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2017 Downer Leadership Conference

Grant Fenn, CEO of Downer Group

160 leaders from across Downer met at the MCG, highlighting that we are stronger together.

The 2017 Leadership Conference provided an invaluable opportunity for Downer leaders to meet colleagues face to face, learn more about the breadth of Downer’s capabilities and opportunities, celebrate achievements, and discuss what needs to be done to continue to be successful into the future.

Leaders heard from a variety of internal and external speakers, including Noel Pearson – Aboriginal Australian lawyer, academic and land rights activist – who spoke at the conference dinner.

“Noel is one of Australia’s greatest modern leaders. He is a superb orator and made a huge impression on those who were lucky enough to be in the room,”

said Grant Fenn, CEO of Downer.

A highlight for many of the attendees was learning how Spotless services the MCG. Spotless started catering at the MCG under the EPICURE brand almost 40 years ago and the contract has recently been extended until 2022. Another Spotless business, AE Smith, has been providing facility management and maintenance to the MCG’s refrigeration and air-conditioning components for over 18 years. More recently, Nuvo delivered a multi-million dollar electrical upgrade to the MCG’s exterior areas.

“The MCG, with its first class facilities and catering, was an outstanding venue for the conference – and also a great example of the integrated capabilities that Downer and Spotless offers customers,”

said Grant.

Downer has also performed a variety of electrical and other work at the MCG in recent years. Furthermore, Downer designed and built, and now operates and maintains, the multi-award winning Yarra Park Water Recycling Facility which sits just outside the entrance gates. This facility treats raw sewage to produce 600,000 litres of Class A recycled water a day and this water is used to irrigate Yarra Park in summer and for toilet flushing and wash downs at the MCG during events.





Noel Pearson was a guest speaker at the conference



Grant Fenn, CEO of Downer, said that the conference confirmed two important things regarding Downer and Spotless:

Downer and Spotless are collaborating extremely well

"I was thrilled to see that people from across the Group clearly enjoyed meeting colleagues and finding out who they are and what they do. There was a real buzz in the room.

This is consistent with the way joint teams from Downer and Spotless are working extremely well together in a range of areas including finance, governance, marketing and procurement. Furthermore, we are bidding jointly for new work on mine sites and rail projects, on a battery project in Victoria, and at Sydney's Barangaroo development. These teams are also identifying new solutions for customers that we would not have been able to offer individually as Downer or Spotless."

It is clear that Downer and Spotless are stronger together

"The combination of Downer and Spotless means we are stronger today and have even more exciting prospects for the future:

- We are an ASX 100 company with a market capitalisation of over \$4 billion;
- We employ over 56,000 people working across hundreds of sites;
- We have a wide range of excellent customers and strong long term relationships;
- We have an extraordinary range of skills and capabilities and can offer new opportunities and services to both existing and potential new customers;
- We are well positioned to benefit from the continuing trend towards outsourcing;
- We have the financial strength to continue investing in our existing businesses as well as future growth opportunities."

"I would like to thank all Downer employees for your hard work and ongoing support and I urge you to continue to focus on our Purpose, Promise and Pillars. If we get this right it will ensure our future success as the leading, diversified services company in Australia and New Zealand." Grant Fenn



Lighting up Sydney Opera House

Downer partnered with the Sydney Opera House to create Badu Gili, a spectacular light installation which takes place daily at sunset.

Badu Gili – meaning ‘water light’ in the language of the Gadigal people of Bennelong Point, is a new daily experience that explores ancient First Nations stories in a spectacular seven-minute projection, illuminating the Opera House’s eastern sail.

Downer worked in close partnership with the Sydney Opera House, designing the installation and coordinating the projector, steel fabrication and cabling network for the lightshow.

As a celebration of the rich history of Australia’s First Nations culture, Badu Gili continues the traditions of Bennelong Point, formerly known as Tubowgule, which has been a meeting place for the Gadigal people for thousands of years.

Commenting on the launch, Sydney Opera House CEO Louise Herron AM said: “The Opera House is Australia’s best-known meeting place for culture, story-telling and ceremony. In that, we continue a truly ancient tradition. We hope Badu Gili will become an essential Sydney cultural experience for both visitors and the local community that will foster and celebrate a shared sense of belonging for all Australians.”

Sydney Opera House, Project Manager, Samantha Swain said:

“The Sydney Opera House has a longstanding relationship with Downer. The project team did an outstanding job to work within the existing site constraints and deliver the infrastructure for this project.”

Curated by the Opera House’s Head of First Nations Programming, Rhoda Roberts AO, the projections weave together the work of five eminent First Nations artists from across Australia and the Torres Strait Islands. These artists are Jenuarrie (Judith Warrie), Frances Belle Parker, Alick Tipoti and the late Lin Onus and Minnie Pwerle.

Badu Gili was launched to coincide with the 50th anniversary of the 1967 Referendum, on the eve of NAIDOC Week and the Opera House’s world premiere of Bangarra Dance Theatre’s new production, Bennelong.

Congratulations to our Operations, Maintenance (OM&S) and Services Central NSW team who delivered a great result for Badu Gili.





Yarra Trams contract extension

In September, Keolis Downer was awarded a seven year contract to operate the Yarra Trams franchise on behalf of the Victorian Government.

The new franchise will commence on 30 November 2017.

As part of the new franchise, Keolis Downer will also be undertaking a tram refurbishment program, which will revitalise more than 85 per cent of the Yarra Trams fleet over the next five years.

Keolis Downer has operated Yarra Trams – one of the world's most extensive tram systems – since 2009. It has improved performance in a period of unprecedented growth in patronage and road traffic.

Nicolas Gindt, CEO of Keolis Downer, said:

“The Government’s key priorities for the project include the delivery of safe, reliable, clean, and easy-to-use services every day, improved asset management, and greater transparency in governance and reporting. We will deliver on this and more.”



Keolis Downer

Keolis Downer is Australia's largest private provider of multi-modal public transport. It is a joint venture that combines the world leading expertise of Keolis, a French company and one of the world's leading public transport operators, and Downer, a leading provider of facilities services, engineering, transport and infrastructure services in Australia and New Zealand.

Keolis Downer is the largest light rail operator in Australia. It also operates and maintains G:Link on the Gold Coast and Newcastle's integrated transport system. Keolis Downer is also one of Australia's most significant bus operators with operations in Western Australia, New South Wales, South Australian and Queensland.

Keolis Downer provides more than 210 million passenger trips each year.



CONTRACTS



Downer's Mineral Technologies wins Champion Iron contract



Downer's Mineral Technologies business has been awarded a contract to deliver a new \$34 million (Canadian dollars) turnkey solution for Quebec Iron Ore's Bloom Lake, a subsidiary of Champion Iron.

Mineral Technologies has a long and successful history delivering separation solutions across Canada including the Labrador Trough's iron ore region. Having supplied equipment and services to local operations since the 1970s, Canada is today the largest installation base for Mineral Technologies' spirals worldwide.

Due for completion in 2018, Mineral Technologies' turnkey solution incorporates engineering, process equipment, construction and commissioning services.

Mineral Technologies' General Manager, Global Sales, Ken Roberts, said:

"We're excited to be working with the Quebec Iron Ore team to bring the Bloom Lake operation back online. Quebec Iron Ore is set to become a competitive player in the global iron ore market and will make a significant impact on the provincial economy. Our turnkey solution will reset the bar in the Labrador trough region for expected iron unit recovery performance."





Roads that listen for accidents?

Did You Know...?

Downer has been experimenting with embedded fibre cables in roads that act like a microphone, allowing engineers to monitor traffic, detect accidents and identify changes to the road surface that indicate maintenance is required?

“There’s no set rule for innovation. It’s really got to be organic.” Jeff Sharp – Group Manager, Technology and Innovation.

Downer forms the focus of a case study in the Commonwealth Bank’s latest Equip report, a publication designed to deliver exclusive insights into the trends shaping some of our key industries.

The latest issue focuses on the new generation of emerging technologies – from artificial intelligence, to electric vehicles, and the connecting of assets known as the Internet of Things.

The Downer case study centres on our leadership position in actively experimenting with emerging technologies. Our Group Manager for Technology and Innovation, Jeff Sharp, was interviewed by the bank’s researchers, explaining that many of Downer’s innovations involve capturing rich streams of data to manage and protect large networks of assets.

“Drones have proved valuable for collecting data safely and cost-effectively. Downer is working with partners to replace people on dangerous surveys of assets such as bridges and telecommunication towers. We’re also working on trials utilising drones with thermal imaging cameras to detect water under roads, so we can see issues before they cause problems,” said Jeff.

The full report is available on the Commonwealth Bank’s website.

Another Sydney Airport contract win



Downer has secured a contract to deliver asphalt design, re-sheeting, ground lighting and pavement marking services for Sydney Airport.

Following the successful delivery of a road works project in late 2016, Sydney Airport was eager to award further work to Downer’s Airport and Specialised Pavements business.

Mark Taylor, General Manager, Airports and Specialised Pavements, said Downer is delighted to have been selected to deliver this important project for the airport. “This new project is a great opportunity for our team. We have proven our ability to deliver to the customer and have demonstrated a collaborative approach to design, planning and risk mitigation. We’re excited to get the chance to work with Sydney Airport again.”

Under the contract, Downer’s scope of work includes:

- the design of an asphalt mix;
- asphalt re-sheeting;
- supply, installation and commissioning of aeronautical ground lighting;
- grooving; and
- pavement line markings to the runways and taxiways.

As the project will be conducted within the Airside areas of the airport, Downer’s method of work is designed to avoid any disruption to the airport within its operational hours. The works are being programmed to occur during curfew periods (when the airport is closed at night), with the areas being reinstated to operational condition by the end of curfew in the morning.

“Sydney airport is the country’s busiest airport and is one of Australia’s most important pieces of infrastructure,” says Taylor. “In 2016 the airport was used by 42 million passengers with an average of 114,000 passengers per day, connecting people to more than 90 destinations around the world. We are looking forward to delivering this project.”

Construction has already commenced at the airport and is expected to finish in May 2018.



ZERO HARM



Downer achieves five million hours LTI free at Wheatstone

Image of the Wheatstone Project, courtesy of Chevron Australia

The Wheatstone Project team has achieved a significant Zero Harm milestone, with five million hours LTI free.

Downer was awarded the Chevron-operated Wheatstone contract in October 2013 and has spent the past four years refining safety practices and processes.

Paul Hopkins, Senior Project Manager at Wheatstone, said:

“The overall safety performance to date has been a credit to the team, and the milestone of five million man hours LTI free is a huge achievement.”

“The team will now face the challenge of maintaining these high standards through to the project’s completion.”

From the contract’s award date in 2013, the team used an almost two year start-up plan for mobilisation and preparation, achieving the milestone of 1% complete on 9 October 2015. Today, the Wheatstone project is 89% complete with roughly 500,000 man hours to go.

Throughout the project, the team has exceeded on delivery times for a variety of KPIs such as cable installations. In 2016, the team were installing 40,000 metres of cable a week, sometimes achieving 60,000 metres a week throughout the year. “The team’s ability to achieve safety targets, whilst exceeding delivery KPIs, is a real testament to the team’s ability to encourage and maintain a safety culture,” said Paul.

Roughly 500 Downer personnel remain on the Wheatstone Project.

“When the project started to ramp up, we had about 57 people and reached a peak workforce of 1,440 people in March 2017. The remaining team looks forward to delivering the rest of the project and continuing to achieve these high standards,”

said Paul Hopkins.





Breaking industry moulds

Now is the time for women to carve out their careers in the construction industry, according to Juliette Economo, Downer's NAWIC (National Association of Women in Construction) Business Woman of the Year.

Downer has always operated within traditionally male dominated industries. This presents some very real challenges for us in terms of ensuring our workforce is diverse and balanced.

We wanted to take some time to speak with Juliette to get an insight into what it's like to be a woman in the construction industry in 2017.

"We have an extraordinary opportunity to make a real difference to the way our industry operates – not just because there are fewer women in the industry than men, but because people are looking for real change," Economo says.

"The tide has started to turn, and people are more receptive to the idea of diversity and different ways of operating."

Juliette, who trained as a lawyer, says construction is now in her blood. "It's a dynamic sector, and very rewarding to see that what we are doing makes a tangible difference to the community," she says.

As the National Commercial and Risk Manager at Downer, Juliette leads a team of 58 people. Among her biggest projects is the rollout of the National Broadband Network.

NAWIC's panel of judges chose Juliette for the coveted award for demonstrating sound business skills, as well as displaying an "enduring commitment to her colleagues and the broader community".

The NAWIC award also acknowledges Juliette's drive to develop industry-leading mentoring and internship programs, which Downer runs in conjunction with the University of Technology Sydney and Engineers Australia.

Juliette says mentoring programs have been central to her career success. "When I look back at what's brought me to where I am today, the lesson I've learnt from my mentors and other people I've admired, is... resoundingly, to always be yourself. Trying to be something other than that might work for a while, but it won't change our industry, or lead to success," she says.

Juliette says she's had her authenticity tested many times during her career: "particularly in the early days when I'd walk into a meeting and find myself the only female in the room. It's easy to sit back but I felt I had earned my seat at the table, and deserved the chance to speak up."

"Our industry remains overwhelmingly under-represented by females, especially at senior levels, and can only be strengthened as female representation increases, and female voices influence and shape the industry."



Celebrating our apprentices

Jackson Carmody, an electrician in our Engineering, Construction and Maintenance division, has won the Apprentice of the Year Award in the Industrial category at the NSW Excellence and Apprentice Awards.

The awards were hosted by the National Electrical and Communications Association (NECA) at the International Convention Centre in Sydney.

The award recognises Jackson's commitment to his chosen profession through his study, on the job work ethic and continued professional development. Jackson completed his apprenticeship working in the division's Operations, Maintenance and Services business where he was exposed to a variety of work environments including rail, industrial, commercial and service work.

"Jackson has excelled in his apprenticeship. I have received many comments about how well Jackson works and I am proud to have been involved with him throughout his apprenticeship,"

said Matt Wray, Training and Competency Advisor, EC&M.



OUR COMMUNITY



Downer is nbn™'s **Supplier of the Year**

Downer's Communications team has won the 2017 Supplier of the Year award at nbn™'s annual Supplier Summit.

The Supplier of the Year award is the most prestigious award of the Summit. It is intended to recognise an outstanding level of effort and commitment demonstrated by a supplier.

Luke Rowlands, General Manager Communications, said,

"This is a great win for the team and we're all very proud of this achievement. Thank you to our teams across all of the projects, and a special mention to our construction partners, design partners and suppliers, who have all been pivotal in us realising this achievement."

"This award is a testament to the fantastic relationship between the nbn™ and Downer teams at all levels, and the alignment of the core values across our organisations. On a personal note, I've been privileged to see the commitment and determination from both teams, including our construction partners, to be thought leaders in their approach to complex issues and in fostering a sense of community and legacy," said Luke.



Shaping future engineers

Graduate Engineers, Annie Proberts and Mitch Smith, recently engaged with the local community to help coordinate an inter-school technology challenge in the South Burnett Region in Queensland.

Annie and Mitch assisted primary school students in building load-bearing bridges with materials such as drinking straws, plastic containers and cardboard. The aim of the challenge was to design and build a bridge that could hold the highest volume of water.

Mitch Smith, Graduate Engineer at Meandu, said: "The time we spent at the schools was a great opportunity for us to share our knowledge with the kids and help them achieve their goals in designing their bridges. In particular, it was awesome to see the kids progressing their designs and really taking on board our feedback to build the best bridge possible!"

Mitch and Annie revisited a school on two occasions to check the progress of the design and build of the children's bridges. On the final day, teams from four local schools came together where their bridges were assessed by a judging panel, including both Annie and Mitch. The awards presented were Overall Winner, Best Appearance Award, Best Structure Award and two Best Teamwork Awards.

"The whole concept of the project really resonated with me personally as I also attended a small regional primary school as a kid, so I can understand just how great an opportunity it is for these kids to have this level of support and interaction on their project," said Mitch.

"Meandu wouldn't be where it is today without the community and their support, therefore it is imperative that we support them and help grow the next generation."





HCMT mock-up receives paws-itive feedback from Guide Dogs Victoria

Victorian Minister for Public Transport Jacinta Allan and Guide Dogs Victoria CEO, Karen Hayes recently visited HCMT's first mock-up train to test and trial its accessibility for the public.

The approval and acceptance of the mock-up train is the first significant milestone of the project.

Guide Dogs Victoria is one of 14 accessibility groups participating in the evaluation of the mock-up, alongside other stakeholders such as transport user groups and technical experts. Feedback from these groups has been extremely positive, with praises being made on the quality of the mock-up's finishes and functionality.

Fitout of the 40 metre mock-up was completed within a rigorous five-week period, the majority of interior fittings being representative of materials that will be used in the manufacture of the actual HCMTs.

Feedback from the stakeholder engagement process will be considered throughout the Critical Design Review, when the team is refining the technical, functional and aesthetic qualities of the new train.

The mock-up is scheduled to be officially handed over to the State of Victoria at the end of 2017, upon finalisation of the train design, and will be considered for public display early in the New Year.

60 seconds with...



Kevin Vallino,
General Manager,
EPC Projects,
Engineering, Construction
& Maintenance

What attracted you to Downer?

Downer has a strong reputation within the industry, and is a robust, broad business with lots of opportunity for growth and development. Not to mention the opportunity to participate in the variety of exciting projects Downer delivers.

What has been the most rewarding moment in your career?

I have had the opportunity to build a business unit from scratch. The learnings from being accountable for all aspects of the business have been invaluable. The most rewarding outcome was the development of a high performance team and having those people subsequently go on to be highly successful in their own right. Nothing is more rewarding than when someone says thank you for the support, opportunities, and growth – you made a difference in my life.

What do you find most challenging about your role?

Coupling a caring, engaging and innovative environment with a strong operational discipline focused on efficiency and value accretive outcomes. Two of the key challenges for me are: building a high performance team; and creating an understanding within the team of the various interrelationships and how to leverage all phases within an EPC project.

What advice would you give to someone looking to progress into a General Manager position?

Always keep an open mind, seize every opportunity, be eager to learn and find a mentor. Remember it's all about: the people and the culture; integrity, respect and persistence; innovation; and Plan Do Check Act.

What do you like to do when you're not at work?

First and foremost, spending time with my family. I also enjoy a variety of sports, from boating to fishing when time permits.



ZERO HARM



1 in 5
Australians
are affected
by mental
illness, yet
many don't
seek help
because of
stigma.

Painting trucks blue for Mental Health Week

October is a month dedicated to placing mental health awareness in the foreground.

This year, the Mining team took the opportunity to open the discussion on mental health by launching 'blue trucks' in Cape Preston (WA) and Goonyella (QLD). The aim of this initiative is to shift mental health into a more positive view and reduce the stigma.

Natasha Palethorpe, National Employee Support for the Mining business, said:

"Mining has painted haul trucks and engines blue to remind employees that 'R U OK? Day is everyday'. These trucks serve as a fantastic reminder to our operators, maintainers and customers that we need to keep a compassionate eye on one another."

"A massive thanks must go to our Mining Project Managers for their ongoing support; particularly, Kris Oliver and Wayne Martin. Special thanks also go to Harry Sewell (Maintenance Planner), Graeme Leersen (Plant Manager) & Clem Sears (Commercial Manager) in the West and Warren Januschka (Plant Estimating & Innovation Manager), Jason Arthur (Maintenance Operations Contracts Manager) and Jason Boss (Maintenance Contracts Support) in the East. Great work, team," said Natasha.



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Know how we can make Downer News better?

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