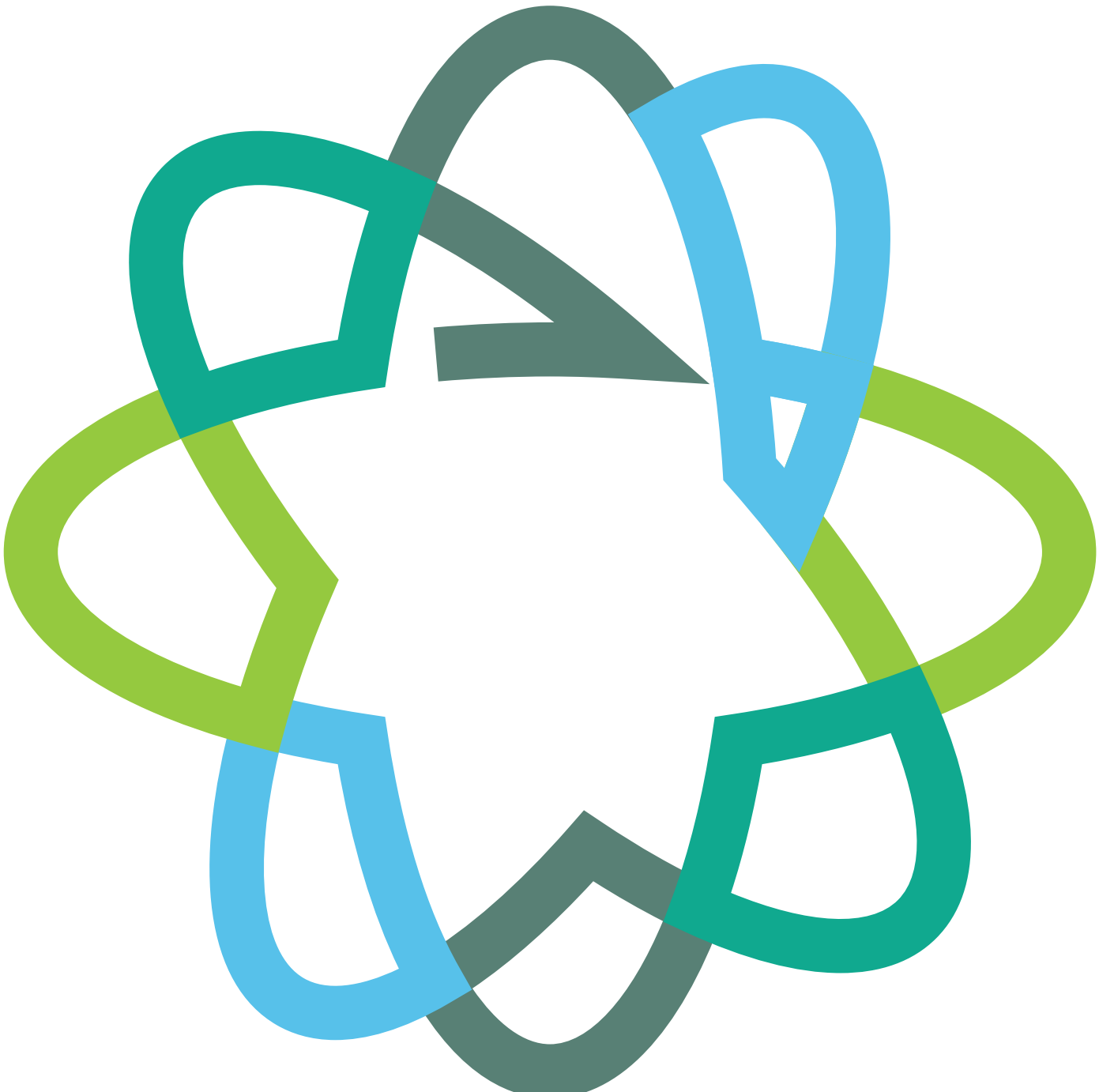




THE  
**Downer**  
standard





“The Downer Standard is Downer’s proprietary Integrated Management System that defines the way we work and deliver for our customers.”

## How we operate

At Downer, delivering great outcomes for our customers is at the heart of everything we do. We work with exceptional people to bring thought leadership and fresh ideas to all aspects of the delivery lifecycle, from bid through to completion. Our goal is to meet and exceed customer expectations.

To achieve this we have captured our extensive, collective experience in The Downer Standard (TDS), our integrated management system. This includes and is certified to global best practice. It defines how we work and what we do, enabling us to deliver the best possible outcomes for our customers, people and partners.

Closely aligned to Downer’s purpose, promise and pillars, TDS provides a structure for governing and sustaining core and business unit-specific processes and capabilities.

Setting a consistent standard for how we operate, TDS establishes Group-wide policies and procedures and business-specific capabilities, which are owned, maintained, and improved by a network of Group Process Owners and Business Unit Quality Leads. This provides governance, leadership, and accountability across all key areas of our business.

Regular internal and external audits ensure we are meeting legislative requirements, external standards, and customer needs. This includes audits against international standards and accreditation.

Management reviews and reporting mechanisms provide transparency and visibility to levels of adoption and adherence to minimum requirements.



## Integrated Management System

Building strong relationships with our customers allows us to understand and predict their needs and bring them insights and solutions.

The Downer Standard provides the platform to achieve this. It underpins how we run our business, serve our customers, manage our processes, meet our business obligations, and continually improve what we do.

It is a dynamic, Downer-wide Integrated Management System which is constantly evolving to meet changing customer needs and accommodate legislative and market expectations and changes.

The Downer Standard is a rich source of process and capability knowledge, capturing intellectual property that has been gleaned and refined over 150-plus years of doing business.

This information is harnessed to provide a framework that can be applied across our services, enabling our people to deliver consistently high-quality outcomes for our customers. We also recognise that one size does not fit all, which is why TDS has been developed to allow flexibility to meet differing customer needs and unique circumstances.

TDS covers all of Downer's core business processes such as Customer Planning and Engagement, Delivery Management, Finance, HR, IT, Opportunity & Bid, Procurement, Risk & Assurance, Quality Management, and Zero Harm – and has been implemented across all parts of the Downer Group.

For our customers, this provides assurance that they are dealing with a company that captures and shares knowledge to continually learn, grow, and deliver the best possible outcomes.

TDS is more than just a set of policies and procedures that ensure we fulfil required tasks to the highest standard. It is a vital governance tool which:

- Provides structure for governing and sustaining our core processes and capabilities.
- Is embedded into Downer project and contract processes and tools to ensure consistent service delivery.
- Acts as a vehicle for sharing knowledge and best practice.
- Establishes a framework for quality assurance via single certification to international management standards.
- Provides a backbone for learning and professional development.
- Facilitates rapid integration of new acquisitions, mergers, and joint ventures.
- Enables a culture of continuous improvement and customer-centricity.



## Assurance and Accreditation

The Downer Standard and associated operating practices have been independently evaluated by a Joint Accreditation System of Australia and New Zealand (JASANZ) certified external certification body.

Downer Group has achieved external certification of The Downer Standard to international management standards:

- ISO 9001: 2015 (Quality)
- ISO 14001: 2015 (Environment)
- ISO/IEC 27001: 2013 (Information Security)
- ISO 45001: 2018 (Safety)
- ISO 55001: 2014 (Asset Management)

This means our customers can be assured we are effectively managing our service delivery, as our processes are compliant or certified to these standards, and we have a framework for developing, monitoring, and continuously improving TDS.

The Downer Standard is also meets and or is assessed against other regulatory standards relevant to our service delivery within individual parts of our business, including:

- ISO41001:2018 (Facilities Management System)
- The Office of the Federal Safety Commissioner (OFSC)
- The Office of the National Rail Safety Regulator (ONRSR)
- Food Safety Management System (BSI HACCP & GMP)
- ISO/IEC 17025:2017 General Requirements for the competence of testing and Calibration laboratories (NZ)
- AS 4292 Railway Safety Management and various State Rail Regulations
- The Australian Government Building and Construction Accreditation Scheme from The Office of Federal Safety Commission
- Regional, State and Federal Government entities (e.g. National Pre-qualifications for Civil (Road and Bridge) construction)
- Supplier pre-qualifications with our customers, and
- National Heavy Vehicle Regulator (NHVR) requirements.



“Downer Group has achieved certification of The Downer Standard to international management standards: ISO 9001 (Quality), ISO 14001 (Environment), ISO 27001 (Information Security), ISO 45001 (Safety), and ISO 55001 (Asset Management).”

## Knowledge management

The Downer Standard is a rich source of process and capability knowledge that has been harvested from businesses across the Downer Group.

It integrates our intellectual property in a standard framework, enabling seamless collaboration across Business Units to help our people deliver consistent outcomes for our customers.

The content is stored in a central online repository that all employees can access. The intuitive platform alerts users to changes in content and facilitates feedback on content to promote continuous improvement.

The content is owned and maintained by a team of Group Process Owners, Quality Leads, Document Owners, and TDS Document Controllers who are trained and given secure access to document and feedback management applications.

This enables them to easily make updates to their suite of documents in response to legislative changes, audit reports and feedback from customers, employees, subcontractors and suppliers.

To ensure all employees know and understand how to navigate TDS and find what they need to do their jobs, a Learning Library has been developed.

This houses an eLearn, multiple Quick Reference Videos, Guides, online training sessions and Frequently Asked Questions. Content is continually updated to address TDS feedback and enhancements.

TDS is introduced during employee induction and is integrated into a myriad of other training courses and learning pathways, such as Delivery Governance Leadership and Delivery Management Essentials Program.

# Continuous improvement

The Downer Standard helps us lead the way in delivery excellence through dedicated continuous improvement processes and resources. These ensure that we keep our people and the environment safe, improve asset performance and meet and exceed customer expectations.

We have appointed a team dedicated to drive the strategic direction and ongoing development of TDS, in conjunction with a network of Quality Leads and Group Process Owners.

The team considers feedback from all Downer employees, reflecting feedback from other key stakeholders including customers and suppliers, and the outcome of lessons learned processes applied on conclusion of each Delivery Lifecycle. This feeds into our continuous improvement process and informs The Downer Standard's strategic direction.

Insights from these feedback channels have resulted in several improvement initiatives, such as our recent update to The Downer Standard platform, tailoring our Delivery Management Methodology to better meet the needs of Service and Asset Management contracts and creating a Delivery Governance Management framework and application.

In addition, there are many ways we foster an atmosphere of continuous improvement, including:

- **Quality Forum:** Established to facilitate the sharing of knowledge and collaboration across Business Units to reduce variation and eliminate or minimise waste.
- **Communities of Practice:** These groups of subject matter experts solve problems, share knowledge and coordinate activities across Business Units and functions to achieve effective sustainable results for our customers.
- **Audits:** Conducted regularly by trained internal and external auditors. Audit results are documented, and corrective actions are taken and verified using a closed loop process.
- **Risk management:** Risk-based thinking is integrated into our processes to identify and address risks and opportunities, thereby increasing the effectiveness of our Integrated Management System and improving results for our customers.



**“We are committed to implementing continuous improvement processes and resources that ensure we keep our people and the environment safe, improve asset performance and meet and exceed customer expectations.”**

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