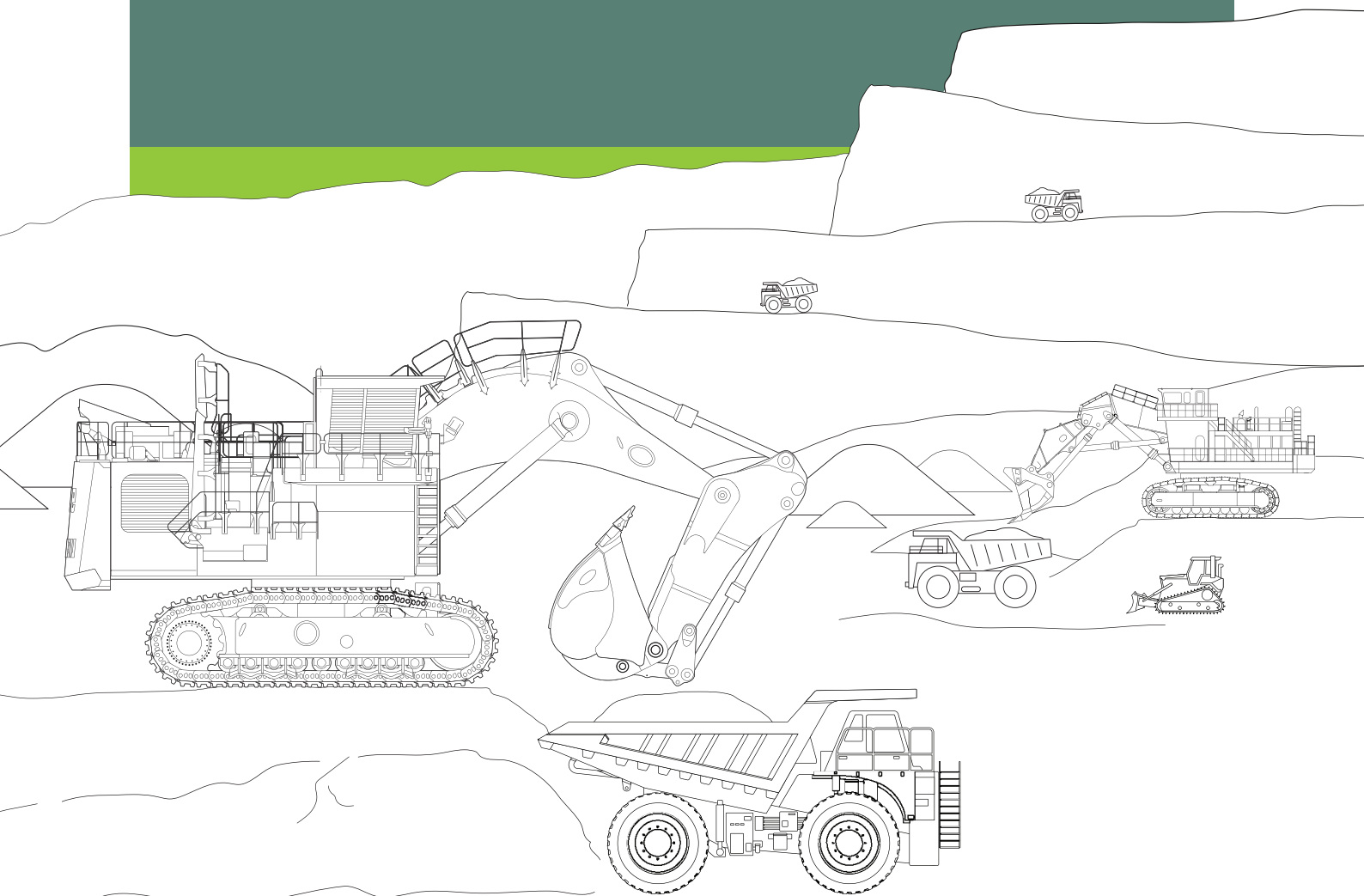


Your open cut mining solutions







About us

Downer has been successfully delivering contract mining and civil projects for its customers for more than 90 years.


We support our coal and metalliferous mining customers at all stages of mining, through a wide range of services.

With a strong focus on delivering the best outcomes for our customers, Downer’s extensive capabilities, coupled with our commitment to Zero Harm and innovative technology, position us among Australia’s leading mining contractors.

Our business model is based on our four Pillars: Safety, Delivery, Relationships and Thought Leadership.

Our relationship-based approach, willingness to work with our customers and collaborate across the Downer Group, ensures the success of our customers’ projects.

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

<p>Safety</p> <p>Zero Harm is embedded in Downer’s culture and is fundamental to the company’s future success</p> 	<p>Delivery</p> <p>We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency</p>	<p>Relationships</p> <p>We collaborate to build and sustain enduring relationships based on trust and integrity</p>	<p>Thought leadership</p> <p>We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo</p>
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What we do

Open cut mining

We have a highly skilled and experienced mining team that understands the industry. From brownfield projects to greenfield developments, we have the expertise and equipment to deliver mining services to any open cut operation.

As one of Australia's most experienced open cut mining services providers, we operate across multiple commodities within Australia and overseas.

We offer state-of-the-art equipment and technology, paired with trained and competent people to support our customers through the full life of their assets.

Our key areas of expertise include:

- Statutory mine management
- Mine planning, design and scheduling
- Design and construction
- Mine equipment and asset management, including tyre management
- Blasting services, explosives manufacture and supply
- Professional engineering software packages
- Mining services, systems and processes
- Environmental sustainability
- Mine rehabilitation.

We operate one of the largest and most diversified fleets of equipment in the contract mining industry.

Our plant management team comprises professional engineers and qualified tradespeople, all of whom have extensive practical knowledge and experience. The team actively monitors and employs advances in equipment technology and operating and maintenance practices to ensure our customers are provided with maximum reliability and the lowest-cost solution to their mining requirements.

Our state-of-the-art operator training simulators enable us to train operators in a range of heavy equipment and scenarios such as emergency response, correct machine operation, fuel efficiency and weather conditions, without the risk of personal injury or damage to equipment.

We also have strong relationships with Original Equipment Manufacturers (OEM) which ensures we have access to the latest technologies and best practice maintenance management.









What we do

Technology and innovation

Downer is committed to Thought Leadership and Innovation as central pillars of our strategy and culture.

Across the diverse Downer business, innovation, entrepreneurialism and pragmatic problem solving are critical to the way we respond to complex challenges and create value for our customers.

For the benefit of our customers we work to address the constant threat of commoditisation by harnessing the power of Thought Leadership and Innovation to continually improve customer outcomes, improve productivity and reduce operational costs. It is Downer's ability to continuously improve and drive value for our customers that ensures we remain in step with industry developments.

Downer uses state of the art technologies to monitor and optimise mechanical and operational performance. Through such technologies, we continue to deliver industry-leading equipment reliability and excel in meeting production targets in a safe and efficient manner.

Our business improvement team predominantly uses Lean Six Sigma methodology to systematically reduce waste and variation, improve quality and reduce production costs.

Currently the business improvement team works across the open cut, blasting and underground businesses and is focused on improvement projects such as payload maximisation, optimised road designs for truck productivity and excavator operator scorecards.

Recent examples of innovation-led partnerships include:

- Partnered with 3D-P to develop and implement the Remote Asset Monitoring System (RAMS) across the mobile plant fleet. RAMS enables real time data driven decision making for machine health and production monitoring
- Installed the Mineware Argus bucket payload system across the excavator fleet to control truck payloads, provide high precision machine guidance and monitor performance against plan in real time
- Installed the WAVE software platform from McKinsey and Co and JIRA from Atlassian for continuous improvement processes specific to mining operations.

Our approach

Health, safety and environment sustainability

Zero Harm is embedded in our culture and is fundamental to our future success. We are committed to achieving our goal of Zero Harm.

At Downer, Zero Harm means sustaining a work environment that supports the health and safety of our people and conducting our operations in a manner that is environmentally responsible and sustainable.

Our Zero Harm culture is built on leading and inspiring, verifying the effective management of risks that have the potential to cause serious harm, rethinking processes, continuously improving our management systems, applying lessons learnt, and adopting and adapting practices that aim to achieve zero work related injuries and unintentional harm to the environment.

Our approach to Zero Harm and associated performance is a market differentiator for Downer as it enables us to work safely and environmentally responsibly in industry sectors where there are inherent hazardous environments. We firmly believe that any injury or environmental incident is unacceptable and preventable. In everything we do, Zero Harm is always our top priority.

Achieving Zero Harm requires strong leadership and relentless commitment through:

- **Leadership:** we listen, set clear expectations, develop and involve our people, actively care, and act with integrity
- **Culture:** we have an aligned set of values throughout our organisation. Our people at all levels are actively involved and accountable
- **Systems:** our approach is simple, effective, robust and consistent across our business
- **Hazards:** with a priority focus on critical risks, our hazards are identified, assessed, controlled, monitored, and effectiveness confirmed
- **Actions:** we learn from our experiences and do what we say we will do, translating Zero Harm theory into good work practices.

Each Downer division has in place a Zero Harm management system, certified as a minimum to occupational health and safety management standard AS/NZS 4801 or BS OHSAS 18001/ISO45001, and the international environment management system standard ISO 14001. We also adhere to other third-party standards and guidelines, as well as customer specific requirements, on a project-by-project basis and ensure that we meet all applicable licence and regulatory conditions. Each management system is reviewed regularly, undergoing internal and external audit to ensure that effective controls are maintained and opportunities for continuous improvement are identified. We have placed a strong governance charter on Zero Harm to ensure the strategy and performance is developed, monitored and refined.

Our Zero Harm Management Framework, Cardinal Rules and Environmental Principles are critical to ensuring that our employees and broader stakeholder groups are engaged and aware of our Zero Harm commitments.





To Downer, sustainability is delivering financial growth and value to our customers through our supply chain, looking after the health and safety of our people, having a diverse and inclusive workforce, minimising our impact on the environment and enhancing the liveability of the communities in which we influence.

Sustainability is integrated into Downer's business strategy and shaped by our four Pillars: Safety, Delivery, Relationships and Thought Leadership. Our commitments to the environment and sustainability are outlined in our Environmental Sustainability Policy, which supports Downer's Purpose to create and sustain the modern environment by building trusted relationships with our customers.

Downer supports the Paris Agreement and accepts the Intergovernmental Panel on Climate Change (IPCC) assessment of the science related to climate change. We recognise the opportunities that this presents, are committed to transitioning to a low carbon economy, and pride ourselves on developing industry leading, environmentally sustainable solutions for our customers.

Downer remains focused on developing solutions to reduce our energy consumption and greenhouse gas emissions, while at the same time increasing our cost competitiveness. For further information refer to Downer's Sustainability Report and Annual Report which include disclosures in response to the TCFD (Taskforce on Climate-related Financial Disclosure) recommendations.

Our ability to manage the impacts of our activities on the environment and communities in which we operate is fundamental to our long-term success. We will continue to cultivate robust environmental management systems and resource efficiency programs to sustain the natural and built environment for future generations.

Your open cut
mining solutions





Our approach

Our people

Our culture, attitude and diversity complement our bench strength to provide effective and efficient project teams.

We believe the culture and performance of a successful mining contractor begins with the values and ability of its management team. Downer's mining team is an experienced group, brought together from a broad range of mining operations in Australia and overseas as both contractor and mine owner.

We are highly motivated, proven team focused on safe and efficient operational performance and meeting the challenges associated with delivering projects on time and within budget.

This broad exposure has developed a sound in-house mining knowledge capable of dealing with the issues arising from mining in the most challenging of conditions.

We believe our people are our greatest asset and we are dedicated to investing in individual development and providing recognition, encouragement and direction through positive and active leadership.

Downer works to foster a diverse and inclusive workplace that facilitates opportunity and respect for all our employees. We are committed to developing a workforce comprising motivated employees from the widest pool of talent available. We are also committed to actively recruiting and developing employees from within the regions we work to cultivate a highly skilled and capable workforce that will provide long term benefits to the community.

Our diversity and inclusion strategy aims to enable an environment which embraces differences and delivers better outcomes through engaged, invested, creative and innovative employees.

Downer strives to be a preferred employer for women and has recently partnered with Work180, a global jobs network that supports working women, to further develop our female talent pipeline.

Another strategy is the recruitment and retention of Aboriginal and Torres Strait Islander people into our business. In 2018, Downer was awarded Best Company Indigenous employment and training initiative by the Queensland Resources Council for our work readiness program at Blackwater. The program is designed to work in collaboration with Blackwater Police-Citizens Youth Club (PCYC) and attract

Aboriginal and Torres Strait Islander candidates to complete a seven-week training program that prepares them for work in the mining industry.

These commitments are underpinned by our Diversity and Inclusiveness Policy, which is driven by the Downer Board and delivered by the Executive Leadership Team and Inclusion Committee.

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