

Downer in Western Australia



Downer in
Western Australia



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:

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 Western Australia

6,100

people employed by Downer across Western Australia

\$2.1 billion

revenue generated by works undertaken in Western Australia by Downer in 2018

50,000+

earthmover tyre changes annually

1.89 GW

of power generated from power plants serviced by Downer

100 million+

passenger journeys on our A and B-Series trains and operated buses every year

7,300 km

roads managed and maintained by our DM Roads business

9,200

mineral processing starts, distributors and launders manufactured by our Mineral Technologies business

70+

health and aged care facilities have linen managed by Spotless

45.5 million

tonnes of mining material moved (bulk cubic metres) in FY19

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

Power generation

Downer provides asset services solutions to Synergy's Muja and Mungara power stations (which have a combined output of 1,206 MW), Alcoa's Kwinana, Pinjarra and Wagerup power stations (combined output of 267.5 MW) and Bluewaters Power's Bluewaters power station (416 MW).

Bus operations

Through our joint venture, Keolis Downer, we have been operating bus networks in the State since 1996 and now operate over 25 per cent of the metropolitan bus network with over 400 buses.

Transperth B-Series trains

A joint venture between Downer and Bombardier Transportation delivered 78 three-car B-Series trains for the Transperth network. The trains were designed and built entirely in Australia and will be maintained, along with the A-Series trains, until 2026.

Western Australian roads maintenance

DM Roads is the trusted provider for the Perth Metropolitan Network Contract and Goldfields-Esperance Rural Network Contract to Main Roads Western Australia. Our services include routine and periodic maintenance, longitudinal line marking and minor capital works projects on the State road network, including national highways in these regions.

Tyre management

Our Otraco business delivers complete mine tyre management and 24-hour support for our customers. With tyres being one of the most significant costs for mining operations, our on-site teams help increase productivity while reducing the total cost of tyre ownership.

Utilities services

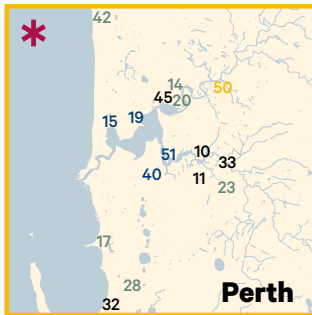
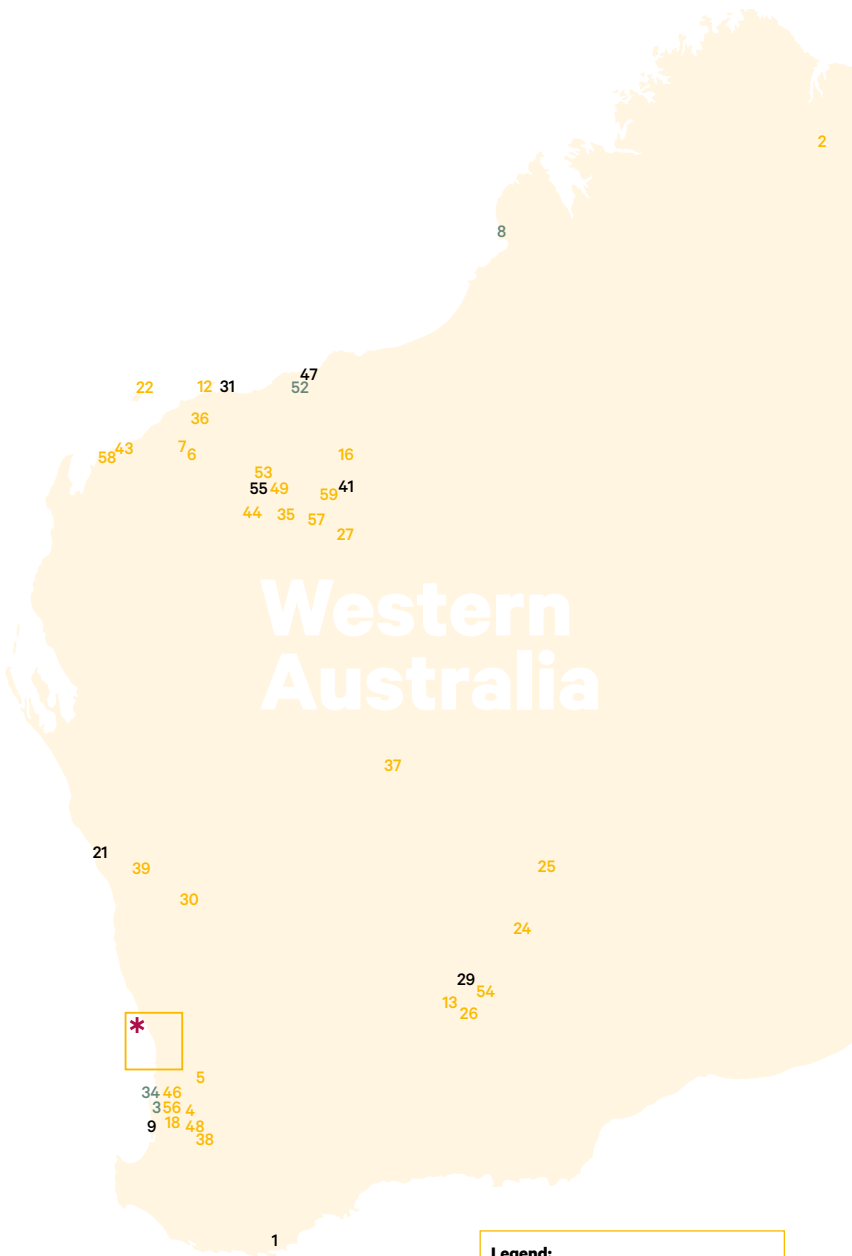
Downer provides a range of services to power, gas, water and communications customers across the State, including private and public owners for retail, transmission, distribution, capital works, preventative and reactive maintenance of assets.

Schools

Spotless delivers the integrated facilities management for eight schools in Western Australia. The Public Private Partnership (PPP) project designs and builds the schools based on ecologically sustainable design principles, with a particular emphasis on reducing energy consumption. The four primary and four secondary schools will also be maintained for 25 years by Spotless. Cleaning, waste, sanitary and carpark sweeping services are also provided to The University of Western Australia's 10 sites and facilities across the State.

WA Housing Authority

Spotless provides maintenance works and services to approximately 22,000 social housing properties managed by The Housing Authority of Western Australia in the north metropolitan and south eastern regions of Perth. This is an award-winning contract, with a FM Innovation Award for water conservation in 2018, and recognition for sustainability and environmental impact, occupant safety and wellbeing, and work safety at the FM Industry Awards.



Legend:

T&I – Transport and Infrastructure

- Road services
- Transport infrastructure
- Transport solutions
- Passenger rail
- Light rail and buses
- Airports and ports
- Utilities (including power and gas, water, renewable energy and power systems, and technology and communications services)

MEI – Mining, Energy and Industrial

- Power generation and industrial
- Minerals processing
- Mining services
- Oil and gas

Spotless

Integrated facilities services to a range of sectors including education, healthcare and aged care, government, business, and stadia, venues and leisure

Location		T&I	MEI	Spotless
1	Albany	■		■
2	Argyle mine		■	
3	Binningup	■		
4	Bluewaters power station		■	
5	Boddington mine		■	
6	Brockman 2 Nammuldi mine		■	
7	Brockman 4 Silvergrass mine		■	
8	Broome	■		
9	Bunbury	■	■	
10	Cannington	■	■	
11	Canning Vale	■	■	
12	Cape Preston mine		■	
13	Cave Rocks mine		■	
14	Claisebrook	■		
15	Claremont			■
16	Cloudbreak mine		■	
17	Cockburn	■		
18	Collie		■	
19	Crawley			■
20	East Perth	■		
21	Geraldton	■		■
22	Gorgon facility		■	
23	Gosnells	■		
24	Granny Smith mine		■	
25	Gruyere mine		■	
26	Hamlet mine		■	
27	Hope Downs 1 and 4 mines		■	
28	Hope Valley	■		
29	Kalgoorlie	■	■	■
30	Karara mine		■	
31	Karratha	■	■	
32	Kwinana (and power station)	■	■	
33	Maddington	■	■	
34	Mandurah	■		
35	Marandoo mine		■	
36	Mesa A and Mesa J mines		■	
37	Mt Keith mine		■	
38	Muja power station		■	
39	Mungarra power station		■	
40	Murdoch			■
41	Newman	■	■	■
42	Nowergup	■		
43	Onslow		■	
44	Paraburdoo mine		■	
45	Perth	■	■	■
46	Pinjarra power station		■	
47	Port Hedland	■	■	
48	Premier mine		■	
49	Queens mine		■	
50	Redcliffe		■	
51	Salter Point			■
52	Solomon mine		■	
53	South Hedland	■		
54	St Ives mine		■	
55	Tom Price (and mine)	■	■	
56	Wagerup power station		■	
57	West Angelas mine		■	
58	Wheatstone facility		■	
59	Yandicoogina mine		■	

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

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 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.

Perth Metropolitan and Goldfields-Esperance roads maintenance

DM Roads works collaboratively with Main Roads Western Australia on the Perth Metropolitan Network Contract and Goldfields-Esperance Rural Network Contract. These long-term contracts involve the delivery of routine maintenance, planned maintenance and minor capital works projects on the regions' 7,300 kilometres of state roads.

DM Roads applies a holistic and innovative approach to maintenance, improving the planning and delivery to return value to Main Roads Western Australia and the community. Our bespoke maintenance programs maximise the safety, efficiency and reliability of road infrastructure assets to meet road users' needs in Western Australia.

Arc Infrastructure Roelands Bridges Replacement Project

Downer managed and delivered this project, which included the replacement of two rail bridge structures between Coalfields Highway and Russell Road, as well as other track maintenance and works on nearby level crossings, during a 110 hour track outage. The complex project required the coordination between numerous service providers and regulatory authorities and was completed 21 hours ahead of schedule.

Rio Tinto rail renewal

Downer is a preferred supplier for Rio Tinto delivering rail renewal services. This includes full track maintenance and renewal services for over 1,000 kilometres of Rio Tinto's network, as well as providing scope to deliver additional services such as flashbutt weld commissioning and track surfacing support. A target of 35 per cent local content has been set within the first five years of the contract, including partnerships with local businesses to develop a Pilbara rail workshop facility as well as the delivery of rail training to improve the skills and capability of local suppliers.

This work is in addition to other services for Rio Tinto Iron Ore, including tyre management and track construction.

Next Generation Technologies

Through our subsidiary, Next Generation Technologies, Downer has installed the majority of ticketing systems throughout Australia and maintains the integrated Smartcard ticketing system in Western Australia and the MyWay Smartcard in the Australian Capital Territory.

Recognised by industry, our electronic ticketing solutions have won prestigious awards including the 2014 Smart Infrastructure Project Award from Infrastructure Partnerships Australia for the delivery of the Sydney Opal Card and the 2008 Voice/Data Large Project Award from the National Electrical and Communications Association for our delivery of the 'Smartrider' project in Western Australia.



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 providing end-to-end, innovative transport solutions.

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

Our capability spans all sectors, from rolling stock 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.

Transperth B-Series trains

Our joint venture (JV) with Bombardier Transportation (known as EDI Rail Bombardier Transportation Pty Ltd) delivered 78 three-car B-Series trains for the Transperth network.

The trains were designed and built in Australia, and the JV also holds the maintenance contract for Transperth's A and B-Series trains until 2026.

The JV in Perth employs over 130 people across three sites including Nowergup, which manages the maintenance of the entire B-Series fleet.

The B-Series trains boost the capacity of Western Australia's commuter network, providing a comfortable and reliable transport solution for over 60 million commuters who use the rail system every year.

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



WA bus services

Through our joint venture, Keolis Downer, we have been operating bus networks in the state since 1996 and now operate over 25 per cent of the metropolitan bus network with over 400 buses. Services include the Transperth Kalamunda and Morley contract areas, the Circle Route North service to Perth's north-eastern suburbs, and the school bus service to Bullsbrook, the Upper Swan and Mundaring. We also operate school buses across Western Australia, from Albany to Bunbury to Perth.

Keolis Downer WA was the first ISO 55001 certified bus company in Australia in 2018.





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.

Through Spotless we have provided cleaning and related services for the Public Transport Authority of Western Australia since 1997. The contract covers trains, train and bus stations and depots.

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.

Power and Gas – Western Power

On behalf of Wester Power, Spotless uses its non-invasive, patented BRFDTM (Band-plate ReinForced Design) Pole Reinstatement System to safely and reliably replace damaged or decayed electricity poles. Made solely in Australia, the award-winning, high-quality galvanised steel system extends the life of compromised poles by at least 20 years.



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

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.

UrbanGrid Australia

Downer company, UrbanGrid Australia, supports Western Australia's essential gas energy, water and communications networks. UrbanGrid covers all aspects of the gas distribution network for ATCO. Its 'main to flame' solutions cover transmission, distribution and supply work for new and replacement projects as well as ongoing asset management. UrbanGrid replaces and installs 24 kilometres of gas mains, 15,000 gas meters and 75,000 water meters annually.



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.

WA schools PPP

Spotless delivers integrated facilities management for eight schools in Western Australia. The estimated \$370 million PPP project designs and builds the schools based on ecologically sustainable design principles, with an emphasis on reducing energy consumption. The four primary and four secondary schools will also be maintained for 25 years by Spotless.

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.

Catering and linen services

Our team supply clean linen to over 70 health and aged care sites, predominantly in Perth, and also provide catering to aged care facilities servicing around 240 beds.

Government

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

WA Housing Authority

Spotless provides maintenance works and services to approximately 22,000 social housing properties managed by The Housing Authority of Western Australia in the north metropolitan and south eastern regions of Perth.

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.

Perth Convention and Exhibition Centre (PCEC)

Spotless manages all events and functions at the PCEC, ensuring the venue remains a major destination for national and international events. The PCEC holds an average of 100 events every month, for which Spotless provides all soft services - such as catering, cleaning, linen, security and portering services - as well as hard services - including furniture sourcing, grounds and garden maintenance, fire services, capital works, utilities and waste management.





Perth Convention and Exhibition Centre

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.

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

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.

Chevron

Since 2018, Downer has been delivering the brownfield sustaining capital works and facilities maintenance on Chevron's Wheatstone and Gorgon facilities.

Downer has provided services to the majority of LNG and hydrocarbon projects constructed in Australia including the Chevron-operated Wheatstone and Gorgon facilities; the ExxonMobil project in Victoria and upstream LNG field services in Queensland for Santos and Origin Energy.

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. 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 and Roy Hill innovation funding

In 2019, Downer's Mineral Technologies business, alongside our customer Roy Hill, was awarded \$1 million in funding (matched by funding provided by Roy Hill) for an automation project at the Roy Hill iron ore beneficiation plant in Western Australia. The funding was provided by the METS (Mining, Equipment, Technology and Services) Ignited Project Funds which supports, encourages and funds sector-wide collaboration. The METS Ignited Project Funds is a \$15.6 million, four-year initiative with funding provided by the Australian Government as part of the Growth Centre initiative.



What we do

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.



BHP

Downer provides asset services solutions including general maintenance services at BHP's Western Australia Iron Ore (WAIO) operations in Port Hedland, creating 400 jobs in the region.

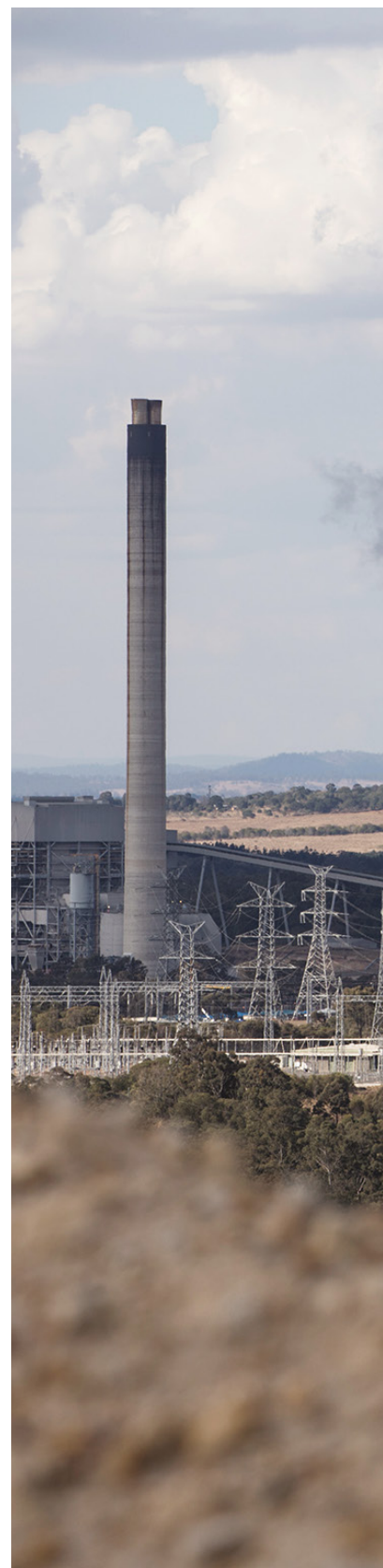
Otraco

Otraco is Downer's tyre management business. Otraco has more than 30 tyre management service contracts in Australia, New Zealand, South America and Southern Africa. Customers include Rio Tinto, BHP, Anglo American, Evolution Mining, Glencore (South Africa) Debswana, Codelco, BMA Coal, Newcrest, Newmont, Minara Resources and Yancoal.



Asset services

Downer provides asset services solutions to Synergy's Muja and Mungara power stations (which have a combined output of 1,206 MW), Alcoa's Kwinana, Pinjarra and Wagerup power stations (combined output of 267.5 MW) and Bluewaters Power's Bluewaters power station (416 MW).







Downer is one of Australia's leading
diversified mining contractors



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 has been providing mining services to Karara Mining Ltd at its Karara mine since the magnetite operation commenced production in February 2012. Downer also provides mining services at the Gruyere gold project in Laverton for joint venture partners Gold Road Resources Ltd and Gold Fields Ltd, CITIC Pacific's Sino Iron project at Cape Preston and Fortescue Metals Group's Solomon Hub open-cut iron ore mine.

Downer Blasting Services

Downer Blasting Services (DBS) is one of the largest blasting service providers in the Australian mining industry.

DBS has delivered innovative blasting solutions to various projects across Australia, with an extensive fleet of Mobile Processing Units (MPUs), four state-of-the-art emulsion-manufacturing facilities and a 250-strong workforce.

With the capacity and licensing to produce, store and transport emulsion, DBS is able to combine overseas equipment technology with Australian innovation to develop specialised products to meet specific requirements.



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.

Based out of our Stirling Street office in Perth, 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



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.

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, supporting 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.

Roy Hill Foundation

Downer is a proud foundation partner of the Roy Hill Community Foundation, a non-profit organisation focused on building lasting and sustainable changes in the Pilbara region for local communities. The Foundation is a partnership which includes Roy Hill contractors, Traditional Owner groups, business partners and suppliers working together to make a lasting difference in the Pilbara. Downer has supported the Foundation since 2014 when we commenced operations at the Roy Hill Iron Ore Project.



Supply Nation

Downer is proud to be a member of Supply Nation, Australia's largest national directory of verified Aboriginal and Torres Strait Islander businesses.

Building capability and supporting Indigenous businesses for our supply chain is an integral part of Downer's vision for reconciliation. We continue to work with Supply Nation to increase the number of their certified suppliers that can meet the requirements of Downer's diverse portfolio of work. This includes reporting Downer's supply chain spend with Indigenous businesses across Australia to measure performance and provide continued participation opportunities. This not only supports the Indigenous businesses, but also enables the employment of Aboriginal and Torres Strait Islander people.

In addition to our Supply Nation membership, Downer is working to prequalify and support other Indigenous businesses that are not members of Supply Nation. This extends to companies that may not have been previously engaged in our traditional business operations to include suppliers such as retail, food supply, merchandise, training and other business services.

Otraco's Indigenous trainees

Downer's tyre maintenance business, Otraco, has welcomed four Aboriginal trainees from the Matera Foundation to participate in a Tyre Fitter Traineeship program (Certificate II in Automotive, Mechanical – Tyre Fitting).

The trainees were placed in residential positions in Kalgoorlie, Western Australia, as part of Otraco's contract extension with Kalgoorlie Consolidated Gold Mines.

All trainees completed a six-week program at the Otraco Training Facility in Maddington, showed impressive development through the program and subsequently received their qualifications and associated certification. These trainees are working at Downer operational sites in Western Australia.

Otraco also recently selected an additional four Aboriginal trainees through the Matera Foundation. The foundation offers personal development programs that are designed and delivered by people who have forged successful careers across a range of industries. The program provides work ready training and development and, importantly, a link to potential employers following successful completion.

Traditional Owner engagement

In 2018, Downer commenced as the Primary Mining contractor for the Gruyere Gold project in the Western Australia goldfields. The project is situated on the traditional land of the Yilka peoples. In collaboration with the mine owner, Downer commenced engagement with Yilka in the very early stages of the contract term. Prior to mining activities commencing Downer facilitated workshops for Yilka peoples interested in project business participation opportunities. Some of the positive outcomes gained from this early, continuous and transparent engagement include four Cosmo Newberry Yilka businesses securing subcontracts with Downer at the mine, exceeding the established Aboriginal employment target at the project, with 10 per cent Aboriginal employees, including one Yilka apprentice and two Yilka trainees, and a Cultural Awareness training program for Downer employees delivered by a 100 per cent Yilka-owned business.

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