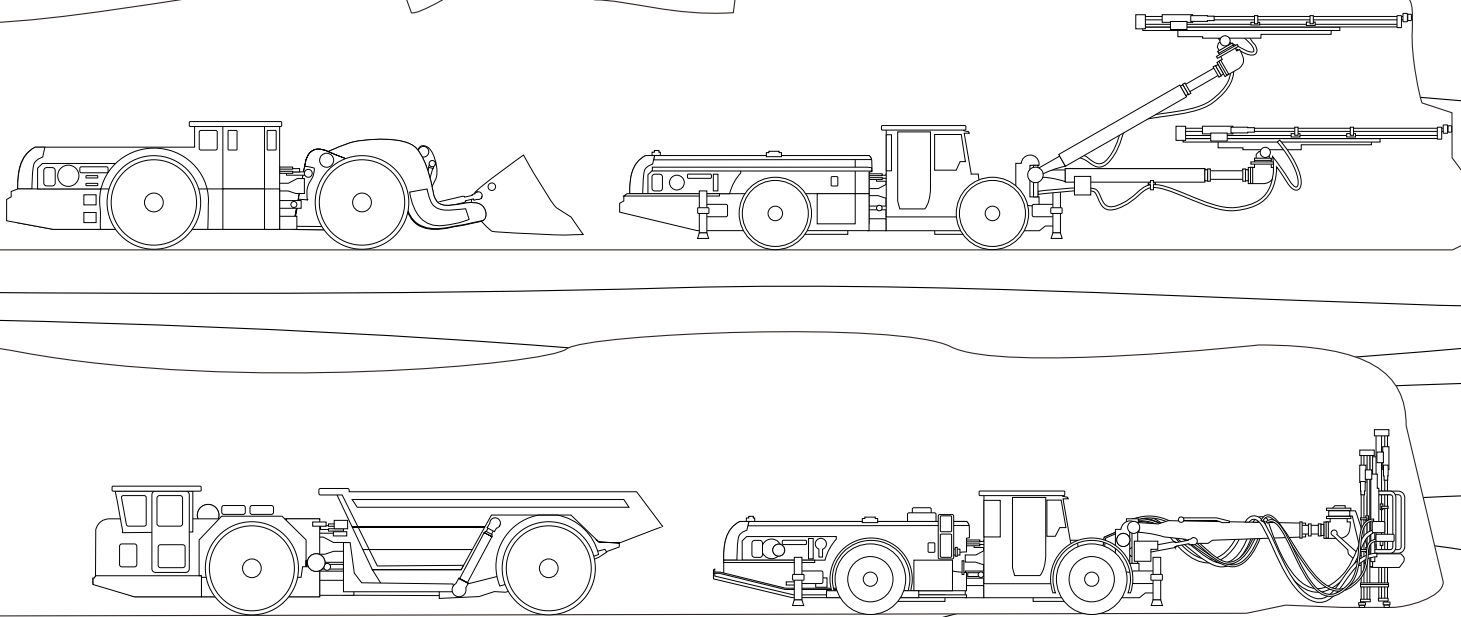


**Your underground mining solutions**

**Innovative solutions to  
help our customers extract  
the maximum value from  
their resource**



***“Downer is one of  
Australia’s leading  
diversified mining  
contractors.”***







## About us

Downer has been successfully delivering contract mining and civil projects to an impressive list of global customers for over 90 years.

Downer operates across more than 50 sites in Australia, Papua New Guinea and Africa. We support our coal and metalliferous mining customers at all stages of the mining lifecycle with a wide range of services.

We believe in what we say and what we do. This begins with trust created by an open and honest relationship.

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

While all values contribute to the success of the projects we operate, our relationship-based approach and willingness to work with our business partners has ensured the success of our customers' projects.

### Area of expertise – underground

- Decline and lateral development
- Production, bogging, both conventional and remote
- Production drilling and charging
- Shotcreting
- Mine management
- Engineering
- Design
- Cable bolting
- Exploration drilling
- Maintenance
- Electrical
- Depressurisation drilling.

#### Our Pillars

##### 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

# Underground mining

We have a highly skilled and experienced hard rock underground mining team that understands the unique nature of the industry. From existing brownfield projects to remote greenfield developments, we have the expertise and equipment to deliver all types of hard rock underground operations.

We work collaboratively with our customers to extract the maximum value from their resource by developing creative and innovative solutions to everyday issues.

Fundamental to this approach is building long-term, trusting relationships and offering flexibility in our contractual arrangements. We proudly offer our customers a range of delivery models, including alliance partnering, schedule of rates, cost-reimbursable, and fixed and variable contract styles.

## Extensive equipment inventory

Our state-of-the-art fleet includes:

- Sandvik jumbos and platinum drills
- Sandvik long hole production drills
- Sandvik cable bolters
- Sandvik trucks and loaders
- Normet Charmec chargers
- Normet shotcrete machines
- Normet underground agitator trucks
- Various ancillary items
- Atlas long hole production drills.

Our in-house maintenance support and asset management capabilities optimise our efficiency and overall performance.

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.

Underpinning these services are our strong relationships with Original Equipment Manufacturers (OEMs), which ensure we have access to the latest equipment and information, driving best-practice maintenance management.

## Map of operations







***“We work collaboratively  
with our customers to  
extract the maximum  
value from their resource  
by developing creative  
and innovative solutions  
to everyday issues.”***



***“Our team is  
highly skilled  
with extensive  
remote operations  
experience.”***

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# Technology and innovation

## Technology

We utilise industry-leading technology in feasibility and design to propose optimal solutions that increase productivity, improve safety outcomes and save time and money for our customers.

Our underground mining team is continuously seeking innovative and market-leading solutions to support each customer and their specific needs.

We have developed trusted and successful relationships with supply partners, which enables our team to deliver targeted outcomes and have access to best practice processes and technology from around the world.

Our technology offering includes:

- Tele-remote, semi-autonomous production drilling
- Semi-autonomous cave bogging
- JumboGuard (partnership with Yumarr Automation)
- Kaarta Stencil 3D handheld lidar scanner to assist surveying and mine engineering
- Deswik mining software
- Software platform, Neuroverse (offers real-time data collection and analytics)
- Latest ground support systems.

At Downer, we embrace technology and innovation and see it as a business imperative to continue to offer value to our customers.

Downer encourages all employees to innovate and has a formal rewards and recognition program in place to encourage all employees to strive to innovate and harness technology to continually improve the way we do things.

## Innovation

Thought leadership is one of the Pillars underpinning Downer's business. Our team is committed to driving innovation to bring continuous improvement to our processes, projects and customers.

Downer, in partnership with Yumarr Automation, has developed JumboGuard, an innovative solution addressing an industry-wide critical risk of entanglement.

JumboGuard provides a physical barrier to stop people from intentionally or unintentionally placing themselves in a position of potential entanglement and mitigates what was once considered one of the biggest hazards in underground mining.

This state-of-the-art boom isolation technology is the most sophisticated of its type currently on the market.

JumboGuard has now been commissioned and installed across all Downer's mining development drill fleets operating in Australia.



# Health, safety and environmental 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. It is about rethinking processes, continuously improving our management systems, applying lessons learnt and adopting and adapting practices which aim to achieve zero work-related injuries and unintentional harm to the environment.

Through embracing thought leadership, Downer's underground mining team are the first to partner with an external provider to assist in facilitating the Downer Enabling Safety Transformation Program. This program is designed to introduce the leadership team to behavioural safety thinking and explore how to best identify and implement Enabling Safety principles, tactics and practices that enhance Downer's operational safety, efficiency and productivity, and evolve these into appropriate and repeatable safety behaviours and culture.

This unique program integrates with existing systems, including:

- Senior management Visible Active Leadership process when visiting each project
- Critical Risk Engagement Tools
- Supervisor Capability Program
- Task Observation process
- Assessment Familiarisation process
- Safe Behavioural Observations
- Pre-Start and Toolbox meetings
- Trialling peer-on-peer behavioural observation tool for employees to use.

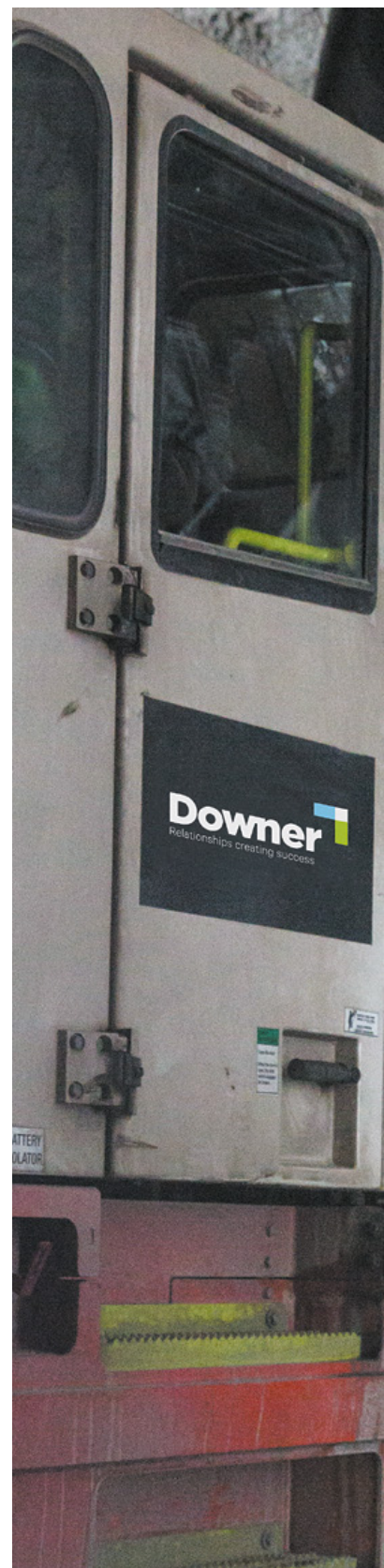
## Enabling Safety Transformation program

Downer is embarking on an Enabling Safety Transformation program. The program is a multi-staged approach to defining and empowering sites to embed behavioural safety cultures through all levels of site participation, which includes:

- Senior management undertaking a full-day Master Class – Enabling Safety
- Project management and supervision teams attending Safer Together workshops, followed by Enabling Safety workshops
- Leading Hands, Supervisors and employee delegates trained and coached in becoming effective safety leaders and coaches in their own right
- Employees and sub-contractors attending Safer Together workshops as part of their inductions.

The mantra of this project is that safety happens when work is well planned, resourced and delivered.

This will only happen if everyone, regardless of who they work for or the position held, works together in a way that builds trust, values people's expertise and encourages people to make the best decisions, drawing on a shared safety management system that is simple and easy to use.







At Downer, sustainability means not only being environmentally sustainable, but it also includes the safety of our people, sustainable growth, improving internal, supplier and customer relationships and ensuring we have a diverse and inclusive workforce.

Downer's sustainability strategy is shaped by our four Pillars; Safety, Delivery, Relationships and Thought Leadership. Our commitments to Environment and Sustainability are outlined in our Environmental Sustainability Policy.

We recognise that it is not possible to provide our diverse products and services without having some impacts on the environment. However we have sought to identify and respond to these through our management systems, risk management approach and materiality assessment to minimise harm and maximise value to our customers where possible.

We are committed to transitioning to a low carbon economy and pride ourselves on developing industry leading, environmentally sustainable solutions for our customers.

Downer is focused on developing solutions to reduce our energy consumption and greenhouse gas emissions associated with our operations and activities while at the same time increasing our cost competitiveness.

We will continue to cultivate robust environmental management systems and resource efficiency programs to sustain the natural and built environment for future generations.



***“We are a highly motivated, proven team focused on safe and efficient operational excellence and meeting the challenges associated with delivering projects on-time and within budget.”***







## 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 and exploration disciplines in Australia and overseas.

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

Our mining experience is drawn from senior management roles at various international and Australian operations as both contractor and owner-miner.

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

We believe that our ongoing commitment to learning about and understanding our customers' business drivers is a key differentiator.

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 available talent.

This commitment is underpinned by our Diversity and Inclusiveness Policy which is driven by the Executive Leadership Team and managed by a Diversity Committee.

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