in Construction Awards due to take place in late November in Hobart.

Nominations for Riverina Murray Regions Excellence in Building Awards:

- Fruit Fly Circus Albury- Commercial Projects \$3M - \$4M
- Albury Courthouse- Commercial Projects \$5M - \$6M
- Hilltops Young High School Library - Commercial Projects \$16M - \$26M

2024 Riverina Murray Regions Excellence in Building Awards Commercial Projects \$16M-\$26M:

- Hilltops Young High School Library

2024 NSW State Excellence in Construction Awards Public Schools up to \$30M:

- Hilltops Young High School Library

On behalf of Regional Construction, I would like to take this opportunity to thank all our dedicated staff, clients, and trusted sub-contractors. The hard work, trust, and collaboration have been vital to our success in 2024.

Over the past 12 months, we have acknowledged key milestone anniversaries of our staff members and welcomed new team members to our Joss team.

This year has solidified our position as a leader in the construction industry across Regional NSW and Victoria, and as we do with all our projects, we ‘Deliver on our Promise’.

Here’s to another year of success and growth!

Mark Bush.

Manager, Regional Construction

Construction – ACT

2024 has been another challenging year in the ACT construction environment. The industry has seen two immediate competitors go into administration following the delayed impacts COVID-19 has imposed.

The ACT successfully wrapped up and handed over the following projects during the 2024 reporting period:

- \$21M Daramalan Performing Arts Centre
- \$2.3M Canberra Hospital Nuclear Medicine Equipment Upgrade
- \$6M Telopea Park School Relocatable Learning Units
- \$875K Canberra College Relocatable Learning Units

Most of our projects have increased in value and duration and we will see several of our Major Projects Panel Management contracts extend well into 2025 due to client changes and revised work orders.

Our local Management team has continued to maintain excellent working relationships with our key clients in Major Projects Canberra across Education, Health and Emergency Services, National Museum of Australia and Schools Infrastructure NSW to name a few.

The roll out of training this year has been prompt and directed at addressing the specific requirements of staff as we will continue to ensure staff receive the training required to effectively perform their roles.

Our anchor project, \$88M Garran Primary School, is now well into construction, and the team has settled in to their new site accommodation which was supplied by Joss after receiving a full refurbishment by our Depot in Albury

Tendering over the past year has been limited due to the existing workload and challenges associated with employing new staff to help develop the ACT branch. Joss was successful in securing the one project that we specifically targeted, being the National Museum of Australia, where we have been delivering excellent results. The current design is undergoing review and we are assisting the end user groups and the National Capital Authority to ensure the brief is delivered on time and to a high quality. This project will now extend through to 2025.

ACT’s pipeline of work remains healthy, and in 2025 will focus on a range of projects with valued clients we have established strong relationships with over the years. This will ensure another prosperous year for the department.

Allan Ovington.

Manager, ACT Construction

Images above from left to right:

1. Diamond Drive Gym
2. Myrtleford P-12 College
3. Daramalan Performing Arts Building





Feature Project — NSW Police Driver Training AAO + Skid Pan, Goulburn Police Academy.

\$6M design and construct, GC21 Contract for NSW Police.

The project involves:

- 100m x 74m driver training Skid Pan Slab, with a Modular Observation Building, and
- 48m x 18m Active Armed Offenders prefabricated building housing 2 x mat rooms, a first aid room and a tactical training space.

The project commenced in May 2024 and is due for completion in March 2025.

Above left — The Active Armend Offender Building roof was constructed on the ground to minimise work from heights risks during construction then lifted in to position by 2 x 130t cranes. This eliminated 2 weeks of work around cranes installing structural steel members in a conventional manner and the requirement for workers to get on the roof to complete roof sheeting.

Left — Pour 3 of 12 at the Skid Pan site with a boom pump and laser screed. Meticulous preparation and involvement of our concrete subcontractor and structural engineer in the lead up to the pour ensures that there is no risk of cracking or poor joints allowing for water ingress into the subbase by the continual use of the sprinkler system once commissioned.

Management Systems

Risk and Compliance

Like the previous year, Joss has maintained its focus on delivering projects and services to our clients in a safe manner with the health and wellbeing of employees, contractors, visitors and the public remaining paramount.

Early in the year, SAI Global assessed and again confirmed the ongoing Certification of all three of our management systems and this was further validated by the numerous external audits conducted on the Company across all divisions.

Several of our annual initiatives over the past few years, aimed at transitioning to multi layered inspections and audits, have resulted in a greater attendance on site by our Senior Management and HSEQ staff. Parallel to these initiatives, Joss has continued to mentor employees and deliver structured training at all levels using a variety of delivery methods; with the year seeing a significant increase in the delivery of shorter online training in response to industry and internal issues and trends.

Whilst safety and the quality of our work has always been synonymous with the Joss name, our efforts in the field of sustainability often goes unnoticed. Throughout the year the Company has implemented measures aimed at supporting our employees, such as access to reduced mortgage interest rates, salary packaging, succession planning and equality with our Cadetship programs. Reflective of our longer-term goals, this year the Company has continued to provide local and community social support; implemented energy saving measures; incorporated more batteries into our already extensive solar generation; and through ongoing fleet management, have reduced our overall fuel consumption.

As always, the success of what we do is driven by our employees, not only in their efforts day to day, but also through the feedback and suggestions they provide. In addition to our elected HS Consultation Representatives, Joss also utilise workgroup representatives that form our Sustainability, Modern Slavery and Culture Committees, all of whom provide input and direction, allowing us to align with the expectations of our employees and the broader communities we work within. These individuals are a valuable resource and we appreciate and acknowledge their contribution to the Company's success.

This year the Company Directors and Division Managers have again recognised the importance of continued improvement, the evolution of what we do, listening to and aligning with the needs of our clients. This approach will continue to assure our clients that their goals and objectives can be achieved by engaging Joss; and that the Company continues to prosper into the future.

Jeff White.
General Manager, Risk and Compliance

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) for management of the Workers Compensation claims process.

The IMD also manages 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.

In 2024 the State Insurance Regulatory Authority (SIRA) conducted the Claims Management Audit where previously this had been undertaken by a SIRA 'approved' Auditor. The Claims Management Audit is a requirement of the Self Insurance Licence conditions. The results of the Audit again demonstrate that IMD's claims, and injury management practices remain at a consistently high standard and have done so for several years. In the current model SIRA uses to determine performance, Joss continues to rate at a Tier 1 status which classifies the business again 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 and standard of practice.

In 2024 the IMD has continued to place an emphasis on early incident and injury reporting and the benefits of returning to work following an injury in the workplace. Prompt incident and injury reporting triggers immediate action, from both the IMD and the Health Safety Environment Quality (HSEQ) team, ensuring that injuries are treated promptly, and employees receive the necessary medical care and treatment which ultimately enables employees to return to their normal work / life duties quicker and more sustainably. Timely incident reporting also allows any potentially hazardous conditions to be rectified promptly, preventing the likelihood of the same or similar incident occurring in the future.

Joss would like to thank all employees again for upholding safety standards within its workplace. 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.

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.

Chris Hyde.
Injury Management Manager

Civil and Infrastructure

During the past 12 months Civil & Infrastructure has provided a significant contribution to the success of the Construction Division through high performance and growth.

Building a team that is versatile and capable of taking on multi-faceted projects involving complex stakeholder delivery aligns with our goal as a division and remains a cornerstone of our development as a C&I team. Strengthening our delivery credentials to take on larger hybrid building/civil infrastructure projects has enabled us to meet new project challenges as the division grows. This has been fundamental in supporting our cultural objectives of continual professional development of our staff, increasing safety awareness and enhanced job satisfaction going forward.

Establishing new client relationships has created opportunities to diversify our client base. Over the last 12 months Joss C&I has engaged with various government authorities and agencies including; Commonwealth Defence projects, NSW Police, North East Water, Victorian Fisheries Authority,

Parks Victoria as well as a local Shire Councils and private enterprises throughout the regions.

To better align itself as a delivery provider across multiple industry sectors, Joss C&I has boosted its capabilities at both senior management and site management level, and together with our established top end experience in building construction are well placed to continue to grow our portfolio through an array of new regional project opportunities including expansion into renewable energy facilities and environmentally sustainable purpose-built infrastructures.

I want to acknowledge the support from HSEQ and Submissions teams, your willingness to assist our project teams has contributed to some excellent results this year. Congratulations to everyone involved and I look forward to building on this growth in the year ahead.

Darryl Hewson.
Manager, Civil and Infrastructure



Joss^J

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*Cover Images:
Albury Hospital Emergency
and ICU Upgrade*

