

**Your industrial operations,  
maintenance and services solutions**



**Downer**  
Relationships creating success

## Health and Safety



**Zero Harm is embedded in our culture and is fundamental to our future success. We are committed to achieving our goal of Zero Harm.**

Zero Harm means sustaining a work environment that supports the health and safety of our people and minimises the impact our business has on the environment.

We work to eliminate all injuries by identifying and controlling hazards, protecting our people from exposure to health and safety risks, and supporting their general health and wellbeing.

We recognise that working on critical infrastructure is like no other project. This is why our passionate safety culture, refined project management processes and collaborative approach help us deliver services while maintaining the primary focus of Zero Harm.

We are continuously improving our management systems, and remain focused on managing risks with the potential to cause serious harm. We learn from our experiences, and develop our frontline employees with the commitment and capability to manage Zero Harm.

- **Leadership:** We listen, set clear expectations, develop and involve our people, and act with integrity;
- **Culture:** We have an aligned set of values throughout our organisation;

- **Systems:** Our approach is simple, robust and consistent across our businesses;
- **Hazards:** Our hazards are identified, assessed, controlled and monitored; and
- **Actions:** We learn from our experiences, and do what we say we will do, translating Zero Harm theory into good work practices.

We have placed a strong governance charter on Zero Harm to ensure the strategy and performance is developed, monitored and refined.

Our Executive Management Team ensures that we have the mandate, systems and processes in place to assist our people to deliver a Zero Harm environment.





## **Our Promise**

To work closely with customers to help them succeed, using world leading insights and solutions.

# Reliable, expert delivery

Our promise to you is underpinned by our proven, standardised capabilities that consistently deliver successful maintenance, shutdowns and sustaining capital projects. We use management processes and integrated IT systems to plan and deliver our services through our highly skilled and experienced workforce.

## Proven Processes

We understand successful services delivery is a result of proven processes with experienced people. Our process solutions are developed and designed to work within customer systems or as stand alone project management processes.

This enables our teams to deliver all aspects of the services including:

- scoping;
- planning;
- delivery; and
- handover.

Importantly, our management processes guide us in taking total responsibility for the successful delivery of all outcomes for large and multi-disciplined contracts.

These processes allow us to capture and share our lessons learned from execution of the work with our customers.

## Experienced People

With over 50 years' experience in heavy industrial maintenance, Downer's knowledge in engineering, asset management, project management, supervision and skilled workforce is extensive.

Our workforce is experienced in working on major hazard facilities and heavy industrial operations across all key sectors.

Our delivery team's knowledge, experience and capabilities are captured in our operational process. We share this knowledge with our customers across industries to support work instructions and regulatory requirements.

This allows us to transfer knowledge on Zero Harm, improvements and innovations to our contract managers.

This combination of experience, knowledge and capability enables us to provide consistent performance across long-term operations with a view to share and evolve successful services delivery.

## Our Pillars

The delivery of our services is supported by four pillars, which have evolved from our core values:

- safety;
- delivery;
- relationships; and
- thought leadership.

In working with customers across all industries, we build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency.





# Maintenance

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## For over 50 years Downer has provided maintenance support services for industrial production facilities.

Today our services include:

- planning through integration and support with client engineering; and
- skills for SMP, E&I, corrosion, insulation and scaffold erection. Commissioning, operations and decommissioning.

We deliver these services for maintenance shutdown and sustaining capital projects across Australia.

We are experienced in the **maintenance of industrial assets** and have the geographic reach to support onshore and offshore assets. Our resource levels allow us to reach into our organisation and provide experienced, competent and trained support staff to execute successful long-term service based contracts.

### Key Industries

Bringing a depth of experience and innovative approaches, our teams reliably and safely deliver specialised services to customers across a range of industries including:

- LNG, CSG, petrochemical and refining;
- bulk materials handling and processing;
- coal, iron ore, minerals and metals; and
- power generation.

### Experienced People

In managing our people, we have strong systems to ensure training and competency to undertake the work requested.

Regardless of the standards or site requirements, our learning and development teams develop and manage the skills requirement for site.

Our recruitment and industrial relations teams understand the Australian environment and how we work across regions to find and manage people.

We have a low turnover of our people and are an employer of choice across Australia.\*

The project management systems that we employ are part of the Downer training program which educates employees from frontline leaders through to senior managers.

### Controls

While we understand that people are key to the services we offer, we also understand the project controls, management plans and structures in which they operate are critical to success.

The project management systems that we employ are part of the Downer training program which educates our people, from frontline leaders through to senior managers.

### Service Quality

It is our experience across people, systems and controls that is fundamental to the successful delivery of any contract.

We understand management of productivity and we leverage technology to better serve our customers by automating processes, creating efficiencies and optimising performance. We aim to get work done right first time and improve every day on what we do, creating added value.

We continue to expand our long term services to industrial customers and are proud of our people, in delivering success for customers.

### Outcomes

Our experience and knowledge brings benefits to customers in:

- safety;
- quality;
- cost management; and
- innovation.



Photograph courtesy of Newmont Mining Corporation



# Shutdowns, Turnarounds and Sustaining Capital

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**For over 50 years, Downer has provided turnarounds, shutdowns and outages for industrial operations.**

Downer's experience in Shutdown, Turnarounds and Outages (STOs) of any size, complexity or duration across any industry is key to our success. Our track record and focus on continual improvement has enabled the development of STO methodologies that can be applied by experienced personnel.

Downer's STO delivery centres on a model which outlines the key steps in process planning and highlights best practice solutions when developing plans for Shutdowns.

The STO management methodology includes the following phases:

- Shutdown Define Phase;
- Shutdown Planning Phase;
- Shutdown Preparation Phase;
- Shutdown Execution Phase;
- Project Close-Out; and
- Review Phase.

The methodologies allow for scalability and flexibility to ensure successful integration with customer strategies, and follow a phased approach identifying the minimum activities and deliverables required, as well as specifying gate or readiness reviews at each phase.

In organising our teams and planning to meet these methodologies we work with you to facilitate:

- team approach;
- team alignment;
- effective milestone planning;
- progress and cost control;
- risk and opportunity assessments;
- reporting monitoring; and
- compliance to requirements.

## Sustaining Capital Projects

Our sustaining capital construction services encompass the installation and commissioning of scopes of work including:

- mechanical;
- electrical;
- instrumentation and controls;
- piping;
- structural;
- access; and
- civils.

Our balance of plant capabilities extend to roads, camps, water treatment, communications and power generation, transmission and distribution.

We also deliver specialist construction services including vessel inspection and catalyst loading, marine works on LNG load out jetties, cryogenic insulation, and expert rope access installations.

Our projects are undertaken across a brownfield environment and we understand the management of risk from working on live plant.





Our sophisticated systems, tools, procedures and experienced personnel support safe, on-time execution of complex outages for our customers such as Arrium, ConocoPhillips, Orica and Alcoa.

### **Turnarounds**

Supporting operational uptime for customers is a key goal. We have the resources to carry out all aspects of major and minor plant turnarounds and outages. These include initial planning and scheduling, resourcing, mobilisation, execution, monitoring, safety and environmental management, procurement and subcontractor management, through to performance testing, start-up and handover.

Our systems, tools and procedures manage the resources and equipment to ensure turnarounds are delivered safely, on budget and within the committed schedule, and leak free.

# Continuous improvement and innovation through thought leadership

**Our teams consider it vitally important to provide advice to our customers on how they can work safer and better in the field and support functions.**

At Downer we understand that our success is in part dependent on how well we can help our customers and partners improve safety and work methods used to deliver our scope of work. To do this, we need to understand how we can drive a culture of improvement within our maintenance and operations teams.

Our delivery teams focus on improvements to safety, environment, cost and production. In challenging the normal standards of services, they know they have Downer's full support, and are rewarded for sharing their improvement ideas for the benefit of all our customers.

## Improvements

The type of improvements we look for are developed to enhance and benefit the scope of works of our contracts. These improvements could relate to a number of areas including:

- safety improvements (e.g. procedure, equipment, personal protective equipment);
- frequency and scope of maintenance activities;
- resource adjustments (up or down);
- technical work procedures;
- minor facility modifications; and
- improvements to the day-to-day operations.

## Innovation

For us, innovation means coming up with new ways of doing things. The way we see it is innovation comes in the form of:

- cost reduction;
- improved productivity; and
- new technology.

Along with other customer driven needs, we look at how we can create innovation to the services we provide to your site. Innovation comes from the existing knowledge and intellectual property of our people, and is supported by a strong improvement culture.

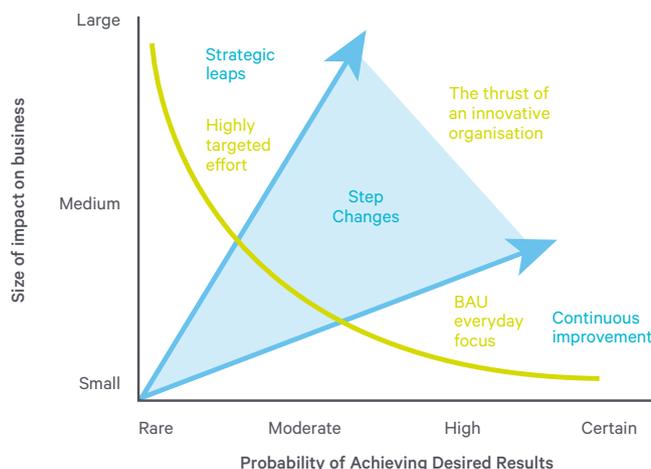
As an innovative company our focus is to regularly achieve step changes in innovation.

We empower our suppliers, sub-contractors and frontline operational teams to provide ideas and new thinking about how best to deliver outcomes.

We understand step change innovation is driven from understanding customer drivers and requires Downer to develop large solutions (step changes) that require time and investment to improve how we co-operatively solve problems.

We register all of these ideas and reward our teams for not only the ideas they have created but ensure they have the environment in which to deliver them. This helps us maintain stability and resilience in our business that is envied by our competitors.

## Downer improve and innovation change





# Downer

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