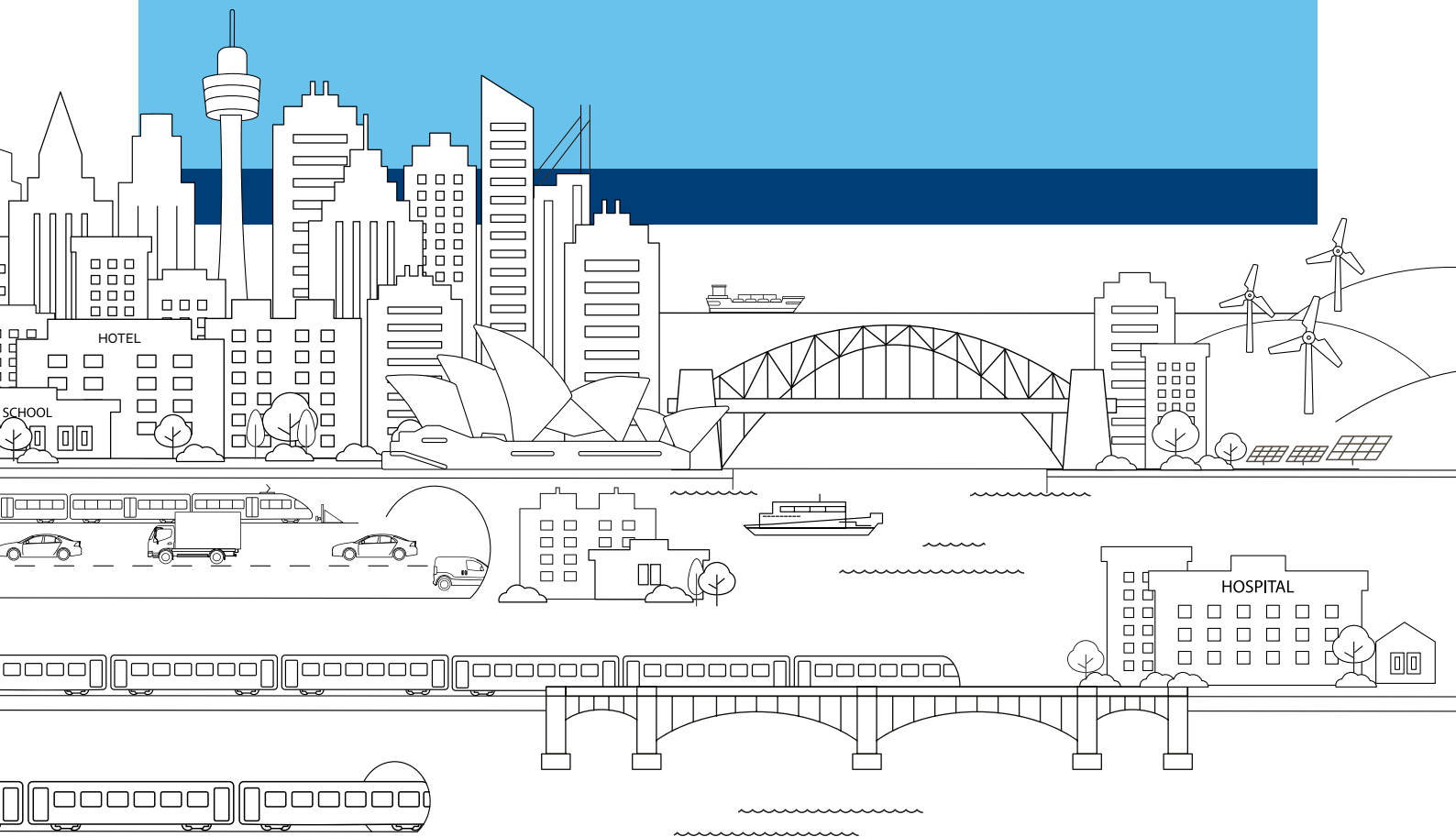


# Downer in New South Wales





**Downer employs more than 53,000 people**

**+53,000**

**across more than 300 sites**

**+300**

**primarily in Australia and New Zealand but also in  
the Asia-Pacific region, South America and Africa.**





# About us

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.

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

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). We are an ASX 100 company that also owns 88 per cent of Spotless Group Holdings Limited (SPO).

## Our expertise

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

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.

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

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

## 7,500

people employed by Downer across NSW

## \$2.8 billion

revenue generated by works undertaken in NSW by Downer in 2018

## 4,600km

roads managed and maintained in NSW by our DM Roads business

## 210 million

passenger journeys in NSW every year on trains delivered and maintained by Downer

## 8.4GW

energy produced by NSW power plants Downer maintains

## 3,000

NSW Government sites maintained – including schools, TAFE campuses, ambulance stations and fire stations

## 760MW

renewable energy generated by solar and wind farms built by Downer in NSW

## New South Wales

26

We partner with our customers to provide services across the State, including:

### Sydney trains

Downer has designed and delivered 102 Waratah trains in conjunction with CRRC Changchun, and the through-life-support is managed by Downer at the purpose-built Auburn Maintenance Centre. In February 2019 the NSW Government ordered another 17 Waratah Series 2 trains as part of the Sydney Growth Trains contract.

### Newcastle Transport

Downer completed construction of the light rail network infrastructure and our joint venture, Keolis Downer, operates Newcastle's integrated transport system including buses, ferries, light rail and interchanges.

### Parramatta Light Rail

Downer has been awarded the design and construct Infrastructure Works contract to build Stage 1 of the Parramatta Light Rail project in a 50:50 joint venture with CPB Contractors.

### Sydney International Convention, Exhibition and Entertainment Precinct

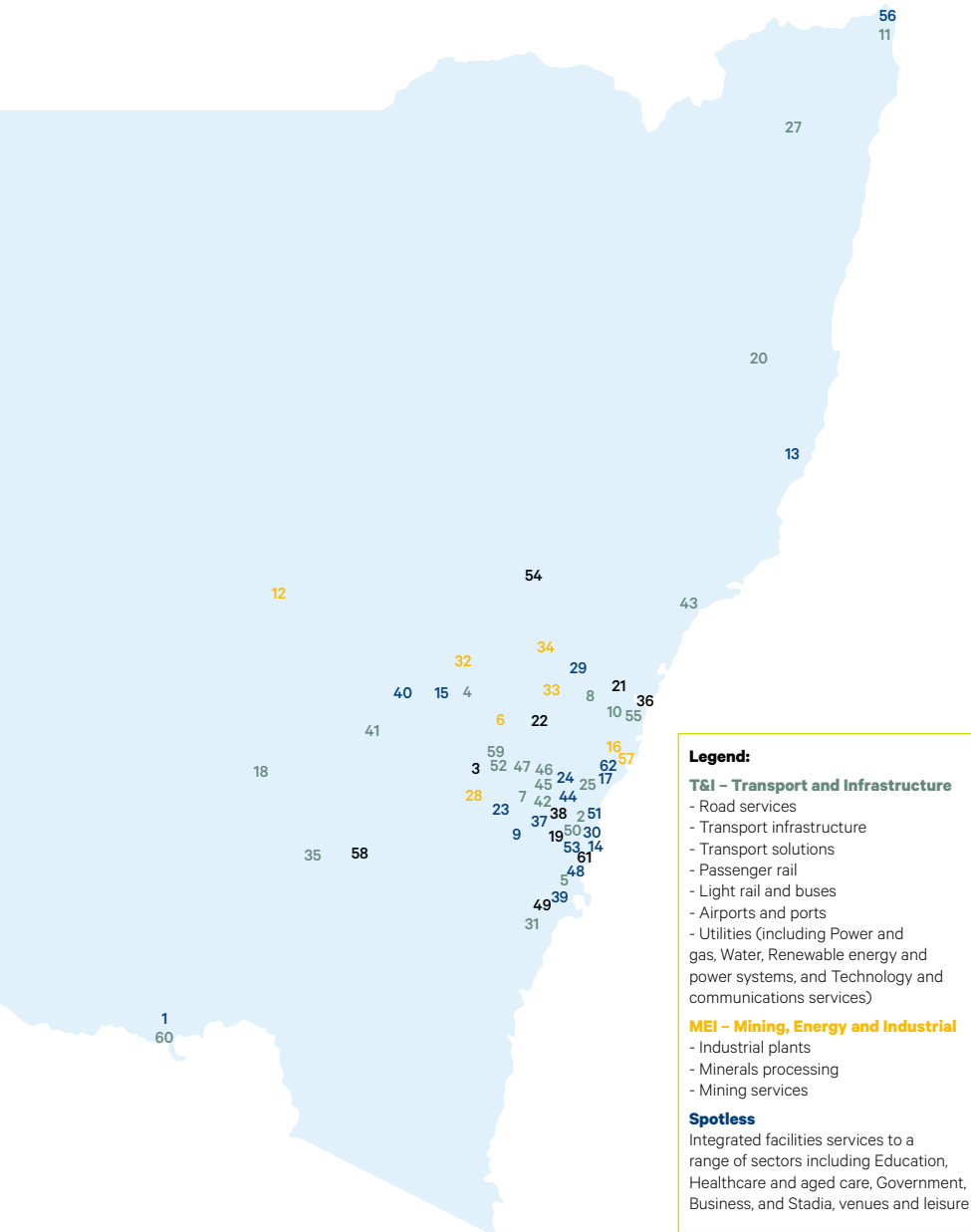
Spotless provides comprehensive facility management and asset management, including hard facility management services, repair and replacement, high level cleaning, grounds maintenance and horticulture, art conservation and utilities management.

### Regional hospitals

Spotless provides air-conditioning, mechanical and electrical services, asset maintenance and management, cleaning, laundry management, and security and electronic solutions to Orange Hospital, Bathurst Hospital and Tertiary Mental Health.

### Sydney roads maintenance

We deliver the 10-year North Sydney Performance Specified Maintenance Contract (PSMC) for Roads and Maritimes Services (RMS). This involves the long-term maintenance of road and roadside assets across 1,880 lane kilometres of motorways, arterial roads and national park access roads.



## Education

Spotless delivers integrated asset maintenance services to 638 NSW Department of Education and Training schools and 17 TAFE schools, manages a range of operational services at an additional 20 NSW schools and delivers cleaning services at University of Wollongong.

## Power stations

Downer provides essential maintenance and shutdown services to Australia's largest power station – Origin's Eraring power station – as well as Delta Electricity's Vales Point power station, AGL's Bayswater power station, EnergyAustralia's Mt Piper power station, and Origin Energy's Shoalhaven hydro power station.

## Power and gas networks

Downer provides a range of services to power and gas customers across the State, including retail, transmission and distribution asset owners.

Location	T&I	MEI	Spotless
1 Albury			■
2 Auburn	■		
3 Bathurst	■		■
4 Beryl	■		
5 Bomaderry	■		
6 Cadia Valley		■	
7 Camellia	■		
8 Cameron Park	■		
9 Campbelltown			■
10 Cardiff	■		
11 Chinderah	■		
12 Cobar		■	
13 Coffs Harbour			■
14 Cronulla			■
15 Dubbo			■
16 Eraring		■	
17 Erina			■
18 Forbes	■		
19 Gladesville	■	■	
20 Grafton	■		
21 Hexham	■	■	
22 Hunter Valley	■	■	
23 Katoomba			■
24 Kellyville			■
25 Lane Cove	■		
26 Limondale	■		
27 Lismore	■		■
28 Lithgow		■	
29 Maitland			■
30 Mascot			■
31 Mogo	■		
32 Mt Arthur		■	
33 Mt Thorley		■	
34 Muswellbrook		■	
35 Narrandera	■		
36 Newcastle	■	■	
37 North Rocks			■
38 North Ryde	■	■	
39 Nowra			■
40 Orange			■
41 Parkes	■		
42 Parramatta	■		
43 Port Macquarie	■		■
44 Rhodes			■
45 Rosehill	■		
46 Rydalmere	■		
47 Seven Hills	■		
48 Shellharbour			■
49 Shoalhaven		■	■
50 Silverwater	■		
51 Sydney CBD			■
52 St Marys	■		
53 Sutherland			■
54 Tamworth	■		■
55 Teralba	■		
56 Tweed Heads			■
57 Vales Point		■	
58 Wagga Wagga	■		■
59 Windsor	■		
60 Wodonga	■		
61 Wollongong		■	■
62 Woongarah			■

## Transport solutions

We deliver multi-disciplined infrastructure solutions and intelligent transport networks across both Australia and New Zealand for roads, rail and light rail customers.

We also supply, install and maintain a range of technology-based systems.

We have extensive capacity in the street lighting and ticketing machine sectors. Our focus on Smart Street Lighting has made us a market leader as we upgrade cities and towns.

We are also one of the largest maintainers of intelligent transport system assets across Australia and New Zealand.

### Key capabilities:

- Electronic signage
- Closed Circuit Television (CCTV)
- Traffic signals, including the use of Active Traffic Management Systems
- Street lights, including smart LED lighting and solar powered products
- Managed motorways
- Rail signalling and rail communication
- Ticketing machine installation and maintenance.

Downer has installed the majority of ticketing systems throughout Australia and maintains ticketing systems in Western Australia and the Australian Capital Territory.







## What we do

# Transport

Downer delivers multi-disciplined solutions to customers in the transport sector.

### Road services

Downer manages and maintains road networks across Australia and manufactures and supplies products and services to create safe, efficient and reliable journeys.

We offer one of the largest non-government owned road services businesses in Australia and New Zealand.

We create and deliver solutions to our customers' challenges through strategic asset management and a leading portfolio of products and services.

We are a leading manufacturer and supplier of bitumen-based products and an innovator in the sustainable asphalt industry and circular economy, using recycled products and environmentally sustainable methods to produce asphalt.

Our customers include road owners, such as state and local government authorities, and businesses operating in industries including waste collection and management, mining, construction, airports and motor racing tracks.

Our road network solutions are underpinned by industry-leading research, development and innovation, unique asset management tools and our commitment to safety, environment and sustainability through industry awarded Zero Harm programs.

### Transport infrastructure

Downer has a long history of delivering transport infrastructure projects under a variety of contracting models. Services include the design and construction of roads, bridges, light rail, heavy rail, signalling, track and station works and rail safety technology.

Our integrated capabilities enable intelligent transport solutions, road network management and maintenance, facility maintenance, utilities services and renewable energy technologies. We also have particular expertise delivering services within the constraints imposed by a live operating environment.

Projects include: Parramatta Light Rail, Adelaide City East End Tram Extension, High Capacity Metro Trains Project with the Victorian Government, Transport for NSW's Transport Access Program, the Otahuhu train terminal and bus station for Auckland Transport, Memorial Park Alliance delivering the Arras Tunnel & Pukeahu National War Memorial Park for the New Zealand Transport Agency, and Haywards Interchange upgrading integrating highway, cycleway, rail and bus connections.

#### Detritus Processing Facility, Rosehill

At Downer's Detritus Processing Facility in Rosehill, more than 21,000 tonnes of waste is diverted from landfill, separated, cleaned and sorted into valuable products and materials annually.

The state-of-the-art facility, which opened in June 2018, is unlike many other recycling plants. It can recycle several different types of materials and Downer has found use for those materials, including asphalt for roads that we build.

In August 2018, Downer built NSW's first-ever road using recycled soft plastics and glass. The section of the Old Princes Highway in Engadine used plastic from approximately 176,000 plastic bags and packaging, 55,000 glass bottle equivalents and toner from approximately 4,000 used printer cartridges.

## What we do

# Transport

Downer is Australia's leading provider of passenger rolling stock asset management services. We also deliver multi-modal transport solutions, including for light rail and buses.

### Passenger rail

Downer has over 100 years' rail experience and has expertise covering all sectors from rolling stock to infrastructure and in every project phase, from manufacturing to through-life-support and operations.

Downer's track record spans project management services, engineering design, systems engineering, supply chain engagement, systems integration, manufacturing, logistics, testing, commissioning, asset management, fleet maintenance, rail infrastructure design and construction, and through-life-support and operations.

Downer also offers ticketing, passenger information, wayfinding and other technology options, as well as rail security and safety solutions.

#### Sydney's fleet

The Waratah fleet is the pride of Sydney's network, delivering unprecedented reliability, availability, safety and comfort.

It is Australia's largest single order of rolling stock.

Downer designed and manufactured the initial order of 78 trains in conjunction with CRRC Changchun, and the through-life-support is managed by Downer at the purpose-built Auburn Maintenance Centre.

Downer has just delivered another 24 trains, taking the fleet to 102, and is upgrading the Mordale Maintenance Centre as part of the Sydney Growth Trains contract.

In February 2019 the NSW Government ordered another 17 Waratah Series 2 trains.

Downer also maintains 35 four-car Millennium trains sets that we designed, built and commissioned almost two decades ago.

### Light rail and buses

Through our joint venture, Keolis Downer, we are Australia's largest private provider of multi-modal public transport solutions. Keolis Downer is also the largest light rail operator in Australia and one of the nation's most significant bus operators.

It is the operator of the new integrated public transport system in Newcastle that includes buses, ferries and a new light rail.

It also operates and maintains Yarra Trams in Melbourne and Glink on the Gold Coast and has significant bus operations in Sydney, Western Australia, South Australia and Queensland.

Keolis Downer develops new forms of shared and customised mobility to answer the evolving needs of local communities, such as on demand transport and autonomous vehicles. For more information visit

[www.keolisdowner.com.au](http://www.keolisdowner.com.au)



### Airports and ports

We offer a comprehensive range of capabilities for airport customers including pavement construction, facilities maintenance and communications technologies, to open space and asset management.

We specialise in turnkey solutions for electrical and communications systems, for new or existing airport facilities, as well as whole-of-life asset services for critical infrastructure such as roads, rail lines, car parks and grounds which support airport sites.

Downer offers turnkey electrical and communications systems for the expansion or upgrade of port facilities as well as whole-of-life asset services for critical infrastructure such as roads, rail lines, car parks and grounds which support and connect port sites.

Our expertise also includes construction and maintenance of wharves and marine structures.







## Newcastle Transport

Downer delivered the Newcastle Light Rail project for Transport for NSW in February 2019.

Downer's Infrastructure Projects business was the managing contractor and completed construction of the rail network infrastructure.

Keolis Downer now operates Newcastle's integrated transport system including buses, ferries, light rail and interchanges, while the six Newcastle trams will be serviced and maintained at Downer's Cardiff Service Delivery Centre.





## Technology and communications services

We are a leading provider of end-to-end technology and communications service solutions and offer integrated civil construction, electrical, fibre, copper and radio network deployment capability.

### Key capabilities:

- Design, engineering and network construction of fixed and wireless networks
- Mobile deployment: site acquisition, environmental and design services
- Network operations and help desk outsourcing
- Network maintenance
- Warehousing and logistics
- Smart metering
- Smart home power and technology solutions
- Fleet management
- Network security
- Remedial works and proactive maintenance
- Customer connections, in-premises installations and service activations.

Our approach is centred on reducing the risk associated with disruption to asset operations and improving asset performance. Our quality delivery is managed and delivered through a widely distributed and substantial technical workforce, providing our clients with confidence when we deal directly with their customers. We listen, understand and partner with our customers to ensure all parties' expectations are exceeded.





## What we do

# Utilities

Downer offers a range of services for the utility sector, incorporating traditional power and gas, renewable energy and technological communications services.

### Power and gas

We offer a wide range of services including planning, designing, constructing, operating, maintaining, managing and decommissioning power and gas network assets. We design and construct steel lattice transmission towers, design and build substations, construct and maintain electricity and gas networks, provide asset inspection and monitoring services, connect tens of thousands of new power and gas customers each year and provide meter, energy and water efficiency services for government, utilities and corporations throughout Australia.

Our performance on the network is benchmarked at activity unit level, repeatedly demonstrable and assessed against continually improving key performance indicators. The collaborative and enduring relationships we have with our long-term customers is based on trust and integrity and continues to be validated through ongoing contract renewals.

### Water

We provide complete water lifecycle solutions for municipal and industrial water users.

Our expertise includes waste and waste water treatment and operations, pumping and water transfer, desalination and water re-use, and abstraction and dewatering.

We support our customers across the full asset lifecycle from the conceptual development of a project through to design, construction, commissioning and optimisation, providing complete water lifecycle solutions for municipal and industrial water users, including pipe bursting and civil maintenance. We also operate and maintain treatment, storage, pump station and network assets.

### Renewable energy and power systems

We are one of Australia's largest and most experienced providers in the renewable energy market and power system sectors, delivering services to customers requiring both utility and commercial scale sustainable energy solutions.

We offer trusted services and integrated solutions required for the entire asset lifecycle including procurement, assembly, design, construction, commissioning and maintenance for a range of renewable assets specifically in the wind, solar and power systems storage sectors including transmission and substations. We offer flexible services like innovative energy systems that include self-generation and storage, grid services such as frequency control ancillary services (FCAS), fast frequency response (FFR), grid stability and transmission terminal congestion solutions. Our expertise also includes consultancy services to customers that assist them to bridge the gap to achieve commercial viability.

Downer is a leader in renewable energy in Australia and has successfully delivered the Boco Rock Wind Farm and Taralga Wind Farm in NSW. Downer is also currently building Australia's largest solar farm in Limondale, southern NSW, and the Beryl Solar Farm in Central West NSW.



## What we do

# Integrated facilities services

Through Spotless we deliver tailored solutions for customers from a diverse range of industry sectors.

Whether it be providing critical security for patients and clinical staff at hospitals, preparing nutritious meals at schools, delivering the optimum air-conditioned climate at a stadium, maintaining public housing that accommodates tens of thousands of people, laundering uniforms for factory workers, or ensuring the elderly have clean rooms in an aged care residence, our Spotless team will take care of it.

Spotless is the largest integrated facilities management services provider in Australia and New Zealand. Our customers depend on us to provide essential services for the everyday running of their businesses. We deliver more than 100 integrated facilities services including:

- Air-conditioning, mechanical and electrical
- Asset maintenance and management
- Catering and hospitality
- Cleaning
- Facilities management
- Laundry management
- Security and electronic solutions
- Utility support.

## Proven long term partner

With around 15 Public Private Partnership (PPP) projects across the healthcare, education, defence and leisure sectors, we are known for our value for money approach and innovative management of an asset's lifecycle.

Our experienced team focuses on our customers' needs, develops innovations that make a difference, and operates with a mindset to take care of valued assets for the long term.

Key partnerships include the Sydney International Convention, Exhibition and Entertainment Centre and Department of Defence, ACT.

## Education

We create world-class learning environments with leading private and public schools and tertiary institutions. Our integrated services include catering, fixing the building assets, maintaining grounds and gardens, conserving energy with air-conditioning and lighting solutions, and ensuring a secure environment.

**NSW Department of Education and Training:** Integrated asset maintenance services to 638 NSW Department of Education and Training schools and 17 TAFE schools.

## Healthcare and aged care

Spotless has a 40-year history of supporting the daily operations of hospitals across Australia and New Zealand. As a trusted partner we deliver care associated services that create a safe environment for hospital staff, patients and their guests.

As healthcare providers we support hospitals and senior living facilities. Every year Spotless delivers more than 3.5 million hours of non-clinical support services to over 200 healthcare facilities.

**Pinnacle Health Care, NSW**  
Air-conditioning, mechanical and electrical services, asset maintenance and management, cleaning, laundry management, and security and electronic solutions to Orange Hospital, Bathurst Hospital and Tertiary Mental Health.

## Government

Spotless provides property and facilities management services to government departments, agencies and authorities at the federal, state and municipal level.

**Land and Housing Corporation, NSW**  
Maintain over 24,000 properties, including capital, restoration and heritage works and facilities management.

## Business

We offer innovative solutions for workplaces and manufacturing facilities to help them run well. Spotless manages solutions for employee wellbeing, workplace efficiency and sustainable facility management.

Key customers include Coca-Cola Amatil (hard and soft facilities maintenance) and Bluescope Steel (integrated services including facilities management, cleaning, catering and laundry services).

## Stadia, venues & leisure

We create great experiences to ensure the comfort and satisfaction of fans, patrons and guests. With over 14 venues across Australia and New Zealand, we manage small meetings to large gala events.

For example, we provide a multi-service offering to the Melbourne Cricket Ground including catering, facility management and refrigeration and air-conditioning maintenance.

**Taronga Zoo, Sydney**  
Catering and hospitality services.





## What we do



## Oil and gas

We plan, build, maintain and operate both onshore and offshore oil and gas facilities for our customers that supply clean energy to Asia.

With over 50 years' experience, our key capabilities cover the full range of construction, maintenance, turnaround and shutdown, and sustaining capital projects and commissioning services.

### Key capabilities:

- Electrical instrumentation and controls
- Structural and mechanical piping
- Lagging and cladding
- Insulation and coatings
- Scaffold erection
- Facilities maintenance
- Project management, scheduling and resourcing
- Technical writing and workpack development
- Heavy lift studies
- Specialist sub contract management.

***“Our experience in delivering services to oil and gas customers across the region ensures that we understand what’s important to their success.”***



## Industrial plants

Downer provides operation, maintenance, turnaround, shutdown and sustaining capital programs for industrial operations across Australia.

We operate across industries including LNG, CSG, petrochemical and refining, bulk materials handling and processing, coal, iron ore, minerals and metals, and power generation.

Our industrial maintenance services include: planning, integration and support with engineering; and electrical and instrumentation corrosion, insulation and scaffold erection, commissioning, operations and decommissioning.

We have the geographic capacity to support onshore and offshore assets, with experienced and competent support people that have the ability to execute long term serviced-based contracts.

### Eraring power station

Since 2018, Downer has been the lead contractor for maintenance services at Origin Energy's Eraring power station, which is Australia's largest baseload power station.

Downer's scope of work includes the provision of maintenance and supplementary services across all units at the station.

The contract has allowed Eraring to move from directly engaging multiple contractors to partnering with Downer who self-perform most works and manage a small number of selected specialist contractors.



## What we do



## Minerals processing

Downer provides solutions for minerals processing and separation to customers in Australia, New Zealand, India, Canada, The Americas and South Africa.

Working with customers in mining operations for over 75 years, Downer helps our customers extract the maximum value from their mineral asset through engineering and process design. We are the world leaders in mineral separation and mineral processing solutions, as well as spiral technology. We deliver innovative, cost effective process solutions for iron ore, mineral sands, silica sands, coal, chromite, gold, tin, tungsten, tantalum and a wide range of other fine materials.

From metallurgical test work through to plant design, equipment supply and commissioning, we provide customers with the confidence to achieve their best project profitability, and are known for our innovative and outcome focused approach.

We also deliver solutions for customers across all stages of the project lifecycle from initial concept, prefeasibility and feasibility studies, to Coal Handling and Preparation Plant (CHPP) design and Engineering, Procurement and Construction (EPC) management delivery.

We provide strategic consulting services, working with our customers to optimise financial returns and maintain efficient operations for their projects.

***“Whether investing in a new project or optimising an existing plant, there are many hurdles to overcome including investment, licensing, infrastructure, recovery of minerals and marketing the product. When major investors see that we are working on a project there is a heightened level of confidence that it is well underway.”***

## What we do



## Mining services

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

Downer services coal and metalliferous mining customers at all stages of the mining lifecycle, specialising in both surface and underground mining. We operate across more than 50 sites in Australia, Papua New Guinea and Africa.

### Key capabilities:

- Resource definition, exploration drilling and mine feasibility studies
- Open cut mining services to Australian coal, iron ore and gold
- Underground mining services to Australian, Papua New Guinea and South African copper and gold
- Drilling, explosives manufacture and supply, blasting and crushing
- Mine closure and rehabilitation.

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

### CSA mine, Cobar

Since 2015, Downer has provided a range of mining services for Cobar Management at the CSA underground copper mine in Cobar, Central Western NSW.

Downer’s scope of works includes mechanised decline and lateral development mining and haulage, with the provision of ground support services including shotcrete and cable bolting.

In August 2018, Downer signed a new three-year contract with Cobar Management, which is a wholly-owned subsidiary of global diversified natural resource company, Glencore plc.

## What we do



## Defence

Downer provides a full suite of services to Defence, National Security and Critical Infrastructure sectors and Government.

We are proud to provide a full suite of professional and delivery services to assist the Commonwealth of Australia, the Australian Defence Force and other government agencies achieve their objective of protecting Australia's national interests.

As a point of difference, our capabilities span the whole defence capability lifecycle.

"Above the Line" services include:

- Capability strategy, development and management including program and project management
- ICT strategy, architecture and management
- Systems engineering and integration including integrated logistics support
- Fully integrated security and crisis management operations including physical, personnel and cyber security
- Emerging technology solutions including artificial intelligence, machine learning and geospatial intelligence.

We also work "Below the Line" in:

- Base infrastructure design and construction
- Project and construction management
- Asset and facilities management
- Materiel logistics
- Reliability, availability and maintainability.

To deliver "Above the Line" services, we have over 400 highly skilled, technical and security cleared subject matter experts.

For estate infrastructure and maintenance, we rely on the organic capabilities across Downer and our subsidiary Spotless, including management, integration and coordination.

Through Spotless, we also provide services to the defence sector including: management, integration and coordination; cleaning and housekeeping; estate upkeep; land management; laundry and dry cleaning; pest and vermin control and treatment; reprographic; sport and recreation; training area and range and; transport and air operations.

Having supported Defence for almost 80 years across a range of capability acquisition, advisory, sustainment and estate upkeep, the Department of Defence is one of Downer Group's longest standing clients.

**CASG Major Service Provider – Team Downer**  
Team Downer is one of four CASG Major Service Providers (MSP) delivering Integrated Work Packages (IWP) in support of Critical Systems Branch (within Joint Systems Division), Maritime Systems Division and the Attack Class Submarine Program.



## Our approach



## Community support

Downer is committed to supporting the success of the communities in which we operate, by fostering and maintaining enduring relationships built upon trust.

We have a commitment to open and transparent communication and recognise our responsibility to contribute positively to society.

In addition to providing local employment opportunities, Downer is focused on making a difference through partnerships, sponsorships and donations.

### Key initiatives supported include:

- Jawun - a not-for-profit organisation which works with corporate, government and philanthropic partners to offer skills and resources to Indigenous communities
- Wall of Hands - the Australian National Literacy & Numeracy Foundation's initiative dedicated to raising language, literacy, and numeracy standards in Australia
- Great Barrier Reef Foundation
- 2019 Rugby League World Cup 9s
- Sunshine Coast Lightning netball team
- Genesis Youth Trust
- Wandering Warriors
- Maori Leadership Program for employees.

### Reconciliation Action Plan

In Australia, Downer is committed to following Reconciliation Australia's Reconciliation Action Plan (RAP) framework, which provides a structure for organisations to realise their vision for reconciliation. Commitments contained in our current and future RAPs will focus on promoting cultural awareness through employee engagement initiatives and building relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

***“We fully recognise the significant and lasting socio-economic benefits our presence in the community can bring and we honour the responsibility that comes with that.”***

## Our approach



# 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, rethinking processes, continuously improving our management systems, applying lessons learnt, and adopting 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. 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, and the international environmental 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 audits to ensure that effective controls are maintained and opportunities for continuous improvement are identified.

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

To Downer, sustainability means not only being environmentally sustainable, 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.

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.



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