

Your asset management partner



“We build strong relationships of trust with our customers, truly understanding and predicting their needs and bringing them world leading insights and solutions.”





About us

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

At Downer, our customers are at the heart of everything we do. Our Purpose is to create and sustain the modern environment by building trusted relationships with our customers.

Our Promise is to work closely with our customers to help them succeed, using world leading insights and solutions.

With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW).

Downer Group employs approximately 45,000 people across more than 300 sites, primarily in Australia and New Zealand.

What we do

Urban Services: Downer is a market leader in the transport, utilities and facilities sectors, with strong demand for our road, rail, power, gas, water, health, education, and government services.

These services help our customers deal with population growth, urbanisation and technology proliferation.

Energy and Industrial Services: Downer supports the energy and industrial sector with a range of services to help support the efficient operation of our customers' assets.

Defence: Downer Group provides a broad range of professional and managed services, asset sustainment and estate upkeep services to the Australian Defence Force, the New Zealand Defence Force and other government agencies.

Our business is founded on four Pillars and we demonstrate these in everything we do:

Safety

Zero Harm is embedded in Downer's culture and is fundamental to the company's future success



Delivery

We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency

Relationships

We collaborate to build and sustain enduring relationships based on trust and integrity

Thought leadership

We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo

Our expertise

Downer is a leader in asset management across Australia and New Zealand, servicing customers in markets including transport, infrastructure, energy and industrial engineering, utilities, facility management and communications.

We support our customers through the full life of their assets - from initial feasibility and design through to production and operations and eventual decommissioning.

We have many long-term asset and data intensive projects being managed by our experienced teams on the ground who understand our customers' assets.

We also understand that many of our customers are under increasing pressure to get more out of their assets. They need to manage financial constraints, forecast lifetime costs, limit unnecessary maintenance and future-proof their assets. More than ever, they need intelligent partners who can provide data-driven solutions to enable their assets to optimise business objectives.

Downer's Asset and Data Management Office (ADMO) promotes best practice and continuous improvement in asset management and data analytics to improve lifecycle management, reliability, return on capital and deliver better outcomes for our customers.

In collaboration with subject matter experts from across the business we provide innovative solutions to fit our customers' business needs and maximise the returns from their assets.

We aim to employ the best people and bring thought leadership to each stage of the asset lifecycle as we support our customers to plan, create and sustain.

Plan

Downer offers the technical, economic and scheduling skills essential to support effective feasibility and design. The role of technology in feasibility and design allows us to propose optimal solutions that save our customers time and money. Downer has established relationships that ensure we have access to best practice processes and technology from around the world in fields including reality capture, digital prototyping and building information modelling (BIM).

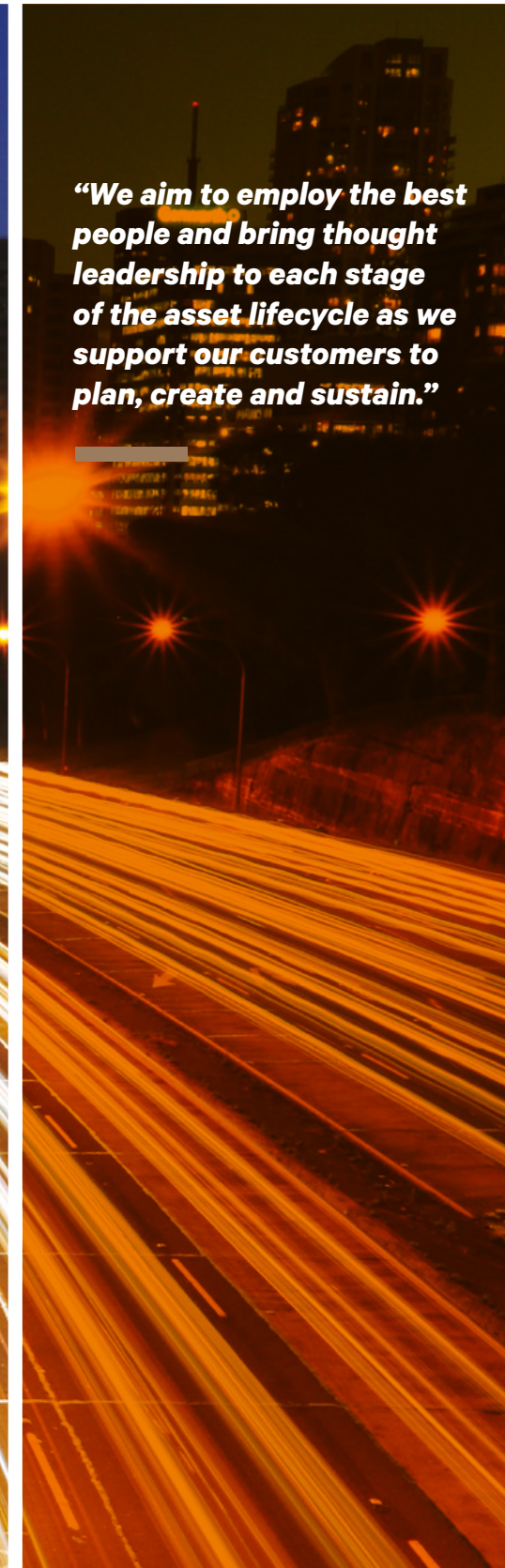
Create

Downer's construction and manufacturing capabilities have been developed to meet our customers' diverse needs in a variety of industries. To ensure a seamless approach, we maintain strong in-house engineering and trade capabilities across civil, mechanical and electrical disciplines and have a dedicated Project Management Office to support excellent delivery for our customers.

Sustain

Downer offers our customers expertise in maintaining a wide range of assets safely and efficiently. Our asset management capability provides customers with the confidence that maintenance activities are being carried out strategically and cost effectively, supported by fact-based decision making. Whatever the desired outcomes, we work closely with our customers to help them succeed, delivering on our promises with excellence while always focusing on our commitment to Zero Harm.





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Continuous improvement in asset management

Downer maintains our asset management framework every year through independent surveillance audits, which are carried out to ensure alignment to industry standards and our customers' requirements.

In May, 2018, three years after we first achieved ISO 55001 certification for Utilities Asset Management Services at the MCC's Yarra Park Water Recycling Facility in Melbourne, Downer became the first company to achieve recertification. We have now achieved and maintain certification to ISO 55001 across multiple industries.

- **Rollingstock and rail infrastructure**
For the Sydney Waratah and Waratah Series 2 rollingstock fleet, simulators and rail depot facilities
- **Road network management**
Our road network asset management system is applied and certified on six different projects across Australia
- **Health facility management**
For Orange Hospital's asset management services and facility management – the first hospital in Australia to achieve this certification
- **Education facility management**
Victorian Schools PPP comprising 12 schools across Victoria. First schools in Australia to be certified
- **Corrective services facility management**
First corrections facility certified in New Zealand
- **Financial industry data centre**
First facility of its type certified in Australia and New Zealand.

In addition to these certifications, Downer also has a detailed roadmap for aligning the business to ISO 55001 certification standards.





Achieving global best practice in asset management

In January 2014, the International Organisation for Standardisation (ISO) released a global management standard for asset management – ISO 55001.

ISO 55001 sets the global benchmark for best practice asset management, and Downer is committed to ensuring our Group business systems are aligned to this standard.

In July 2015, Downer was the first organisation to achieve certification to ISO 55001 in Australia and New Zealand, for Utilities Asset Management Services at the Melbourne Cricket Club (MCC) water treatment plant.

Since then, Downer has achieved certification to ISO 55001 across multiple industries, including rollingstock and rail infrastructure, road network management, critical infrastructure and integrated facilities management.

These certifications help ensure we apply best practice to support our customers through the full lifecycle of their assets – from initial feasibility and design through to production and operations, and eventual decommissioning.

Downer also has a roadmap to achieve additional certifications across the business, ensuring a culture of continual improvement.

Natural alignment between asset and facility management

Facility management is an important part of our business.

Released in 2018, ISO 41001 Facility Management System sets the benchmark for our Spotless business. Our contract with Southbank Education and Training Precinct has been awarded Australia's first accredited ISO 41001 Certification for Facility Management.

The ISO standards of asset management and facility management work together and provide a basis to improve organisational performance and quality of life, and support Downer's commitment to innovation and standardisation across all sectors.

Supporting our joint venture partners

Downer's Asset & Data Management Office (ADMO) supports the wider business to achieve global best practice by providing independent asset management maturity assessments.

This includes joint ventures, specifically Keolis Downer, which ADMO assisted in achieving and maintaining ISO 55001 certification across key light rail contracts, including:

- Gold Coast Light Rail
- Yarra Trams (Melbourne light rail network)
- Newcastle Light Rail.

The Downer Standard



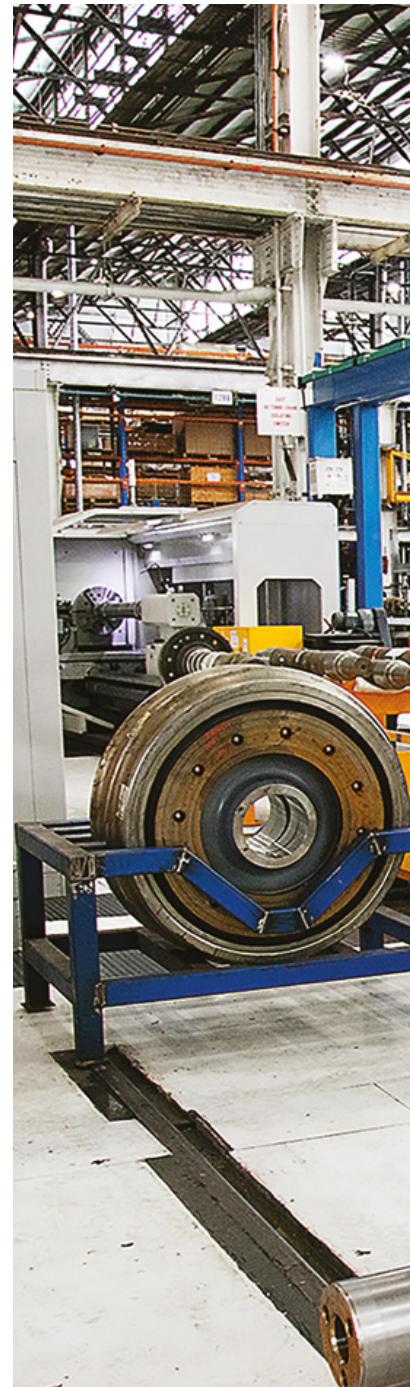
The Downer Standard is a project to standardise our policies, standards and procedures across the Downer Group. It will define the way we work and enable growth through better collaboration, continuous improvement and consistency in our processes.

This is delivered via a core suite of Group-wide policies, standards, procedures and related documents that our people can easily access online.

The Downer Standard allows us to share best practice, facilitate greater cross-business collaboration and improve our customer-centricity.

It will create a common Downer language and help bring the different parts of the Downer Group together, enabling us to provide a more consistent approach to our customers, employees, suppliers and partners.

Asset management within The Downer Standard is delivered via the Asset Management Lifecycle (below), which aligns to ISO 55001 and provides an easy interface into the standards related to asset management.





Downer's Asset and Data Management Office (ADMO)

Our ADMO council is a highly-knowledgeable, engaged, influential and collaborative group of asset management experts.

The council includes representatives from each of Downer's operational areas – Australia, Spotless and New Zealand – who meet monthly to collaborate and share ideas and initiatives from across the business.

The council leverages Downer's scope of operations and specialist knowledge to capture ideas and initiatives from the broad range of industries we operate in, which ensures we offer best practice solutions to our customers.

Achievements

- Implementation of an asset management framework aligned to ISO 55001 across Downer Group
- Corporate Platinum member of Asset Management Council of Australia
- Annual representation and speakers at Australia's leading asset management conference, AMPEAK
- Implemented asset management learning pathway and training package for employees
- Completed 30-plus asset management maturity assessments.





Sharpening our focus on asset management

Downer has introduced a series of focus groups to ensure we stay at the forefront of asset management.

These groups will explore new trends, promote collaboration and ensure an asset management culture is embedded across Downer.

Asset management thought leadership

This focus group brings Downer closer to our customers by articulating our competitive advantage in asset management, data analytics, innovation and emerging technologies.

It is developing detailed asset management case studies to share world-class insights and solutions with our customers, ensuring their assets return optimised value over their lifecycle.

Asset management framework

Developing and implementing a Group-wide asset management framework, as well as maturity assessments to align contracts and internal assets to the requirements of ISO 55001.

This focus group conducts asset management health checks, implements performance metrics and provides advice on internal processes to improve the asset management capability across the Downer Group.

Collaboration and learning

This group promotes collaboration and knowledge sharing among asset management experts from across the business. It is responsible for implementing asset management and data analytics learning programs, which will be supported by communities of practice and specialist support.

The group will ensure asset management is part of the Downer DNA and integrated into our decision making, from leaders through to operators.

Data, innovation and technology

Technology and leading-edge analytics are redefining asset management thinking, approaches and results.

Customers look to us to provide data analytics of their assets and operations to not only meet their needs today, but also predict their needs in the future.

This group helps Downer strengthen our position as a leader in asset management by identifying and supporting key data and technology 'proof of value' trials.

It will explore new trends and ensure best practice processes, data standardisation and analytics are adopted across Downer.

Asset & Data Management Office strategy

Purpose

Harness Downer's competitive advantage in asset and data management to develop world-class solutions that create, grow and sustain value for our customers



ADMO strategic goals



Market leader in asset management



Customer-centric, best practice AM framework



Data-driven asset decision making



Cohesive AM learning culture



Enabled through:



Thought leadership, brand awareness and capability establishment



Building an asset management ecosystem and collaboration



Asset management innovation, technologies and data insight



Governance, quality and business responsibility

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