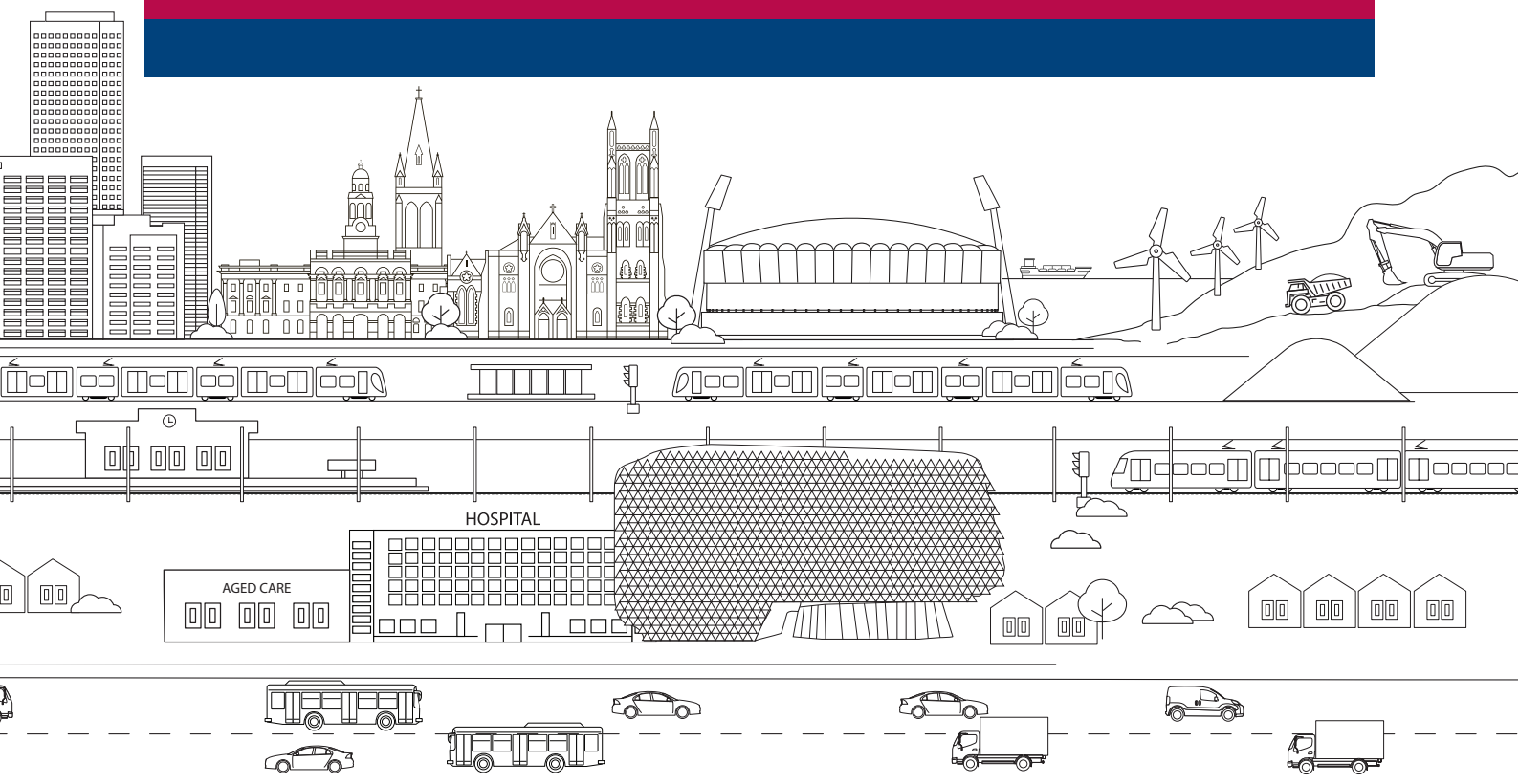


Downer in South Australia







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:

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

Downer in South Australia

3,600

people employed by Downer across South Australia

\$959 million

revenue generated by works undertaken in South Australia by Downer in 2019

23,000+

meals prepared at hospitals and aged care facilities by our South Australian Spotless teams each week

20,000

households are able to connect to the nbn via infrastructure installed by Downer

354 MW

wind farm capacity provided by Downer in South Australia

8,500 km

roads and associated assets managed and maintained in South Australia by our DM Roads business

14 million

bus passenger journeys in South Australia each year delivered by our Keolis Downer joint venture

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

New Royal Adelaide Hospital

Spotless is the Facility Manager for the New Royal Adelaide Hospital, one of the most technologically advanced hospitals in Australia. Around 700 staff deliver 15 essential services to support the hospital around the clock. This includes meals, linen services, security, HVAC, cleaning and orderly services.

Adelaide City East End Tram Extension

Downer constructed the one-kilometre extension of the tram line along North Terrace, from King William Street to East Terrace, and an extension along King William Road on behalf of the South Australian Government as part of the revitalisation program for Adelaide's public transport system.

Adelaide Town Hall and South Australian Museum

Since 2014 Spotless' EPICURE brand has provided catering, sales and event management to the Adelaide Town Hall. Since 2011 it has also provided catering and event management services to premium events hosted at the South Australian Museum.

SA Schools PPP

As part of the Pinnacle Consortium, Spotless has delivered the construction of six new 'super' schools. Now our work involves streamlining the operations and maintenance of the schools.

South Australian roads maintenance

DM Roads is the trusted provider for the management of three rural sealed road networks in South Australia for the Department of Planning, Transport and Infrastructure. Our services include asset management, routine and planned maintenance, and minor works projects to create safe, efficient and reliable journeys for road users.

Southlink and LinkSA

Through Southlink and LinkSA, Downer's joint venture, Keolis Downer, plays a key role in South Australia's vibrant tourism industry, operating transport services for events such as the Day on the Green, servicing the growing cruise ship market out of Adelaide, and moving fans to and from the Adelaide Oval for sporting and cultural events.

Utilities services

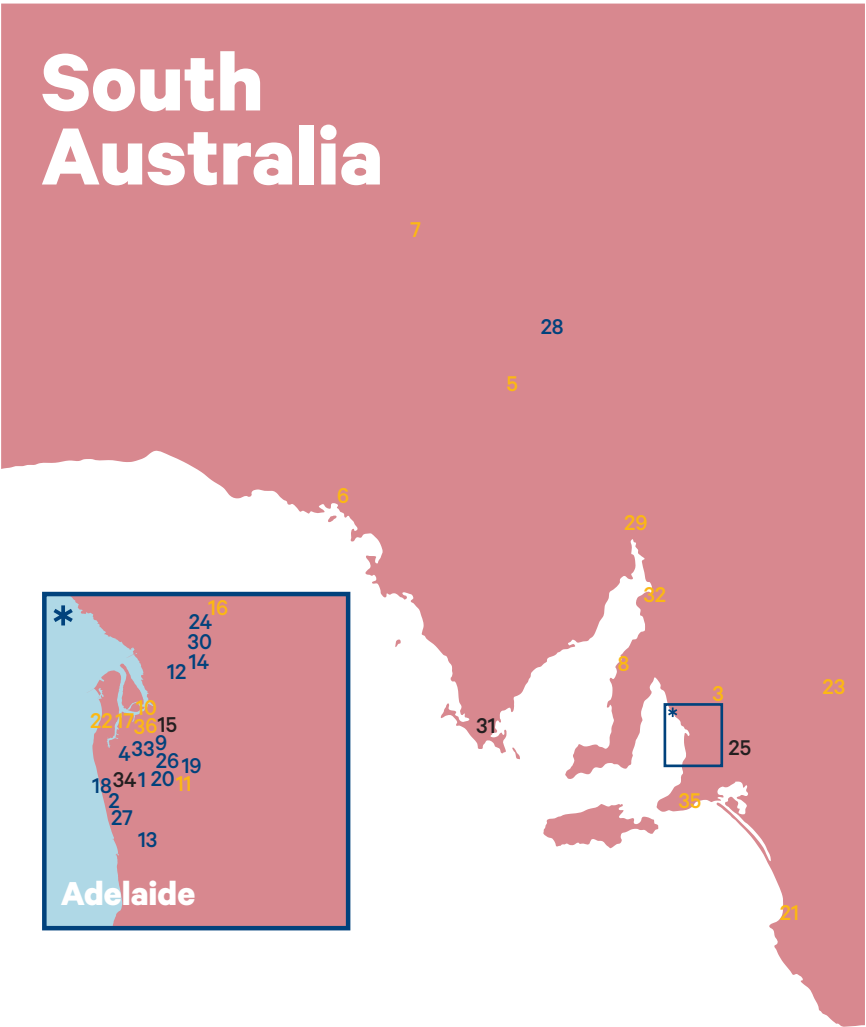
Downer provides a range of services to gas and communications customers across the State, including private and public owners for retail, distribution, capital works, gas mains renewal and construction and preventative and reactive maintenance of assets. Downer has also installed the infrastructure to enable over 20,000 households to connect to the nbn.

Mineral Technologies

From our facility in Adelaide, Downer's Mineral Technologies business is one of several multi-disciplined engineering teams located in key locations worldwide. The local team delivers design services for mineral processing plants of varying scale, from modular-size to large-scale, for our customers around the country and in other parts of the world.

Carrapateena

Downer provides engineering, procurement and construction (EPC) services and mining services at OZ Minerals' Carrapateena copper and gold mine.



Location		Australian Operations	Spotless
1	Adelaide		■
2	Adelaide Airport		■
3	Barossa Valley	■	
4	Beverley		■
5	Carrapateena	■	
6	Ceduna	■	
7	Cooper Pedy	■	
8	Copper Coast	■	
9	Dudley Park		■
10	Dry Creek	■	
11	Dulwich	■	
12	Edinburgh		■
13	Edwardstown		■
14	Elizabeth		■
15	Gepps Cross	■	■
16	Gawler	■	
17	Gillman	■	
18	Henley Beach		■
19	Inner North		■
20	Inner West		■
21	Kingston SE	■	
22	Largs Bay	■	
23	Loxton	■	
24	Munno Para West		■
25	Murray Bridge	■	■
26	North Adelaide		■
27	Novar Gardens		■
28	Olympic Dam		■
29	Port Augusta	■	
30	Playford North		■
31	Port Lincoln	■	■
32	Port Pirie	■	
33	Regency Park		■
34	Underdale	■	■
35	Victor Harbour	■	
36	Wingfield	■	

Legend:

Australian Operations

- Road services
- Rollingstock services
- Utilities
- Asset services
- Engineering and Construction
- Mining
- Defence

Spotless

Integrated facilities services to a range of sectors including Education, Healthcare and aged care, Government, Business, and Stadia, venues and leisure

Transport solutions

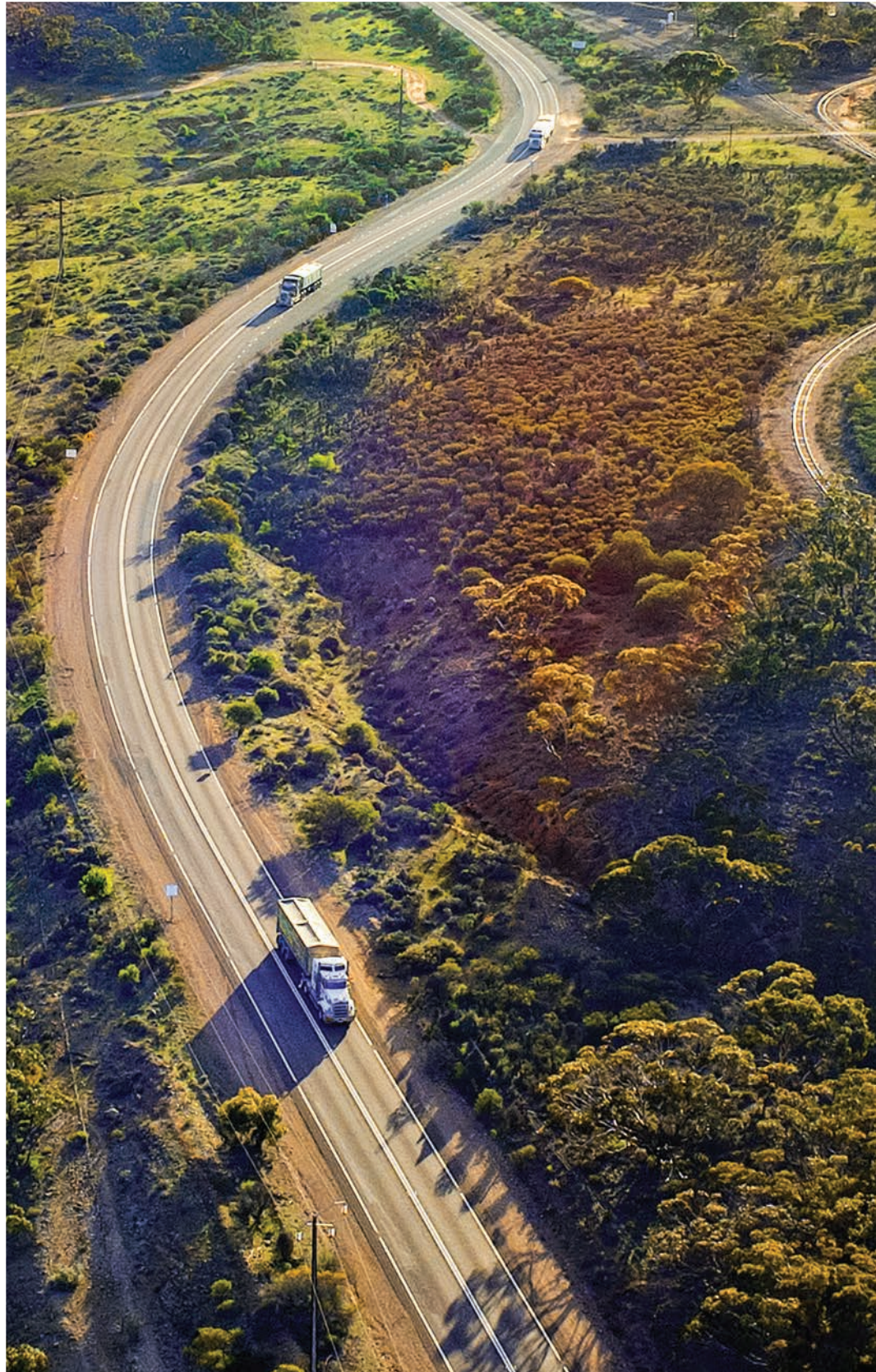
We deliver multi-disciplined infrastructure solutions and intelligent transport networks across both Australia and New Zealand for roads, rail and light rail customers. We also supply, install and maintain a range of technology-based systems.

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.



What we do

Transport

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 light rail, heavy rail, signalling, track and station works, rail safety technology, bridges and roads.

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.

Key projects include: Parramatta Light Rail (Stage 1), Newcastle Light Rail, Adelaide City East End Tram Extension, High Capacity Metro Trains Project with the Victorian Government, Rio Rail Maintenance, Transport for NSW's Transport Access Program, Auckland City Rail Link Project, the rail and road rebuild for the North Canterbury Transport Infrastructure Rebuild, Christchurch Southern Motorway Stage 2 and State Highway 2 to 58, and Haywards Interchange.

Department of Planning, Transport and Infrastructure

The DM Roads business works collaboratively with the Department of Planning, Transport and Infrastructure (DPTI) across three rural sealed road networks in South Australia. These long-term contracts involve asset management, routine and planned maintenance and minor works projects on 8,500 kilometres of state roads.

DM Roads applies a holistic and innovative approach to maintenance management, improving the planning and delivery of road maintenance to return value to DPTI and communities. It also provides services to more than 15 local government customers.

Sustainable road network solutions

Downer operates the most technologically advanced asphalt plant in South Australia at our flexible pavement products manufacturing hub in Wingfield. The plant is one of the latest High Recycling Technology Series mixing plants, capable of producing a wide range of sustainable asphalt products. Our pavement solutions use recycled materials including soft plastics, glass, toner, crumb rubber and reclaimed asphalt pavement.

In February 2019, Downer constructed Australia's first-ever road made completely from recycled materials for the City of Adelaide. The 100 per cent recycled road on Chatham Street is made up of reclaimed asphalt pavement from nearby city streets and recycled vegetable oil from local suppliers.

The asphalt was produced at Wingfield, demonstrating how councils can repurpose local materials into new streams of use and reduce carbon emissions with a lower mixing temperature. Just as importantly, this 100 per cent recycled asphalt product is more than 25 per cent stronger than standard asphalt and better able to resist deformation over time.

Adelaide City East End Tram Extension

Downer constructed the one-kilometre extension of the tram line along North Terrace, from King William Street to East Terrace, and an extension along King William Road on behalf of the South Australian Government as part of the revitalisation program for Adelaide's public transport system.

Level crossing upgrades

On behalf of the Australian Rail Track Corporation, Downer has undertaken a significant number of level crossing upgrades, re-rail projects and associated infrastructure works in South Australia.

What we do

Transport

Downer is Australia's leading provider of passenger rollingstock 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 providing end-to-end, innovative transport solutions.

We are a leading provider of rollingstock asset management services in Australia, with expertise in delivering whole-of-life asset management support.

Our capability spans all sectors, from rollingstock to infrastructure, and every project phase, from design and manufacture to through-life support, fleet maintenance, operations and comprehensive overhaul of assets.

We set industry best practice with forward-looking technology solutions like our TrainDNA data analytics platform to deliver safe, efficient and reliable services.

Southlink

Keolis Downer operates Southlink, three of the six metropolitan bus regions in Adelaide. It also enjoys the top three on-time performance results for those six regions and consistently exceeds all of its contractual KPIs. In keeping with the broader network design expertise of Keolis Downer, Southlink has reworked bus timetables to encourage interchange onto the rail network at Gawler. This ensures a quicker trip for customers and a more efficient use of the state's transport assets.

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 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.

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

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



LinkSA

LinkSA is operated by Keolis Downer and provides route, school and commercial services in some of the most picturesque regions of South Australia, including the Barossa Valley and on the Murray Bridge to the Adelaide corridor. With a strong community connection, Keolis Downer's LinkSA operators are also entrepreneurial and have adapted taxi fleet technology to create Dial-a-Ride, an on-call bus service. These services ensure that people can remain connected within their community while delivering value for money to the State.





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.



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-premise 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 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 KPI's. 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

Downer is dedicated to delivering complete water lifecycle solutions for municipal and industrial water users.

Our expertise includes water treatment, wastewater treatment, water and wastewater networks construction and rehabilitation, desalination and biosolids treatment.

As a leading provider of asset management services, we support our customers across the full asset lifecycle; from conceptual development through to design, construction, commissioning and into operations and maintenance.

We collaborate with our customers to manage their assets, so they create community benefits that are sustainable, innovative, cost-effective and provide value to all stakeholders.

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 such as 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.

APA

Downer provides a range of services to APA, including maintenance and support services for the Northern Area, coating fault repairs and mains renewal projects.

We also provide 24/7 leakage response services for APA in northern Adelaide.

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.

SA Schools PPP

As part of the Pinnacle Consortium, Spotless has delivered the construction of six new 'super' schools. Our work now involves streamlining the operations and maintenance of the 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.

New Royal Adelaide Hospital

Spotless is the Facility Manager for the New Royal Adelaide Hospital, one of the most technologically advanced hospitals in Australia. Around 700 staff deliver 15 essential services to support the hospital around the clock. This includes meals, linen services, security, HVAC, cleaning and orderly services.

Government

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

SA Government

In 2014, Spotless was awarded the South Australian Department of Planning, Transport and Infrastructure facilities management contract, following a successful re-tender. The contract covers the Central and North regions, and includes the day-to-day and preventative maintenance of approximately 1,600 sites — including public hospitals, correctional facilities, schools and CBD buildings — spanning 30 government departments.

Stadia, venues and 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.

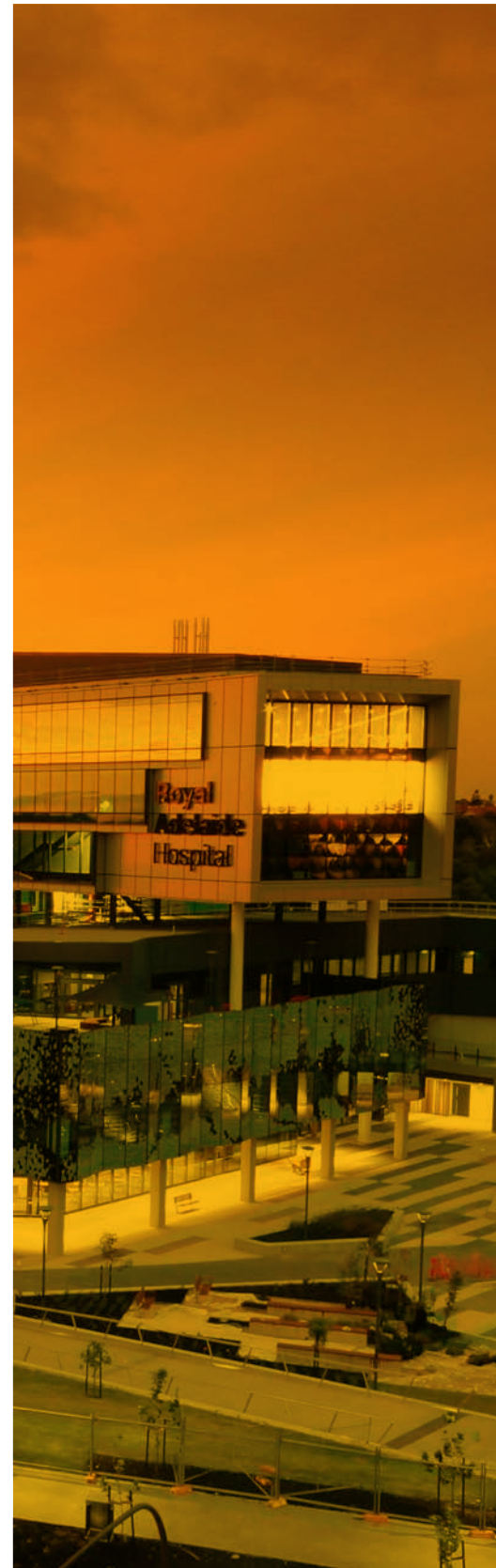
Adelaide Town Hall and South Australian Museum

Since 2014 Spotless' EPICURE brand has provided catering, sales and event management to the Adelaide Town Hall. Since 2011 it has also provided catering and event management services to premium events hosted at the South Australian Museum.





New Royal Adelaide Hospital



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/shutdown/outage delivery, sustaining capital program delivery and commissioning services.

Key capabilities:

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

Construction services

With over 50 years' experience delivering construction services for customers in the oil and gas sector, Downer has developed proven operational capabilities and an extensive resource base that enables our teams to successfully deliver construction services for customers operating major hazard facilities in any location across the Asia-Pacific region.



Power generation and industrial

Downer is the leading provider of original equipment manufacturer (OEM) maintenance and shutdown services essential in running Australia's power stations, servicing customers that supply 80 per cent of the National Electricity Market (NEM).

We provide maintenance, turnaround, shutdown and sustaining capital programs for power generation and industrial operations across Australia and operate across industries including petrochemical and refining, bulk materials handling and processing, coal, iron ore, minerals and metals and power generation.

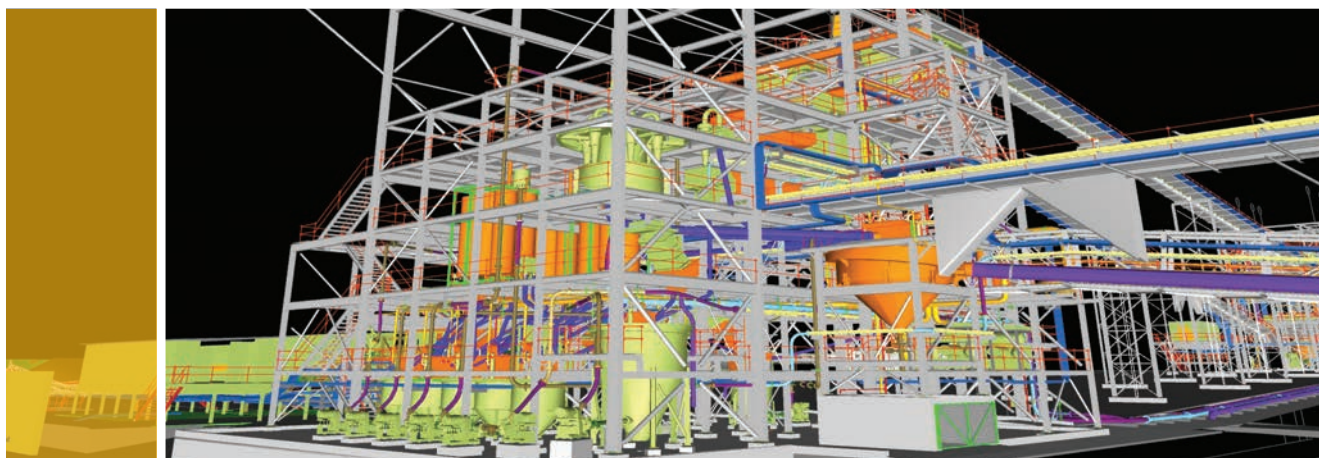
Our services include scoping, planning, integration and support with engineering; and electrical and instrumentation, insulation and scaffold erection, commissioning and decommissioning.

Downer is also OEM specialists in the design, supply, construction, maintenance and overhaul of boilers, turbines and generating plants.

Downer Mitsubishi Hitachi (DMH)

In 2018, Downer acquired the remaining 73 per cent of shares in MHPS-ANZ Plant Services from the Japanese-owned Mitsubishi Hitachi Power Systems and adopted the new trading name DMH Plant Services. As part of the share purchase agreement, Downer and MHPS entered into an Alliance Agreement which provides Downer with the exclusive rights to be the agent for MHPS in the Australia and New Zealand regions. DMH offers an extensive and unique service suite to the power generation and industrial markets including engineering, maintenance, shutdown and project services, OEM support and spare parts sales across Australia and New Zealand.

What we do



Minerals processing and metals

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. Our Mineral Technologies business is the world leader 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.

Through our QCC business, 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.

Mineral Technologies

Downer's Mineral Technologies facility in Adelaide is one of several multi-disciplined engineering teams located in key locations worldwide. The local team delivers design services for mineral processing plants of varying scale, from modular-size to large-scale, for our customers around the country and in other parts of the world.

Recent projects include the design for an upgrade and refurbishment program for an industrial minerals plant in the Murray Basin, the design for a wet mineral sands plant in the Middle East, and a new wet concentrator plant in Africa.

The local team also delivers engineering services to support Downer in delivering major mineral processing projects for customers in the region. Key disciplines include process, mechanical, structural and electrical engineering.



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.

Carrapateena

Downer provides engineering, procurement and construction (EPC) services and mining services at OZ Minerals' Carrapateena copper and gold mine.

What we do



Defence

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

Downer, together with Spotless, is one of the only integrated services companies that has a whole of Defence Capability Life Cycle offering and mindset. Our Sovereign Industry Capability delivers to the needs of Defence, national security organisations, the major Primes and other government agencies.

As an ADM Top 10 Defence Contractor, we are a proven and trusted long-term partner, committed to diversity and inclusiveness and to growing Australia's Defence industry with the participation of small to medium enterprises.

Downer's service lines support the entire military capability lifecycle.

Professional and managed services

We specialise in the introduction of complex systems and security-sensitive capabilities and have established ourselves as a major contributor to the modernisation of land, maritime, air and joint communications and information systems across the Australian Defence Force and other government agencies.

With hundreds of security-cleared resources, we leverage the depth and breadth of Downer's experience to provide solutions for Defence and National Security customers.

Project delivery

We execute highly complex projects across Land, Sea, Air, Cyber, Space and Key Enabler domains. Acting as either a Prime contractor, subcontractor or joint venture partner, we have successfully delivered projects for various parts of the Defence industry including E&IG, CASG, and CIOG.

Through-life sustainment

Maximising economies of scale, our OEM and platform-agnostic through-life sustainment capabilities cover managed services and engineering, maintenance, supply, training and operating support.

Estate upkeep

Through Spotless, we provide a full range of services to operate and maintain a diverse portfolio of Defence estates and facilities. These services include asset management and engineering, maintenance, land management and operational services.

In Australia, Spotless provides these services to Defence through the Estate Maintenance and Operations Services (EMOS) Contract encompassing 170 Defence bases and installations in the Queensland and Southern New South Wales Defence Regions. We also have a Public Private Partnership arrangement

managing the Headquarters Joint Operations Command in the Australian Capital Territory.

In New Zealand we provide facility management services to the New Zealand Defence Force in the Manawatu and Southern Region.

Digital

We deliver internet of things (IoT), advanced analytics, application development, mixed reality and artificial intelligence solutions. One of the ways we deliver this is through Downer's cloud-based platform Neuroverse, which is revolutionising the way companies extract value from their data to drive new insights and business models.

The digital team is available to create end-to-end technology solutions to help deliver operational intelligence and value to our customers.

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 Navy Army Aviation Acquisition Project Office (within Helicopter Systems Division).

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:

Corporate social responsibility

- **Wall of Hands** – proud supporter of the Australian Literacy & Numeracy Foundation's (ALNF) annual fundraising initiative since 2013. The ALNF works with Indigenous communities and is dedicated to raising language, literacy and numeracy standards in Australia
- **Role Models and Leaders Australia and Clontarf Foundation** – Spotless supports programs in Western Australia to develop and empower young Aboriginal men and women through sport, leadership, education and employment
- **Wandering Warriors** – supporting the Australian Special Air Service Association to provide mentoring, education, coaching and employment opportunities to veterans through their transition from military to civilian life

- **Genesis Youth Trust** – for over a decade, we have supported the Trust which works to reduce the levels of youth-offending in New Zealand's most affected communities
- **Te Ara Whanake** – working alongside Te Puni Kōkiri, Downer's Māori leadership program is designed to enhance Māori representation at all levels of leadership in our business and in the communities in which we work
- **Alannah and Madeline Foundation** – Spotless funds eSmart Digital Licences for 2,200 students across 44 public schools in states we have a Public Private Partnership. The eSmart program focuses on teaching school-aged children how to play, learn and socialise online in a safe, smart and responsible way and prevent bullying and cyber bullying.

Sporting

- **Sunshine Coast Lightning netball team** – Principal Partner since 2017
- **Downer New Zealand Masters Games** – 2019 naming rights sponsor for the New Zealand Masters Games, held in Whanganui

- **2019 Rugby League World Cup 9s** – naming rights sponsor for the inaugural tournament in October. This continues our support for rugby league, having been naming rights sponsor of the NRL Auckland Nines in 2016 and 2017, as well as the World Club Challenge in 2018
- **Williamstown Football Club** – ground sponsor and community partner to enhance the contribution to the Hobson's Bay community through local sporting clubs, schools, community groups and charities.

Commercial partnerships

- **Waanyi Downer Joint Venture** – the first equitable 50:50 mining services joint venture formed between a corporation and a local Aboriginal community-based organisation
- **Bama Services** – partnering with this leading Indigenous business on a range of initiatives to develop the skills, capability and experience in the local Aboriginal and Torres Strait Islander workforce.

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 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.

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.

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