MACQUARIE

AirTrunk case study

AIRTRUNK

About AirTrunk

Founded in 2015, AirTrunk was created to scale and sustain the relentless growth of Asia-Pacific's (APAC) digital future by creating a hyperscale data centre platform in key markets for the world's largest technology companies.

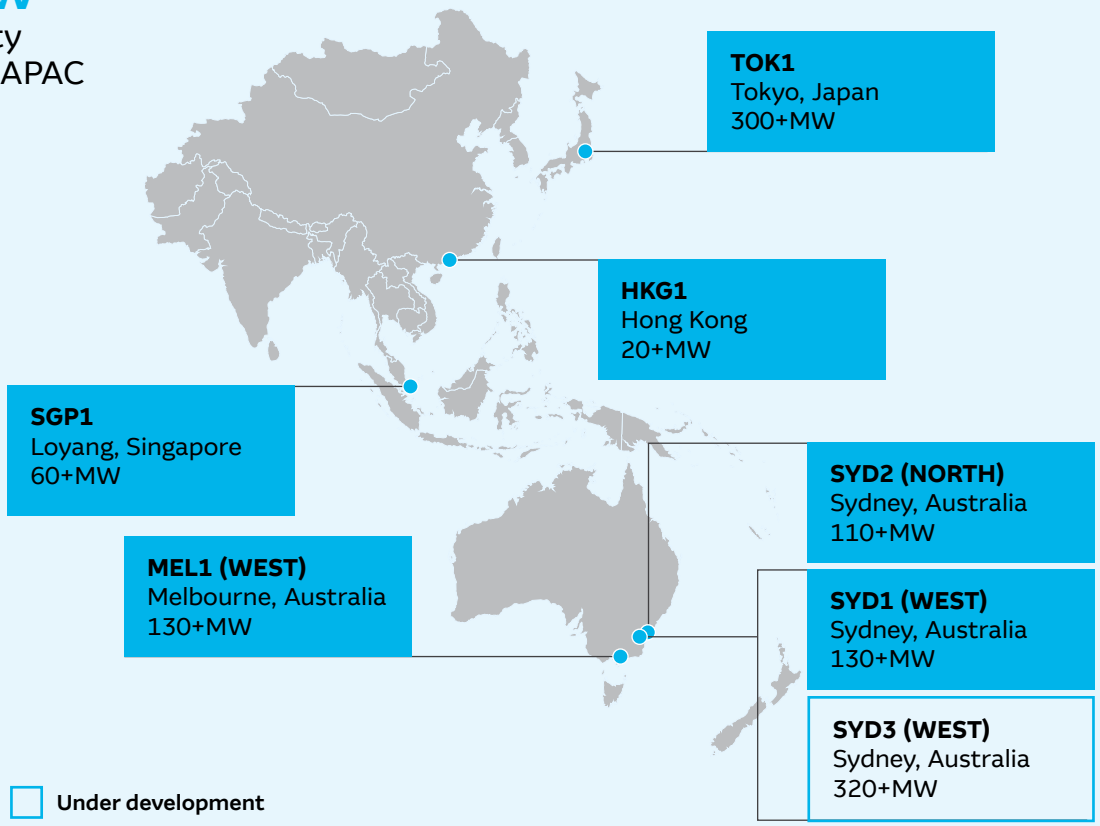
Having opened Australia's first and largest hyperscale data centres in Western Sydney and Melbourne in 2017, AirTrunk set its sights on rapid expansion across APAC and has since launched facilities in Singapore, Hong Kong, Sydney North and Japan, and announced plans for its second Western Sydney data centre which will be the largest in APAC.

AirTrunk has one gigawatt (GW) of capacity across its data centre platform.

In January 2020, Macquarie Asia Infrastructure Fund 2 ("MAIF2") acquired a controlling interest AirTrunk.

AirTrunk's **APAC** Hyperscale Platform

1+GW
capacity
across APAC



AirTrunk recognises that setting consistently high standards in Work Health and Safety (WHS) management is critical to successfully building and operating data centres. With thousands of people working across the construction and operational lifecycle of AirTrunk's data centres, well managed and governed WHS strategies that ensure people's protection are essential.

Key challenges

- **Varying degrees of regulation, compliance and WHS maturity** across multiple APAC jurisdictions.
- **Maintaining consistent and high WHS standards** while responding to high customer demand and fast build times.
- **Developing and aligning high standards of WHS governance** across multiple contractors.

Approach

At the time MAIF2 acquired its interest, AirTrunk was a young business. AirTrunk's approach to WHS was predominantly reactive, which is not uncommon in start-ups and developing businesses. Macquarie worked with AirTrunk's executive team to transition the company's WHS strategy to be more proactive with a focus on the safety of work, managing critical risks and continuous learning. Two specific enablers of this were hiring a Chief Safety Officer and establishing a WHS committee of the board which meets quarterly to discuss WHS strategy, incidents and critical risks. These enablers have resulted in the following initiatives:

- **AirTrunk is integrating its WHS performance requirements** across its full data centre lifecycle from design to contractor selection, procurement, execution, commissioning and operations, working closely with suppliers, vendors and delivery partners.
- **Led by a Chief Safety Officer** reporting to the CEO, an independent safety function was established to develop and reinforce a culture of WHS excellence and support strategic improvements across both construction and operations.
- **Global Minimum Standards (GMS)** were developed and implemented to align necessary controls and mitigation strategies for high-risk activities across the regions in which AirTrunk operates. WHS maturity assessments were completed to assess AirTrunk's current safety levels and a safety culture survey was deployed across all projects and facilities. The results are being used to benchmark against other industries and provide direction on WHS improvements.
- **Monthly contractor engagement forums** commenced to enhance delivery partner and vendor engagement.
- **Integration of WHS management systems** across all functions within AirTrunk is underway through a commitment to certify against the ISO45001 Health and Safety Management Systems standard. Certification is expected in May 2022.
- **A safety leadership development training course** was deployed across AirTrunk's development and operations functions to align leaders on common language, improve safety culture and develop capabilities in WHS management.
- **A COVID-19 working group** was formed to support AirTrunk's projects, facilities and offices, designing and implementing strategies to protect people throughout the pandemic and changing regulatory environments. By implementing proactive testing regimes, disruption to projects and data centres was minimised, resulting in no shutdowns outside of those mandated by governments.

Outcomes

AirTrunk's industry leading safety performance demonstrates WHS leadership in the data centre sector.

In 2021, AirTrunk constructed two new data centres while operating and fitting out new capacity across 5 existing data centres and achieving:

- 3.7 million work hours ahead of schedule and budget
- no fatalities and a low Lost Time Injury Frequency Rate of 0.27.

Metrics for 2021

First Aid Injury Frequency Rate (FAIR)*	5.14
Medical Treatment Injury Frequency Rate (MTIR)*	1.35
Lost Time Injury Frequency Rate (LTIR)*	0.27
Total Recordable Injury Frequency Rate (TRIR)*	2.43
Fatality	0
Total hours worked	**3.7m**

* Frequency rates calculated against 1 million hours worked.