



JOHNSTAFF



Economic Infrastructure

Sector portfolio and capability

Getting the right results for social and economic
infrastructure investments



Acknowledgement of Country

In the spirit of reconciliation Johnstaff acknowledges Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Acknowledgement of gratitude to Māori

We acknowledge the indigenous tangata whenua of Aotearoa - New Zealand as the kaitiaki of the land, sea and skies. We're grateful to those who care for, nurture and protect Aotearoa for future generations, and we pay our respects to tīpuna, past, present and emerging.

E whakamānawa ana i te tangata whenua taketake o Aotearoa, ngā kaitiaki o te whenua, te moana me te rangi. Ka whakawhetahia hoki rātou e manaaki, e tiaki nei i a Aotearoa mō ngā uri whakaheke. Ka whakarangatira hoki mātou i ngā tīpuna o nehe, o nāianeī, o āpōpō.



Johnstaff: a team you can trust

Johnstaff is an independent Australian and New Zealand-owned consulting practice that specialises in client-side Advisory and Project Management services for the planning and implementation of infrastructure investments.

Johnstaff combines technical expertise, commercial insight and a commitment to continuous improvement, giving clients confidence in our adaptability and scalability. We deliver value across the full project lifecycle, from investment strategy and business case development through to procurement, construction, commissioning and operations.

We don't rely on off-the-shelf solutions. Instead, we work closely with clients to understand their business imperatives and identify the best path forward before moving to technical delivery.

By aligning infrastructure investment with your broader business needs, we help maximise operational efficiency, productivity and enterprise value, often by optimising existing assets before committing to new ones.

Our team is professional, genuine and practical. We think differently, using data and insight to uncover smarter solutions, and we'll challenge the status quo if there's a better way to achieve your goals with greater efficiency across cost, time and quality.

A collaborative team of professionals, with an approach that:

- **Listens to your needs and objectives:** we analyse all relevant information and bring together team members to design and implement solutions
- **Is collaborative:** we will be part of your team, we'll care about the project like you do and we'll share what we know to get the right results
- **Is focused on the business issue:** rather than simply accepting capital investment as a solution, we look at the issues and options to work with you to meet your objectives best – then, and only then, do we work together to start developing the operational redesign, outsourcing or other technical solutions, and
- **Is genuine, professional and unpretentious:** we're easy to work with and we're also able to work as part of a team to challenge conventional thinking if we think there is a better way to meet your goals.



Johnstaff at a glance

32b+

projects
underway

\$160b+

project value
delivered

300+

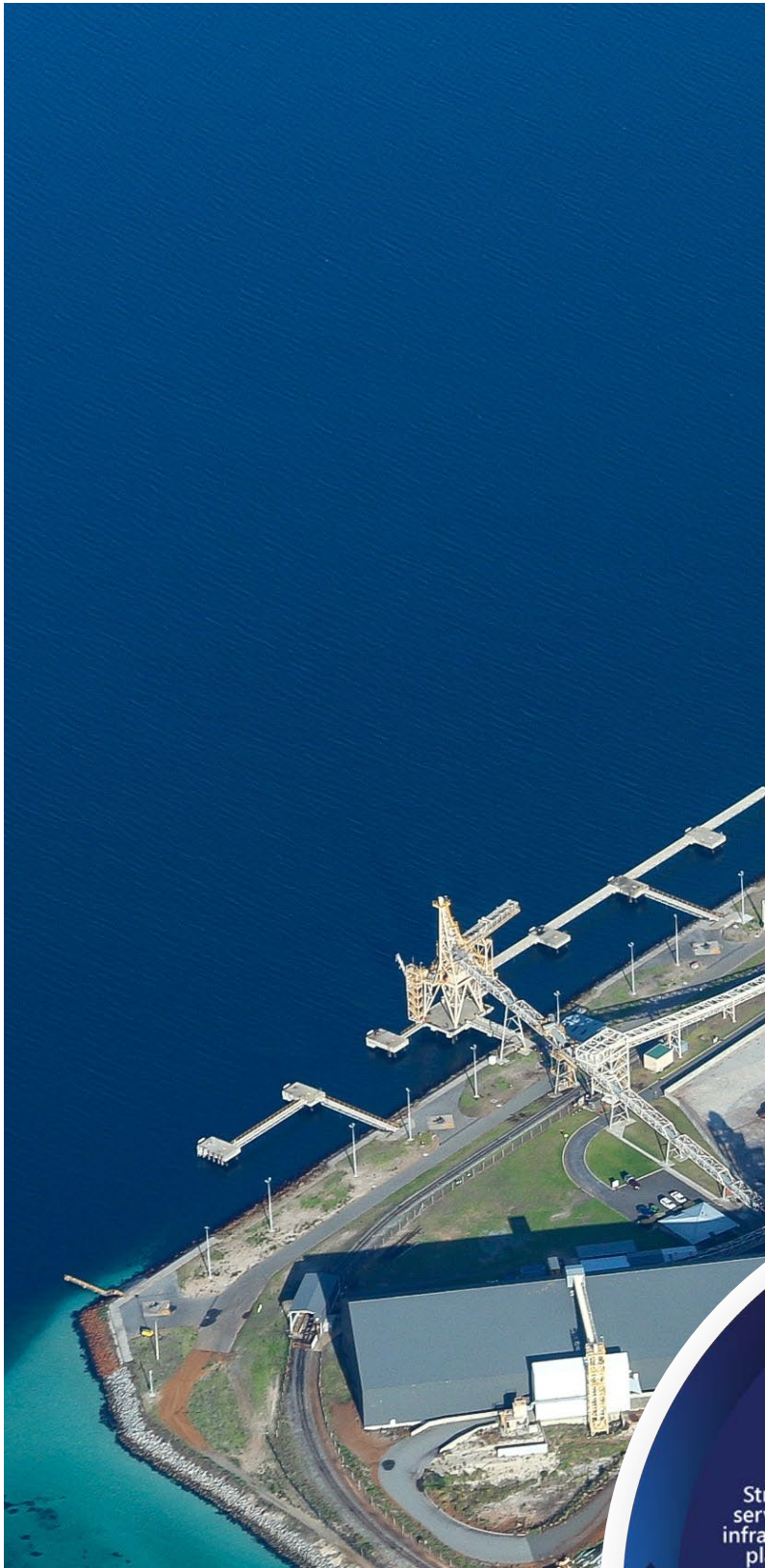
professionals

1600+

infrastructure
projects delivered

35+

years of
expertise



Our goal is simple: to help Australian and New Zealand clients achieve the best solution for their business or infrastructure needs.

As a privately owned, employee-operated organisation across Australia and New Zealand, our team brings over three decades of experience in strategising, planning and delivering infrastructure investments.

We combine high-quality advisory services with effective project management, working closely with clients to achieve successful project outcomes.

From specialised technical services to full lifecycle delivery, Johnstaff provides flexible support tailored to each project's needs.

Our integrated teams see the big picture across every stage of infrastructure projects.



Albany Port, WA



Project management

Project and program management of infrastructure investments is at the core of our business, it's who we are and what we do best..

At Johnstaff, we prioritise teamwork and enable everyone to deliver on their role. We act with considered urgency, stay responsive to change, and have the confidence to recommend new directions when needed. Above all, we work efficiently and collaboratively to achieve results while building strong, lasting relationships.

Our client-side project management services combine proactive risk management with proven methodologies to protect time, cost and quality outcomes. Whether delivering entire projects or specific lifecycle stages, we focus on achieving outcomes, executing your vision on time, on brief and on budget across a range of industries.

Our services include:

- Masterplan and Feasibility Study Management
- Management of Authority Approvals
- Board and Governance Reporting
- Procurement (Consultants and Building Contractors)
- Contract, Tendering, Assessment and Award
- Project Brief Development
- Design Management
- Business Continuity Risk Assessment and Mitigation
- Project Controls and Reporting
- Project Planning/Scheduling
- Quality Assurance & Risk Management
- Contract Administration
- Superintendent / Principals Engineer Services
- Independent Certification & Verification
- Project Commissioning & Handover
- Tenancy Coordination
- Asset renewal and maintenance works
- Program / Project Management Offices
- Embedded project resourcing (Owners representatives / PMO resourcing)
- Project Recovery



Advisory

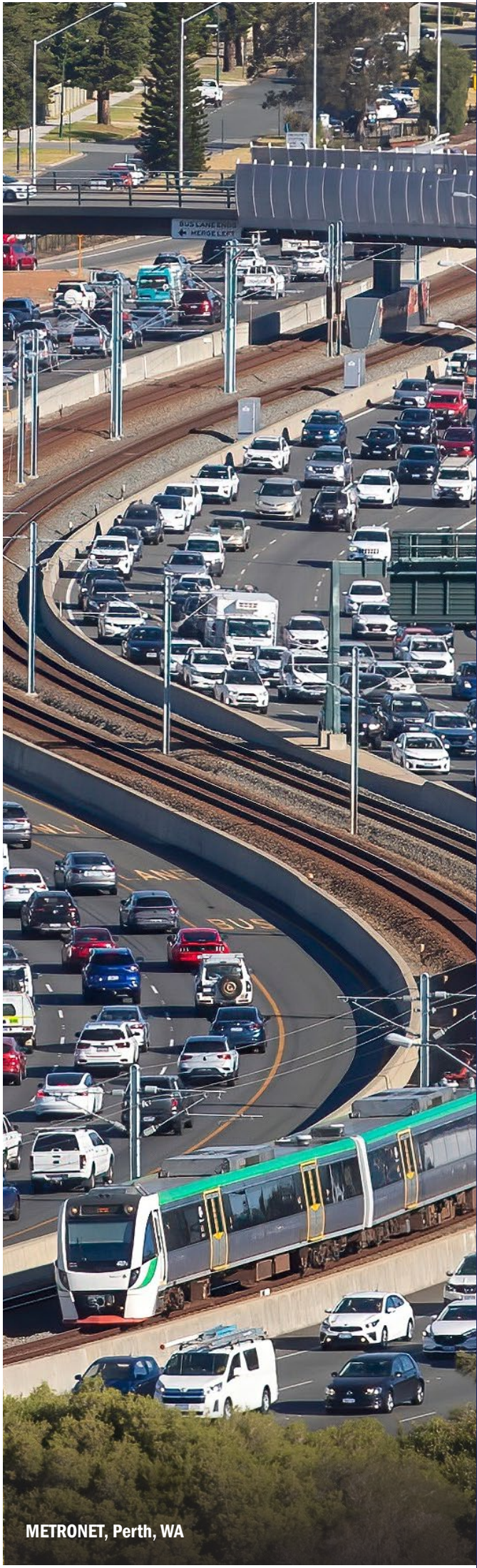
Our advisory team provides strategic and transaction services across the full infrastructure project lifecycle.

Our advice is grounded in real delivery experience. Having established, procured and delivered some of Australia and New Zealand's largest infrastructure projects, we tailor our advisory services to help clients set their investments up for success.

Johnstaff's advisory specialists offer timely, targeted support at critical stages of an asset's development or investment lifecycle. Through our integrated services, we partner with clients on portfolios, programs and complex or distressed projects, delivering specialised expertise that strengthens internal capability and outcomes.

Our services include:

- Specialist Programming and Time Management
- Procurement Options Analysis and Market Sounding
- Business and Investment Cases (including financial and economic analysis)
- PPP Transaction Leadership, Advisory and Project Directorship
- Strategic Infrastructure Planning and Review
- Technical Solutions Reviews and Value Engineering Reviews
- Operational Readiness and Commissioning
- Quality Assurance and Risk Management
- Gateway Assurance, Project Governance and Specialist Reviews
- Project Recovery Strategy and Contractor Claims Analysis
- Clinical Governance
- Asset Review



Keeping communities, industries and economies moving.

Behind every road, rail corridor, airport and port is infrastructure that connects people to opportunities and keeps cities, regions and economies moving. Johnstaff partners with government agencies, transport operators and private sector organisations to plan, advise on and deliver complex transport infrastructure across Australia and New Zealand.

Our experience spans road, metro and freight rail, light rail, airport and port infrastructure, providing clients with specialist expertise across the entire project lifecycle. From business cases and strategic planning through to procurement, delivery, assurance and operational readiness, we help clients navigate complexity and make confident investment decisions.

What sets us apart is our ability to combine strategic thinking with hands-on delivery experience. Our team understands the policy, operational and commercial drivers that shape transport infrastructure and brings practical solutions that balance risk, performance and long-term community outcomes.

Whether supporting a city-shaping rail project, improving network efficiency, increasing freight capacity or strengthening transport connections for future growth, we're focused on delivering infrastructure that keeps people, goods and communities connected.



\$65bn+

Transport & infrastructure projects delivered



\$20bn

Industrial Lands Activation Program



Port of Brisbane Infrastructure Program

Port of Brisbane Pty Ltd (PBPL) | Lytton, QLD | +\$1bn

Johnstaff has supported Port of Brisbane Pty Ltd (PBPL) in the planning and delivery of its annual capital works infrastructure program for several years. Operating within one of Australia's most complex live logistics and trade environments, the program comprises industrial developments, tenant facilities, enabling infrastructure, renewable energy projects and strategic precinct initiatives. To date, Johnstaff has managed the delivery of 19 projects, while supporting long-term planning for major infrastructure investments critical to the port's future growth.

Johnstaff provides end-to-end client-side project management services across the portfolio, leading project initiation, planning, procurement, delivery oversight, commissioning and handover. Our role encompasses governance, commercial management, stakeholder coordination, project controls and interface management across live port operations. This includes managing interactions between tenants, utilities, operational constraints, approvals, staging requirements and logistics activities that are critical to maintaining business continuity while delivering infrastructure upgrades. Key projects have included industrial tenant developments, renewable energy and battery storage initiatives, enabling infrastructure works, and the Electrolux Port West Stage 2 facility targeting PBPL's first 6-Star Green Star outcome.

Beyond project delivery, Johnstaff has worked with PBPL to progress major strategic initiatives, including the \$3.5 billion Channel Enhancement Project, Inland Rail integration planning, and a \$500 million sustainability-linked investment program. Through disciplined project controls, robust governance, proactive interface management and fit-for-purpose delivery processes, Johnstaff has helped PBPL maintain delivery certainty across a diverse project portfolio.



Enabled future port growth through strategic planning



Brisbane Airport Precinct Works

Brisbane Airport Corporation (BAC) | Brisbane, QLD

Johnstaff has extensive experience delivering aviation and industrial infrastructure within the Brisbane Airport precinct. Our team has supported Brisbane Airport Corporation and Qantas across major aviation, logistics and industrial developments, including the \$1.3 billion New Parallel Runway, the \$30 million Container Store and Modification Facility, and multiple speculative industrial and warehousing developments. Our services have spanned strategic advisory, project management, superintendent, procurement, design management and stakeholder engagement supporting delivery of complex infrastructure in one of Australia's busiest aviation and logistics hubs.



Successful delivery within a complex operational airport environment

Industrial Lands Activation (ILA) Program Management Office (PMO)

WA Department of Energy & Economic Diversification (DEED) | Various WA regions | \$20bn

The Department of Energy and Economic Diversification (DEED) engaged Johnstaff, in partnership with KPMG, to establish and operate a Project Management Office (PMO) supporting the activation of Western Australia's Strategic Industrial Areas (SIAs) and broader economic diversification initiatives. Spanning a portfolio of more than 10 industrial activation programs across six regions, the PMO plays a critical role in enabling major investments in renewable energy, critical minerals processing, advanced manufacturing and other strategic industries.

Johnstaff's role included assessing existing project management capability, designing and implementing the PMO framework, and providing ongoing portfolio, program and project management support. This encompassed the development of governance processes, reporting frameworks, risk management systems, integrated scheduling, financial oversight, change management and capability uplift initiatives tailored to DEED's operating environment.

Working through a period of significant organisational change, including a Machinery of Government transition, our team delivered the PMO Establishment Phase within nine months and on budget. We developed a comprehensive PMO Handbook, supporting tools, templates, guidance material and training resources to drive consistent adoption across the portfolio. The PMO has since embedded portfolio-wide reporting, governance, scheduling and risk management practices, providing DEED with stronger visibility, improved decision-making and enhanced coordination across some of Western Australia's most significant industrial and energy transition programs.

Images: Government of Western Australia



Established PMO foundations for portfolio-wide delivery



Built enduring project management capability across DEED



Strengthened governance across critical industrial programs





METRONET Lessons Learnt Review 2025

WA Department of Transport and Major Infrastructure (DTMI) | Perth, WA | \$13bn

METRONET is Perth's largest public transport investment, delivering over 70km of rail and 22 stations across the metropolitan network. We undertook a comprehensive lessons learned review across four major projects, examining events that influenced scope, cost and programme outcomes from business case development through to operations. Through detailed analysis, stakeholder workshops and targeted interviews, we identified actionable insights to improve project planning and delivery. We delivered comprehensive reports, detailed lesson registers and case studies to support continuous improvement across future government infrastructure programs.



Captured critical lessons to improve future infrastructure delivery



METRONET Strategic Advice

METRONET Office | Perth Metro Area, WA | \$10bn

METRONET is Western Australia's largest public transport investment, delivering more than \$10 billion in rail infrastructure across over 20 projects. Johnstaff was engaged to undertake independent reviews of governance, organisational capability, commercial risk, and cost and schedule performance across the program, including the Thornlie-Cockburn Link and Yanchep Rail Extension projects. Through detailed analysis and targeted recommendations, we helped strengthen oversight, improve program controls, and safeguard value-for-money outcomes. Our work resulted in more than 50 accepted recommendations that enhanced governance, risk management, and decision-making across METRONET.



Strengthened governance and risk oversight across METRONET



Westport Master Program Plan

WA Department of Transport | Kwinana, WA | \$15bn

Westport is the WA Government's long-term initiative to develop a new container port and associated infrastructure in Cockburn Sound. Johnstaff, in partnership with GHD Advisory, was engaged to establish the project management controls required to support business case development and future program delivery. We developed a master program plan and master schedule that defined governance frameworks, clarified scope, identified critical dependencies and prioritised key risks. Through a collaborative approach, we strengthened the team's understanding of program controls, creating a clear roadmap for managing one of Western Australia's most significant infrastructure programs.



Established robust controls for a landmark infrastructure program

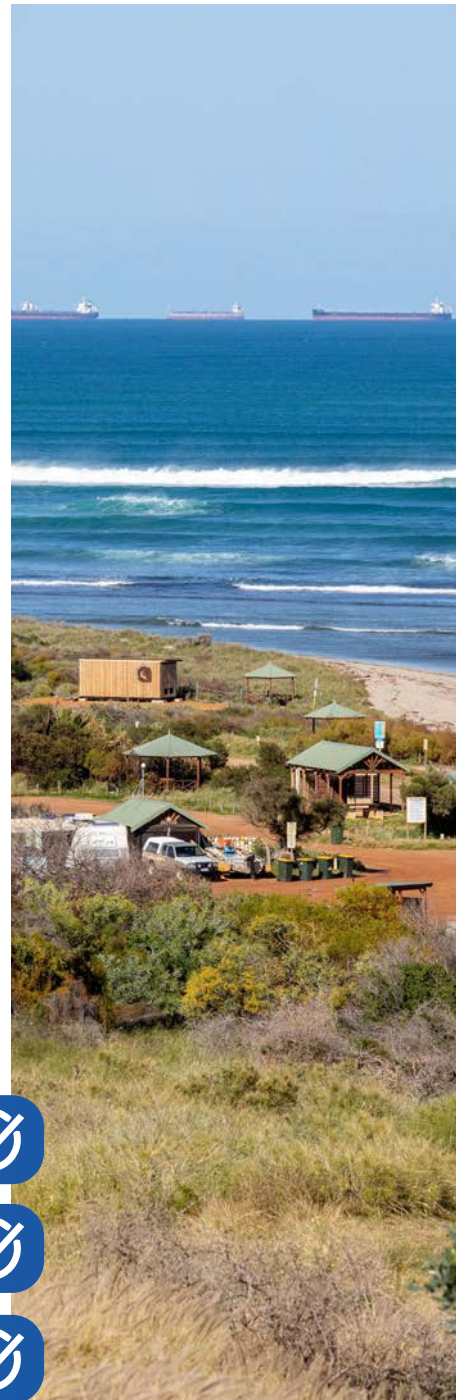
Oakajee Strategic Industrial Area (SIA) Activation: Mid West Clean Hydrogen Hub

Department of Jobs, Tourism, Science & Innovation's | Oakajee, WA | \$100m

The Department of Jobs, Tourism, Science and Innovation (JTSI) engaged Johnstaff to support the activation of the Oakajee Strategic Industrial Area (SIA) and help realise the WA Government's vision for a globally significant clean hydrogen hub in the Mid West. Strategically positioned north of Perth, Oakajee has the potential to become a major export gateway for clean hydrogen, renewable energy and downstream processing industries, unlocking significant economic opportunities for the region and the State.

Johnstaff was initially engaged to develop a business case supporting investment in critical enabling infrastructure and demand-generation initiatives required to attract private sector investment. Our role was subsequently expanded to include the preparation of a submission to the Commonwealth Government's Clean Hydrogen Industrial Hubs Program (CHIHP), alongside detailed economic analysis, strategic planning and stakeholder engagement activities. Following completion of the business case, we continued supporting JTSI as Oakajee SIA Activation Program Director, coordinating the complex program of interrelated activities required to advance the precinct.

Drawing on expertise in major project advisory, economic modelling and program leadership, we delivered the complex Mid West Clean Hydrogen Hub business case and CHIHP submission within challenging timeframes. Through comprehensive economic appraisal, extensive engagement with government, industry and international stakeholders, and ongoing program leadership, we helped build confidence in the investment case for Oakajee. The program has since progressed significantly, with land allocated to multiple industry proponents, key enabling infrastructure advanced, and targeted studies completed to support future development.



Secured support for Mid West hydrogen development



Advanced Oakajee activation through strategic infrastructure planning



Aligned government and industry around shared objectives



Images: Government of Western Australia



Governance Audit: Significant Infrastructure Projects

Southern Ports Authority | Albany, Bunbury & Esperance, WA

Southern Ports engaged Johnstaff to assess its governance, processes and organisational capability in preparation for a significant future infrastructure investment pipeline across Albany, Bunbury and Esperance. Our role involved auditing project governance, asset management, procurement and delivery frameworks, supported by detailed stakeholder engagement and industry benchmarking. Through a structured, evidence-based review, we identified capability gaps and developed a tailored roadmap to strengthen project controls and organisational readiness. Our recommendations were endorsed by Southern Ports' Executive and Board, providing a clear pathway towards best-practice infrastructure governance and delivery.



Strengthened governance for future port infrastructure delivery



Transmission Gully & Pūhoi to Warkworth

Waka Kotahi New Zealand Transport Agency | Wellington & Auckland, NZ | \$1.8bn

Transmission Gully and Pūhoi to Warkworth are complex PPP motorway projects that have strengthened New Zealand's State Highway 1 network. Johnstaff was engaged by Waka Kotahi to provide specialist advisory services across governance, commercial risk, contract administration and operational transition. Acting as a trusted advisor, we supported project teams through complex delivery, completion and operational challenges, including COVID-19 impacts. Our advice helped manage commercial risks, resolve critical issues and support the successful opening and ongoing operation of both motorway projects.



Strengthened PPP governance and operational risk management



Short-term Airport Access Improvements

Auckland Transport | Auckland, NZ | \$79m

The Short-term Airport Access Improvements Programme was established to improve transport connections to Auckland Airport in response to growing passenger demand. Johnstaff was engaged by Auckland Transport to project manage the development of the Single Stage Business Case, identifying improvements including the upgrade of Puhinui Station. Working closely with Auckland Transport, NZ Transport Agency and specialist consultants, we drove a highly collaborative and accelerated delivery approach. The business case was completed within an ambitious timeframe, secured NZTA approval and funding support, and enabled detailed design activities to progress in parallel.



Secured funding approval for critical airport access improvements

Westport Specialist Advisor

WA Department of Transport & Major Infrastructure (DTMI) | Kwinana, WA
| \$15b

Westport is a programme to relocate container trade from Fremantle to Kwinana, delivering a new port and supporting supply chain infrastructure that will shape the State's economic future. As Specialist Advisor for State-Led Infrastructure and Project Management, Johnstaff provided strategic advice, independent assurance and governance support to the Westport Office, Managing Director and Steering Committee as the program transitioned into delivery. Drawing on major project experience, we enhanced decision-making through independent reviews, economic modelling, Investment Logic Mapping and program controls assurance.



Strengthened governance and delivery confidence for WA's future



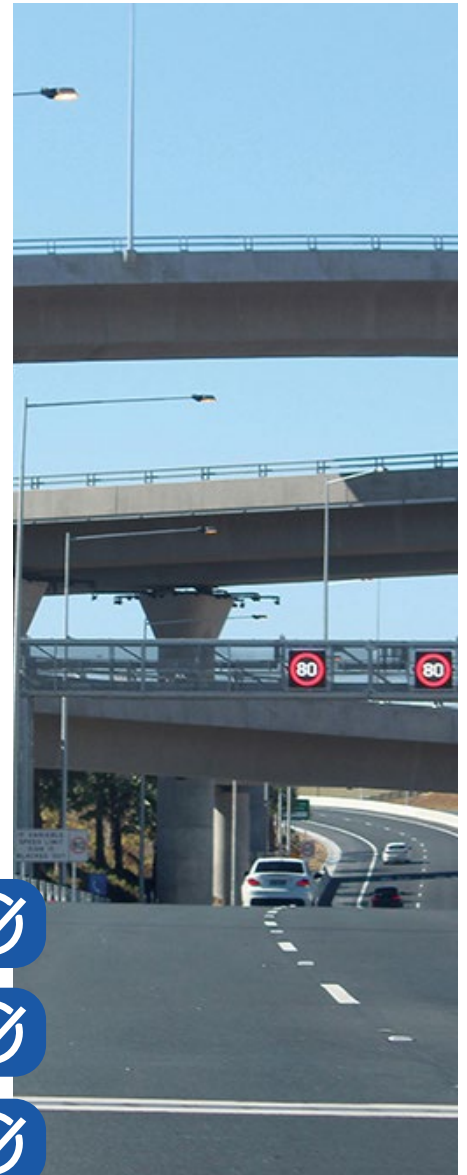
WestConnex Stage 2: M5 Technical Manager

WestConnex Delivery Authority | Sydney, NSW | \$5bn

WestConnex Stage 2: M5 is an 11km motorway link between Beverly Hills and St Peters, forming a key component of Australia's largest integrated transport infrastructure project. Johnstaff was appointed as Technical Manager within the client's integrated project team, providing leadership across planning, procurement and early delivery phases.

Our role involved managing all technical aspects of the project, including design coordination, specifications, procurement support and systems integration for major tunnel, road and associated infrastructure works. We led the management of multidisciplinary design, planning and environmental consultant teams, ensuring technical issues were effectively resolved and project requirements were consistently met.

Drawing on experience from major infrastructure projects across Australia, we provided strategic advice on planning, procurement methodologies and environmental management while coordinating a large and diverse stakeholder group. Our leadership ensured the delivery of high-quality technical documentation, supported effective decision-making and risk management, and helped position the project for successful procurement and delivery of one of New South Wales' most significant transport investments.



Led technical management of a nationally significant motorway project

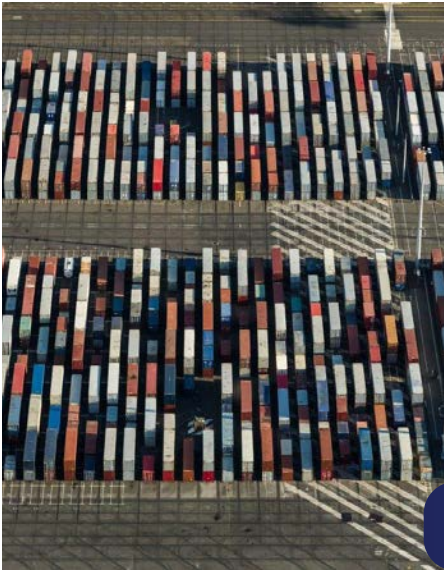


Enabled seamless coordination across complex stakeholder interfaces



Delivered critical technical inputs supporting successful procurement





Eden Safe Harbour Project

Transport for NSW | Eden, NSW | \$32.3m

Transport for NSW engaged Johnstaff to develop a NSW Treasury and Infrastructure NSW-compliant Final Business Case to improve the safety and utilisation of Eden Harbour. Working with the Marine Infrastructure Development Office and key stakeholders, we applied Investment Logic Mapping and strategic investment planning to identify service needs, test options and establish a clear investment pathway. Our advisory role aligned stakeholder priorities and demonstrated the value of targeted maritime infrastructure investment. The endorsed \$32.3 million solution delivers two floating wave attenuators, reducing wave impacts, increasing berthing capacity and supporting future harbour growth.



Improved harbour safety and capacity for maritime users



Southern Sydney Freight Line

Australian Rail Track Corporation | South West Sydney, NSW | \$400m

The Southern Sydney Freight Line (SSFL) delivered a dedicated 36km freight rail corridor, improving network capacity and separating freight and passenger services. Johnstaff provided Infrastructure Advisory and Project Management services for the Enabling Works package, leading the identification, design, relocation and protection of more than 300 services affected by the project. We coordinated multidisciplinary consultants, utility providers and key stakeholders to manage complex interfaces and programme dependencies. Our structured approach ensured critical enabling works were delivered on time and within budget, allowing the main rail infrastructure works to proceed efficiently and without disruption.



Enabled critical rail delivery through coordinated enabling works



Building Cruise Capacity Strategic Business Case

NSW Port Authority | Sydney, NSW | \$700m

To address growing demand from large and mega cruise vessels, the NSW Port Authority initiated planning for a new cruise terminal east of the Sydney Harbour Bridge. Johnstaff was engaged to lead the development of the Strategic Business Case, coordinating demand forecasting, technical assessments, economic analysis and stakeholder engagement across government and industry. Our integrated project management approach ensured a robust, evidence-based business case that addressed stakeholder needs and was delivered on time. The business case concluded a third cruise terminal was required and secured NSW Government Cabinet approval to progress the project.



Approved business case unlocks future cruise capacity



Adelaide
Tarndanya

Auckland
Tāmaki
Makaurau

Brisbane
Meanjin

Christchurch
Ōtautahi

Hobart
Nipaluna

Melbourne
Naarm

Perth
Boorlo

Sydney
Gadigal

Wellington
Te Whanganui
-a-tara