

# Downer Group



Enabling communities  
to thrive





# Acknowledgment of Country

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the traditional and continuing custodians across Australia. We acknowledge and pay respect to Aboriginal and Torres Strait Islander Elders past, present, and future in maintaining their culture, their country, and spiritual connection to the land.








# Downer Whakataukī

Tuituia ngātahi mātou ki te mana o te whanau, te manaaki, te kairangatira me te ngākau pono, tuituia. Hei korowai tikanga tuku iho mō tatou. O rite ki ngā rākau nui i tupu ai i te wao nui o Tāne ko te kauri i whakawhiwhi haumaru, ko te rimu i whakawhiwhi taonga, ko te totara i whakawhiwhi whanaungatanga, ko te kahikatea i whakawhiwhi whakaaro matakite. Ngā pou e whā i aumangea ai i te whakataukī – mā te whanaungatanga ka angitu. Hui ē! Tāiki ē!

Weaving us together as one are family and relationships, care and respect, excellence and integrity as our cloak of values. Like the great trees growing in the forest of Tane is the Kauri which connects us to Safety, the Rimu which connects us to Delivery, the Totara which connects us to Relationships and the Kahikatea which connects us to Thought Leadership. These are our four pillars upon which we build “Relationships creating success”. United and ready to move forward!



This design is gifted to Downer by an alumni of its Te Ara Whanake initiative, to celebrate Matariki and Downer's commitment to inclusivity and acceptance.



# The Downer difference







160+ years  
of Downer





# Downer today

Powered by engineering excellence, Downer is the leading provider of infrastructure and maintenance solutions in Australasia.

We are committed to building strong relationships with our customers, people and communities. Together, we enable communities to thrive.



**26,000+**  
employees



**700+**  
locations



**\$11.7**  
billion  
revenue  
in FY2024

A network of

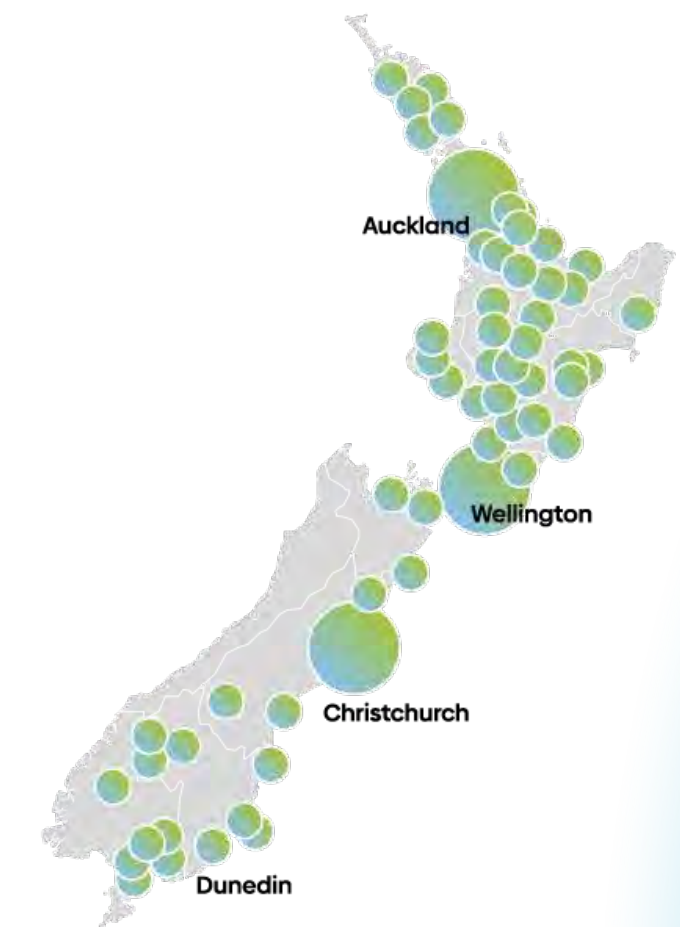
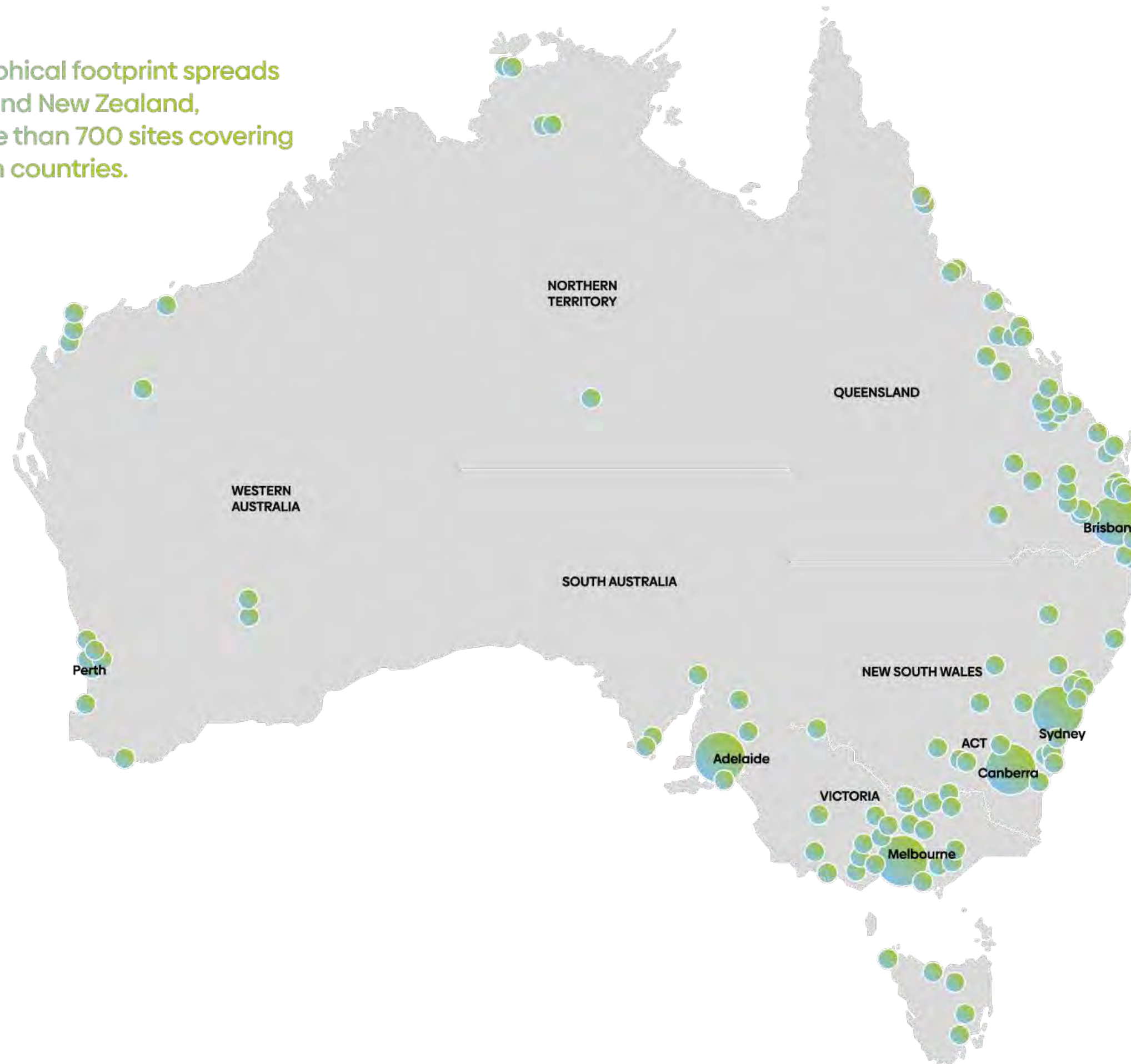


**25,000**  
suppliers and  
subcontractor  
partners



## Significant size and scale

Downer's geographical footprint spreads across Australia and New Zealand, operating at more than 700 sites covering all corners of both countries.







# Our Purpose: Enabling communities to thrive.

**Enabling** — We collaborate to solve problems and deliver high-performance results.

**Communities** — Our people, partners, customers, shareholders and local communities across Australia and New Zealand.

**To thrive** — Greater liveability, wellbeing, productivity, and prosperity.



# Our Promise:

Our customers' success is our success.

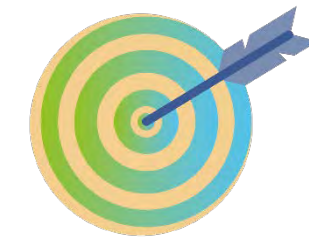
**It's our promise, and our operating philosophy.**  
Our people are highly skilled and solve complex problems to deliver critical, economic enabling infrastructure for our customers and maintain vital assets that enable communities to thrive.

# Our Pillars:



## Safety & Sustainability

Safety is our first priority. Zero Harm for our people, communities and environment is embedded in our culture. We will leave a positive legacy for future generations.



## Delivery

We build trust by delivering on our promises with excellence while focusing on sustainability, value for money and efficiency.



## Relationships

We collaborate to build and sustain enduring relationships with our customers, our people and our communities 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.



# What we do



Downer’s four sector-lead trans-Tasman Business Units have significant scale, capability and experience. These businesses leverage the significant technical and management capability of our people across Australia and New Zealand to enable better customer solutions.



## Transport & Infrastructure

Integrated transport network and infrastructure delivery services



FY24 Revenue **\$4.1 billion**



People\* - **6,604**



In New Zealand - **4,543**



## Energy & Utilities

Services and solutions that connect communities to essential networks and infrastructure.



FY24 Revenue **\$3.3 billion**



People\* - **8,574**



In New Zealand - **1,857**



## Social Infrastructure & Citizen Services

Management and operations of buildings and facilities



FY24 Revenue **\$2.3 billion**



People\* - **8,669**



In New Zealand - **1,580**



## Rail & Transit Systems

Rollingstock asset management services



FY24 Revenue **\$2.0 billion**



People\* - **1,602**

\* As of 31 December 2024





# Transport & Infrastructure



Transport & Infrastructure AU



Transport & Infrastructure NZ



Hawkins NZ

**As one of Australasia's leading transport and infrastructure partners, Downer delivers, manages, and maintains transport networks, and also provides civil and commercial construction in New Zealand and the Pacific Islands.**

We are an integrated trans-Tasman team with a leading portfolio of products and services. By sharing our capabilities and insights across our regions, we achieve the best technical solutions for our customers' challenges and for our communities.

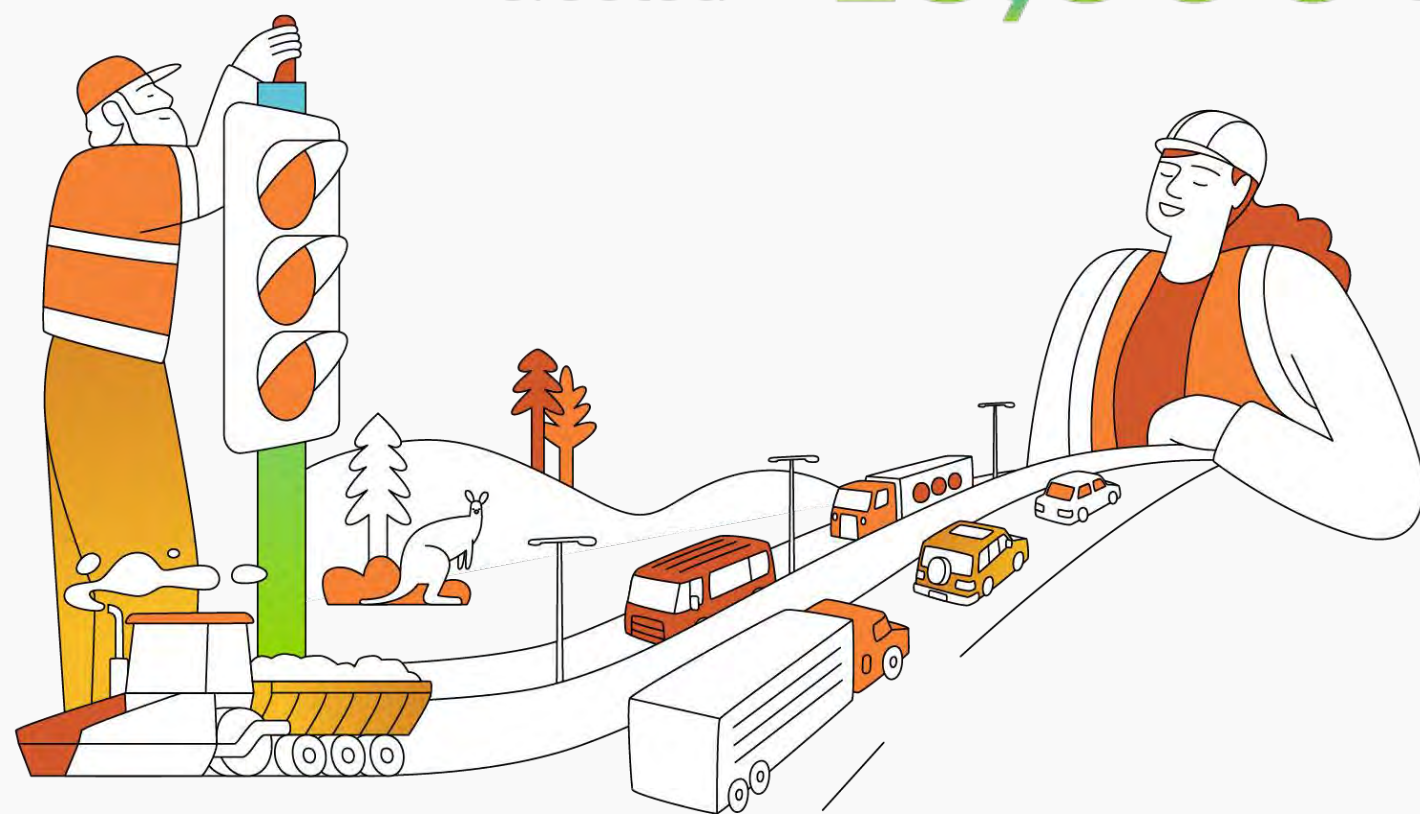
To meet the demands of today's ever-changing environment, we strive to be Australasia's most collaborative and sustainable transport and infrastructure partner – be it from innovative manufacturing and supply of bitumen-based products, delivery of construction services, or providing strategic asset and infrastructure management.

Through Hawkins, New Zealand's leading construction company, we deliver market-leading projects across multiple sectors, including education, defence, health, aviation, commercial, tourism and leisure, sport and recreation, retail, and heritage restorations.





200,000m<sup>3</sup> concrete poured  
and erected <13,800 tonnes of steel



Approximately  
50,000km  
of road networks managed  
across Australia and NZ



3.2 million  
tonnes combined volume  
asphalt produced

1.2 million m<sup>2</sup>  
airfield pavements maintained  
and upgraded across Australia  
annually





# Transport & Infrastructure

## Sydney Capital Maintenance Program, NSW

Partner of choice for Sydney Airport Corporation, following the successful execution of pavement projects spanning more than 1.2 million m<sup>2</sup>.

## Milford Road Alliance, New Zealand

Partnership with Waka Kotahi to ensure the safe and efficient management of the vital State highway between Te Anau and Milford Sound on the South Island.

## M80 and Western Roads Upgrade, Victoria

Successfully laid Reconophalt™, which contains recycled materials that would otherwise end up in landfill, for the first time on a major city freeway.

## Auckland Airport terminal integration

NZ\$3.9 billion project to link the new domestic and existing international terminal at New Zealand's busiest and largest airport.

## Auckland City Rail Link (CRL)

Transforming Auckland's network with New Zealand's largest ever transport infrastructure project.







# Energy & Utilities



Networks



Power projects



Telco & Metering



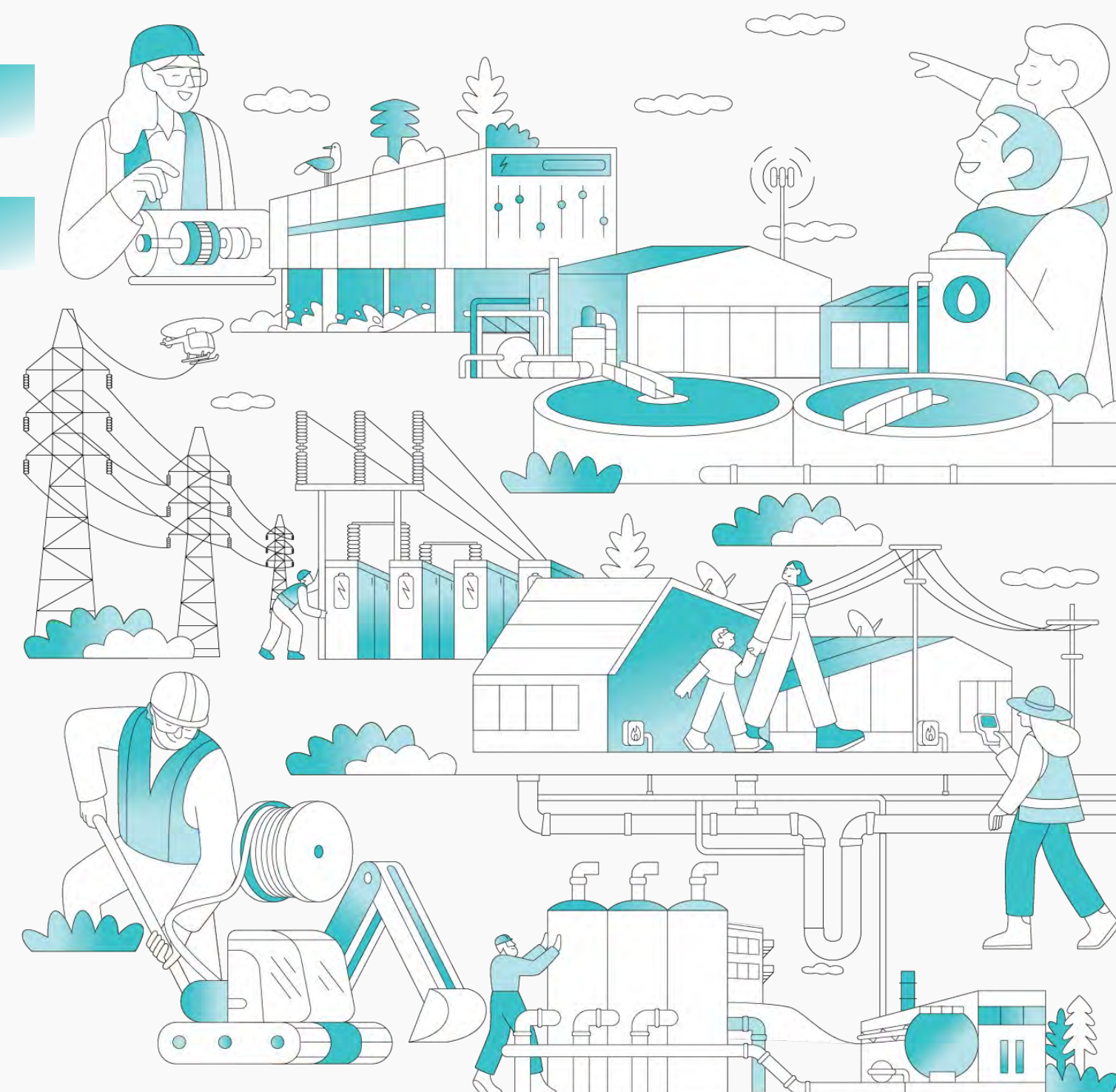
Industrial & Power  
Generation



Mineral  
Technologies



Water



**Enabling our customers to service their energy and utility needs today. Reshaping essential infrastructure for tomorrow.**

Downer's Energy & Utilities business unit is an integrated trans-Tasman team, providing services and solutions that connect communities to essential networks and infrastructure.

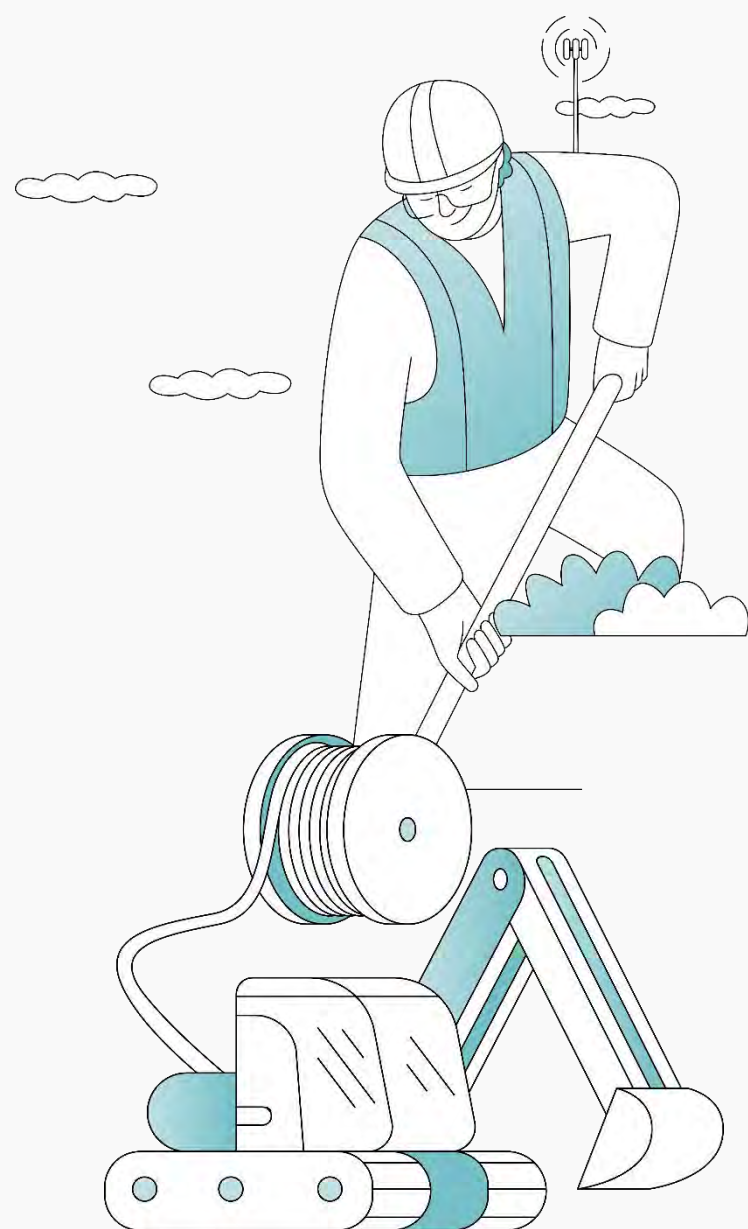
We design, build, operate and maintain today's critical assets and networks, delivering complete services across the water, electricity, telecommunications, industrial and power generation sectors.

Our expertise spans in-house technical smarts, specialist engineering, integrated OEM partners, and dedicated crews of qualified tradespeople.

As the energy transition accelerates and infrastructure evolves, Downer's Energy & Utilities is your partner today as we work to enable our customers' assets and networks for tomorrow.

You will find our people working around the clock across Australia and New Zealand, delivering safe and sustainable essential services to help shape a smarter future and enable our communities to thrive.

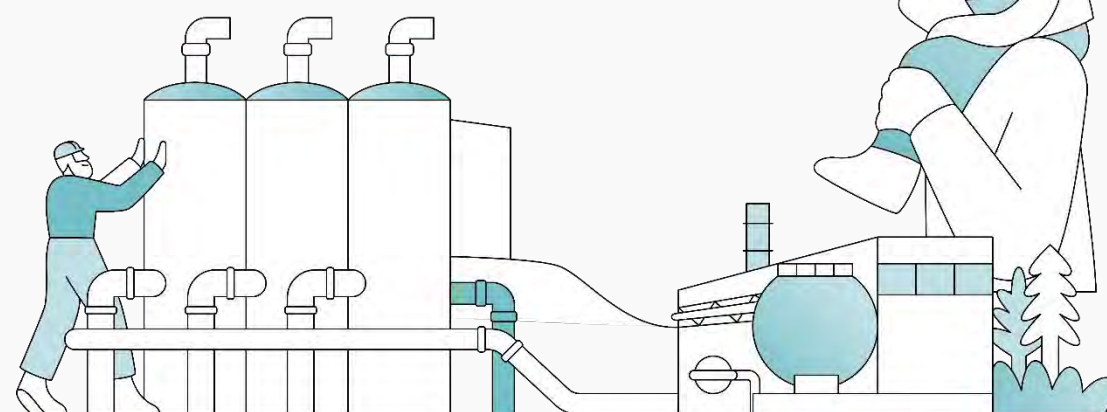




Enabled  
**2,750km**  
premises across WA  
and NSW to upgrade  
their broadband services

**Half  
a century**  
supporting Australia's  
industrial hubs

**6,630,000**  
metres blown of fibre  
cable through the  
UFB Network in  
New Zealand

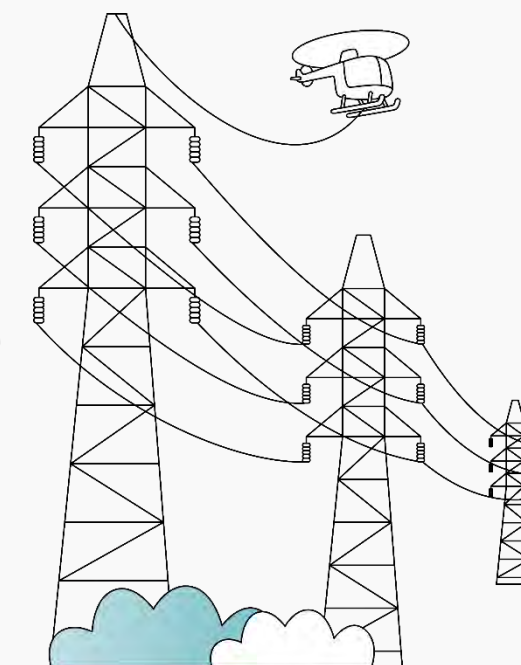


Maintain  
**100,000km**  
gas and power  
infrastructure assets,  
enabling more than  
**2M** end user  
customers

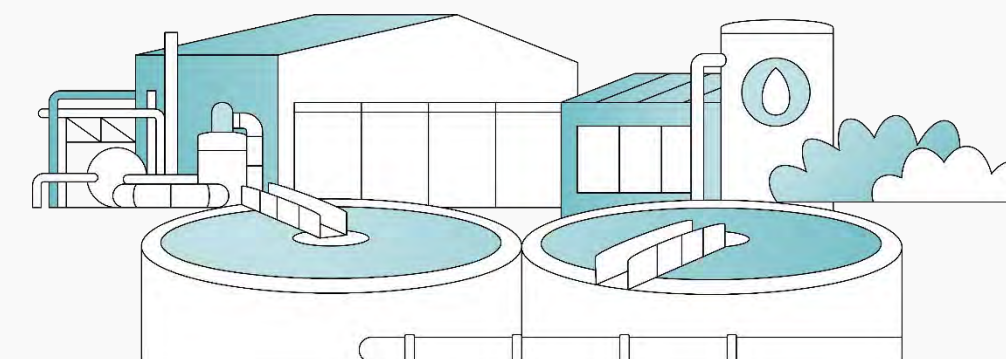


**10,000**  
people delivering  
for our customers across  
Australia and New Zealand

More than  
**2,750km**  
transmission lines and  
70 substations built in  
Australia over the past  
10 years



Delivering water and wastewater  
services for more than **14 million**  
people across Australia  
and New Zealand





# Energy & Utilities

## Unitywater

Delivering capital works for Unitywater's water, sewerage and recycled water networks within the Sunshine Coast and Moreton Bay regions, as well as works across Unitywater's 17 sewerage treatment plants in the Sunshine Coast, Noosa and Moreton Bay regions.

## Project EnergyConnect

Nation building infrastructure project to construct 206-kilometre high voltage transmission line connection between the New South Wales and South Australian power grid on behalf of our customer, ElectraNet.

## Transpower Regional Service Contract 3

Delivering transmission services including grid maintenance, station operating services, fault call out response, and minor capital project works across New Zealand's central North Island for Transpower.

## Chorus Field Services Agreement

Long-term partner, supporting Chorus in the build and operation of their national Ultra-Fast Broadband network, as well as providing maintenance services in the lower and upper South Island, Wellington, Eastern and Western North Island and Bay of Plenty.

## Wivenhoe Pumped Hydro Power Station

Delivering maintenance, overhauls and upgrades at the CleanCo operated 570MW Wivenhoe Pumped Hydro Power Station for over 20 years, supporting Queensland's energy infrastructure.







# Social Infrastructure & Citizen Services



## Health & Education



## Downer Professional Services



## Defence Base & Estate Management



Government &amp; IFM

**Social Infrastructure & Citizen Services**  
delivers the critical thinking, building,  
maintenance and sustainment behind  
Australia and New Zealand's essential public  
assets, facilities and community services.

The communities we serve are at the heart of our operations – be it through facilities management of critical public assets or professional and technical advisory. We run places of healthcare and education, custodial facilities, we manage customer data centres and critical systems, we take asset management risk over 25 years

through our portfolio of Public Private Partnership (PPP) contracts, and we are a trusted advisor and partner to our New Zealand and Australian Defence Forces.

From universities, schools and hospitals, to social housing, corrections, the defence estate, defence major projects, and defence capability, we work behind the scenes to ensure the places that our communities rely on are operating at their optimum, and are able to deliver the best possible customer experience, each and every day.







Running vibrant campuses for  
**630,000**  
students

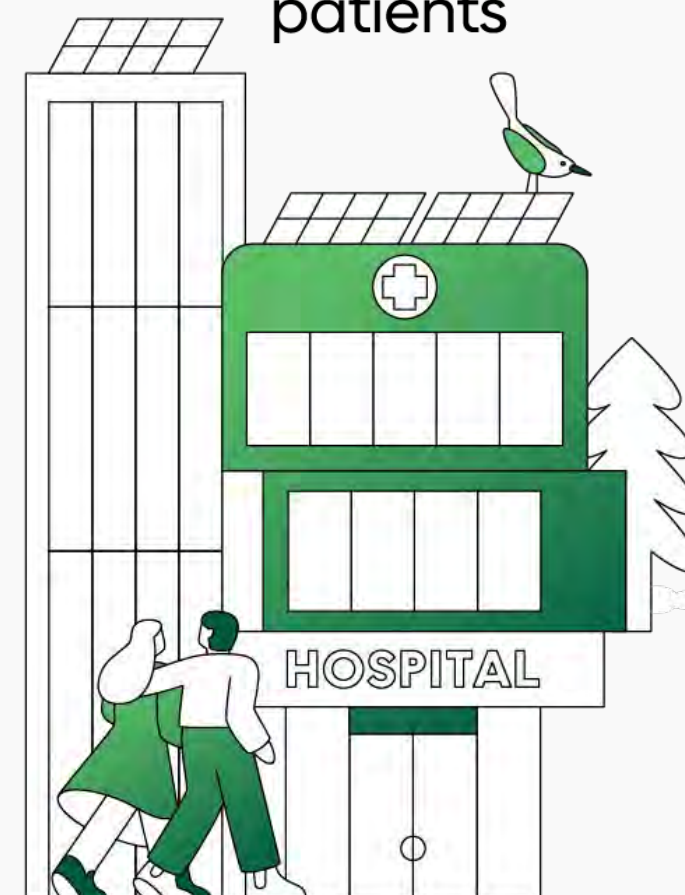
Provide maintenance  
and outage services  
essential in running  
Australia's power stations,  
servicing customers  
that supply **50%**  
of the National  
Electricity Market

Involved in  
**two of Australia's  
largest**  
carbon capture and storage projects



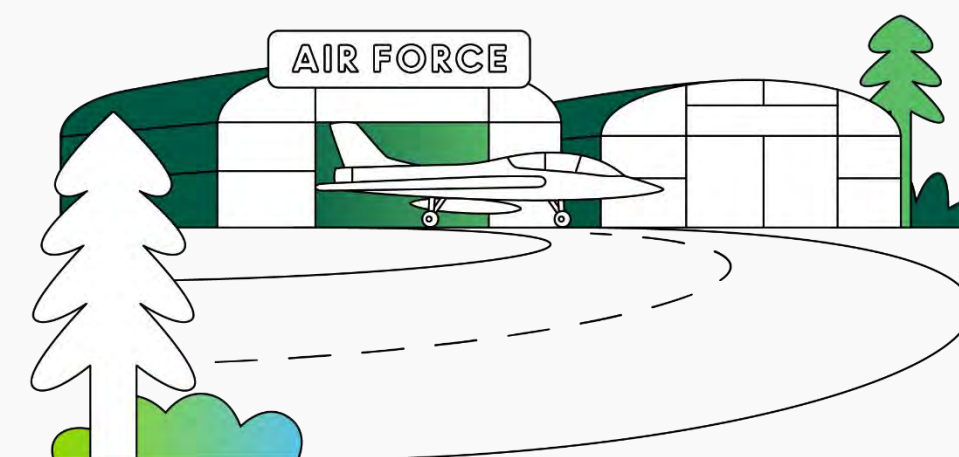
Providing shelter  
and community for  
**100,000**  
families

Supporting quality  
healthcare for  
**500,000**  
patients

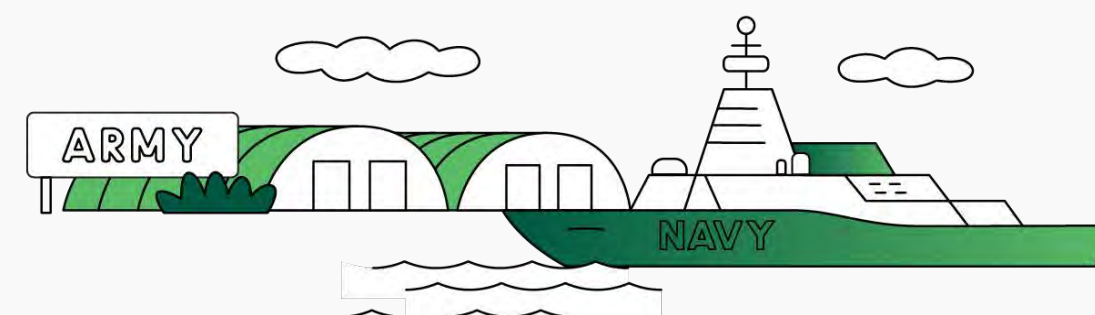


Revitalising important  
community precincts and  
**280,000**  
community buildings

**21** Public Private  
Partnership  
projects  
across the defence, education,  
health and leisure sectors



Enabling the readiness of  
**40,000**  
Defence personnel





# Social Infrastructure & Citizen Services

## Royal Adelaide Hospital

An integral partner in Australia's largest PPP, keeping the biggest health precinct in the Southern Hemisphere operating seamlessly for optimum patient outcomes.

## Kainga Ora

Taking care of 18,000 homes for 50,000 New Zealand public housing customers, many of whom are vulnerable with complex needs.

## Riverina Redevelopment Program

Delivering the planning phase as Joint Managing Contractor of the ADF's proposed improvement and expansion of critical Defence facilities and infrastructure.

## CSL

Supporting the complex operations of pharmaceutical sites through integrated facilities management of highly sensitive environments.

## Major Service Provider - Department of Defence, Australia

Supporting Defence's Capability Acquisition and Sustainment Group (CASG) through advisory and delivery of programs of national significance.

## Defence Estate Management & Operations

As stewards of the Defence Estate, our work behind the scenes enables our Australian and New Zealand Defence personnel in their living, working and training environments.







# Rail & Transit Systems



Passenger rollingstock



Freight and motive systems



Engineering consulting services



Digital solutions

**With more than 150 years' rail experience providing end-to-end innovative transport solutions, we are Australasia's number one rollingstock service provider.**

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

Our capability allows us to offer turnkey solutions for complex projects and spans every project phase, from design and manufacture to through-life-support, condition monitoring and data analytics, fleet maintenance, operations and comprehensive overhaul of assets, and decommissioning.

Downer is proudly Australia's leading rail business.

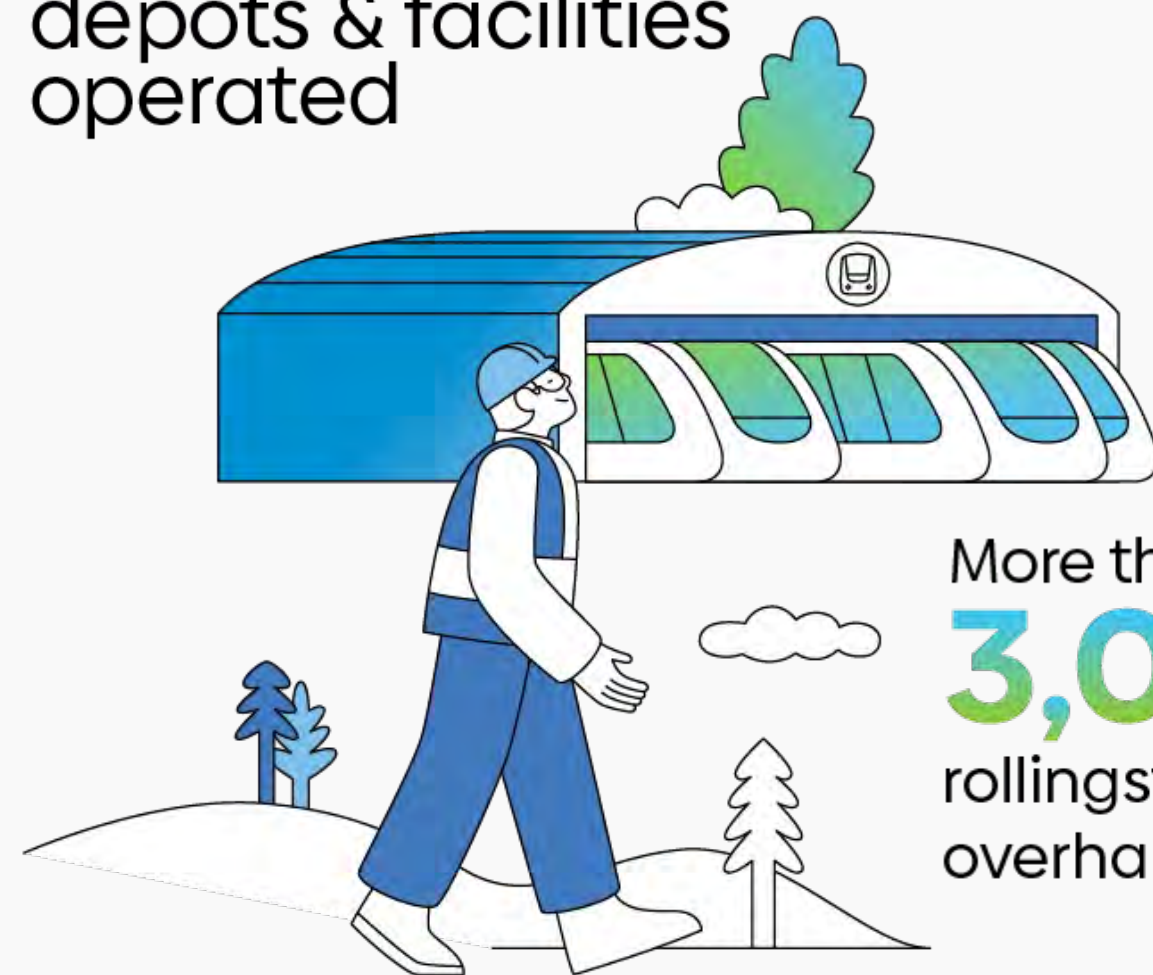
We are not only Australia's largest provider of rollingstock asset management services for passenger rail, we also have a proud history and exciting future in the freight rail market. Downer is a trusted partner for the freight rail market, offering customers the full spectrum of design, manufacture and maintenance, as well as decarbonisation and digital and data solutions.

And, as we look to a net zero future, Downer is proud to bring a sustainability focus to provide engineering support, decarbonisation solutions and advanced rail technologies including our TrainDNA platform.

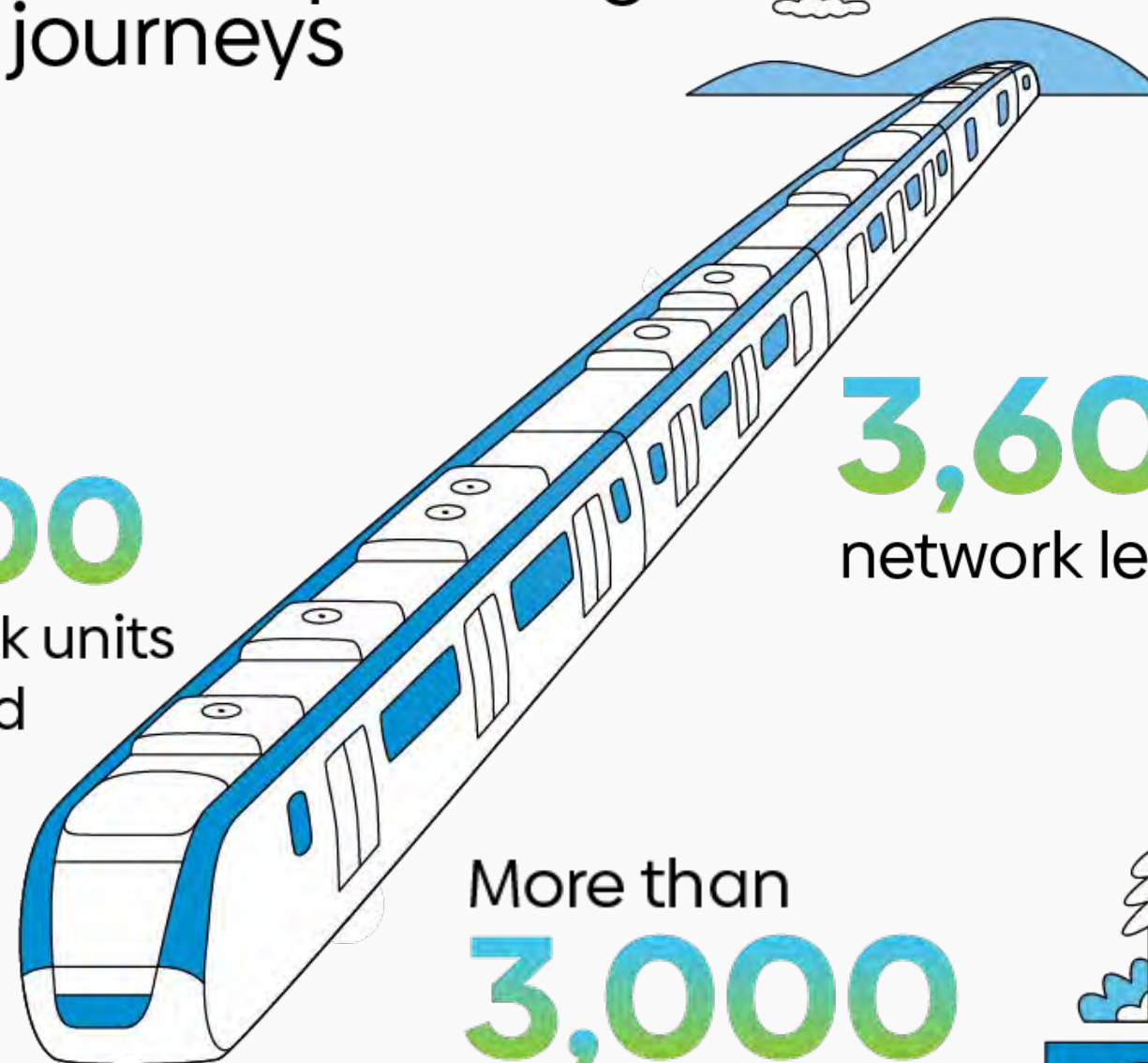




**15+ sites**  
depots & facilities  
operated



**880+ million**  
annual passenger  
journeys



**13.5+ million**  
people serviced



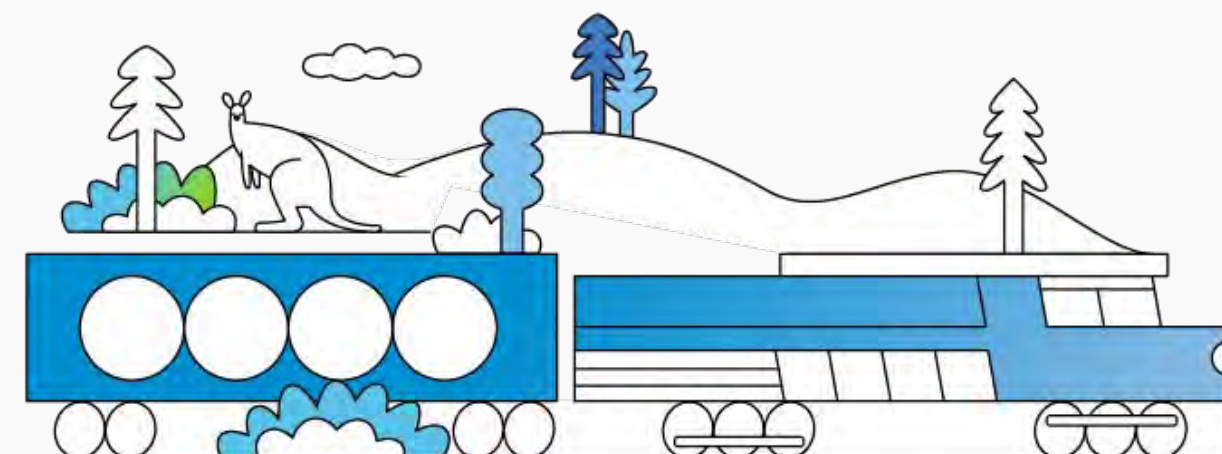
More than  
**3,000**  
rollingstock units  
overhauled

**3,600km**  
network length

More than  
**3,000** Rollingstock  
units maintained  
or contracted to be maintained

**150+ years**  
experience

More than  
**3,000**  
rollingstock units  
built or on-order





# Rail & Transit Systems

Downer builds and maintains passenger trains across all major cities in Australia, with some of our flagship projects including:

- Manufacture and maintenance of 65 new six-car trains as part of the **Queensland Train Manufacturing Program**, supporting the Cross River Rail project and the 2032 Brisbane Olympic and Paralympic Games.
- Manufacture and maintenance of **119 Waratah trains in NSW** – Australia's largest passenger fleet on Australia's largest passenger network.
- Manufacture and maintenance of **70 High Capacity Metro Trains in Victoria** – a step change in public transport offering 20 percent greater capacity than the current fleet, and designed with a customer-centred stakeholder engagement piece.
- Refurbishment of 85 percent of Melbourne's Yarra Trams fleet, making it the **world's largest tram refurbishment project**.
- Manufacture over **1,000 rail cars** and nearly **1,000 locomotives** from our historic site in Maryborough, Queensland, including most recently manufacturing GT42 locomotives.
- Construction of the **Newcastle Light Rail** vehicles, and operation of the fleet through our Keolis Downer joint venture.







**Different** style.  
**Different** culture.  
**Different** background.  
**Different** role.  
**Different** point of view.  
**Different** language.  
**Different** taste.  
**Different** orientation.  
**Different** heritage.  
**Different** gender.

**How we make a Difference**

**Different** experience.





Our culture

Culture focus areas

Culture behaviours

# The Downer Difference.

## We own the outcomes

- We meet our commitments.
- I hold myself and others to our standards.
- We always work to be better.

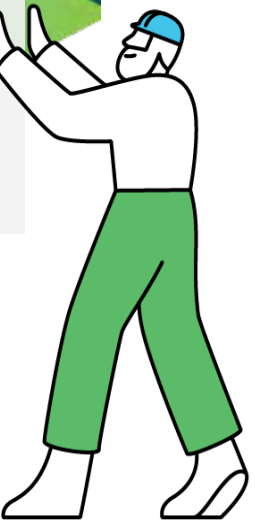
## We do it for our customers

- We consistently deliver for our customers.
- We know what they want and if we don't, we'll find out.
- We aim to exceed expectations.

## We stand for each other

- We keep each other safe.
- If there's a risk or concern, I speak up and step up.
- We're all different and we treat each other with respect.
- We'll always have each other's backs.

Own it. Do it. Make the  Difference.





# Protecting our people



The safety, health and wellbeing of our workforce is our first priority. We believe that our work can be performed in a way that is safe for our people, the environment, our business, and the communities in which we operate.

This well-established and deeply-held belief is founded on the principle of Zero Harm.



# Protecting the environment

## Our commitment to net zero

Downer supports the science on climate change and is committed to taking action to decarbonise our emissions portfolio to help minimise global temperature rise.

Downer has set a near-term target, and a net zero target, across its Scope 1 and 2 emissions, utilising the Science-Based Target Initiative's target setting tools.

Downer's near-term Scope 1 and 2 GHG emissions commitments are aligned with a 1.5°C pathway and support the transition to net zero emissions by 2050.

Our commitments:



**50** percent

Reduction by 2032 across Scope 1 and 2 emissions against a 2020 baseline



**Net Zero**

By 2050 across Scope 1 and 2 emissions



# Empowering our people

Downer is committed to creating an inclusive and diverse workplace that recognises and values the experience, development, skills and strengths of the people who deliver for our customers.

About Downer 2024



Downer has been named an 'Employer of Choice' at the Australian Business Awards for the past two years, reinforcing our commitment to a positive work culture and employee experience.



In 2024, Downer launched our new Innovate Reconciliation Action Plan (RAP), reaffirming our commitment to the reconciliation process as well as Aboriginal and/or Torres Strait Islander peoples, their communities and organisations.

## Standout

LGBTTQIA+ Friendly

StandOut is Downer's community for staff identifying as LGBTTQIA+ (lesbian, gay, bisexual, takatāpui, transgender, intersex, queer/questioning, asexual and others), from urban corporate offices to regional depots. This community supports, provides education and advocates for the rainbow community across Downer.

## Thrive

Tailored to empower women at every level of the organisation, this program offers a platform for learning, growth, and networking. Through Thrive, Downer women have the chance to enhance their confidence and career skills, contributing to their overall development.



## Te Ara Whanake

A Downer initiative

Working alongside Te Puni Kōkiri, we are lifting the participation levels of our Māori workforce through our leadership program designed to enhance Māori representation at all levels of leadership in our business, and in the communities in which we work.



# Delivering consistently for our customers

Downer's Delivery Management Methodology (DMM) shapes how we operate and deliver value to our customers. It serves as a guiding framework for effective delivery, establishing governance and leadership standards that ensure consistent and repeatable outcomes for our customers. Drawing from established project and contract management practices, the DMM is adaptable to business-specific capabilities while aligning with the unique requirements of our customers and legislative standards.



THE  
Downer  
standard system

Downer  
Delivery  
Lifecycle

Delivery Governance  
Management



Downer



# Supporting our communities

Downer is proud to support our communities through a range of partnerships with not-for-profit organisations.

Since 2021, Downer has been Beyond Blue's primary partner, matching all donations during the annual Tax Appeal up to \$250,000 per year. In New Zealand, Downer has partnered with the Mental Health Foundation of New Zealand since 2021 to help them support more people.

Since 2022, through our workplace giving program, called Down2You, Downer and our employees have donated more than \$780,000 to four charities – Australian Cancer Research Foundation, Greening Australia, TLC for Kids and The Salvation Army's Family Violence Stream.

In addition, the Downer Donate program provides \$230,000 per year to a range of worthwhile local community-based initiatives across Australia and New Zealand that are selected by our people.





Enabling communities to thrive.