

Downer news

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2016 Employee Engagement Survey

In August we will be inviting all Downer employees to participate in the annual Employee Engagement Survey (EES).

Continuing our partnership with external survey providers Voice Project, this is an important opportunity for all team members to have their say and provide feedback on what Downer is doing well and where you believe we should focus further attention.

In August last year, almost 7,000 employees completed the survey. Our results highlighted very positive feedback on areas such as Safety and Teamwork, whilst bringing to attention a need for greater Collaboration and Career Development.

The 2015 results were discussed at length by the Downer Executive Committee and a number of significant improvements have been made across the business.

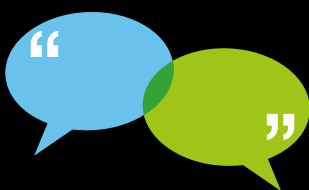
Further information on the survey will be provided in August.

If you have any questions, please speak to your manager or local HR representative. ■

HAVE YOUR SAY!

ENGAGEMENT SURVEY COMING SOON

Downer
Infrastructure & Resources



World Environment

There were some great sustainable ideas shared as part of this year's **Downer World Environment Day** competition about how to make our work, home and community more sustainable. There was also some expert colouring from the younger generation (and adults too!).

Here are some of the winning ideas that you may be able to adopt at work, home and in your community:

Sustainability at work

- Reduce, reuse and recycle wherever possible at work – use your own coffee cup when buying coffee, catch the bus or car-pool to work;
- Reduce printing at work by only printing when absolutely necessary, then in black and white, double sided and two pages to a page if you have good eyesight;
- Recycle paper by cutting one side printed pages into four and using as a notepad or placing into the paper recycling bin;
- Always screen waste to ensure recycling goes into Commingled or Paper/Cardboard recycling bins;
- Save electricity – turn off the lights;
- Conserve water – turn off the taps; and
- Monitor the weather throughout the day and apply your risk assessment to the task so that rain does not wash off your project area and cause pollution.

Sustainability at home

- Establish a vegetable and herb garden at home and create your own food which reduces the amount of packaging thrown away (plus it tastes better!);
- Keep chickens and get fresh eggs;
- Cooking and baking at home reduces purchase of packaged goods and reduces waste to landfill;
- Use re-usable containers for lunch boxes and water bottles;
- Make your own cleaning products;
- Choose energy saving appliances;
- Save electricity or choose an alternative in solar power;
- Compost food waste and make a great garden; and
- Harvest rainwater for use at home.

Community and next generation sustainability

- Raise your children to understand their “footprints” and spread this message to their friends;
- Encourage children to be involved in learning about recycling and establishing herb and vegetable gardens at home and with their grandparents;
- Teach children about using natural cleaners and products to reduce use of chemicals;
- Get involved with groups that work with teens or young adults and help them develop their learning skills by doing practical hands-on activities such as building timber items, wood turning using recycled and donated wood or building and restoring bicycles, motor bikes or cars; and
- Share your sustainability ideas with family and friends on social media to raise awareness.



Day

Congratulations to our winners who received a \$1,000 gift voucher, our runners-up who received a \$500 gift voucher and colouring competition winners who each received a \$50 gift voucher.

Winners:

Sustainability at work

Natasha Portess, EC&M

Sustainability at home

Sarah McMillan, Group SG&I

Sustainability in the community/ younger generation

Jen Klip, EC&M

Runners-up:

Sustainability at work

Helen Kindred & the Queensland Roads Asphalt Crews, Infrastructure Services

Sustainability at home

Carla Mohfaud, Mining

Sustainability in the community/ younger generation

Paul Barnes, Mining

Special mention for Larissa Ho's creative quiz entry where she fully implemented the "Think before you print" mantra by completing (and colouring) the quiz using image editing software. This meant she saved paper and toner by submitting her entry entirely electronically. Larissa said: "It's taken some time, but I've now made a good habit of thinking before I print!"

See if you can find the photo-shopping that Larissa did to the illustration, you may be able to spot an "Enviro" or two!

Children's colouring competition winners:

0-4 years

Eden Wason (Nigel Wason, New Zealand)

5-9 years

Epi Gandi (Malinda Kopi, New Zealand)

10-14 years

Paige Golder (Infrastructure Services)

Runners-up:

0-4 years

Jack Eleperuma (Kish Eleperuma, New Zealand)

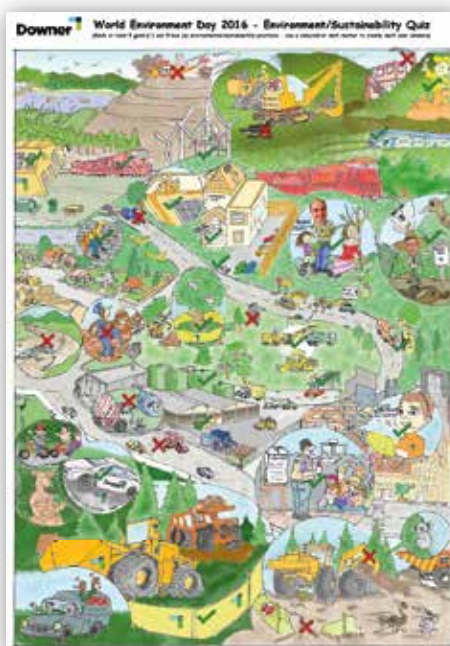
Isaac Buttigieg (Raymond Buttigieg, Group Tax)

5-9 years

Owen Cherry (Neil Cherry, New Zealand)

10-14 years

Alexis Thompson (Carla Mohfaud, Mining) ■



Larissa Ho's creative quiz entry.



Jack Eleperuma (son of Kish Eleperuma, New Zealand) – runner up for the 0-4 colouring in competition.

Our new Careers website

Downer has launched a new **Careers website** which offers a more informative, engaging and user-friendly experience for people interested in working at Downer.

In addition to listing current job opportunities and outlining what it means to be a Downer employee, the features of the new Careers website include:

- richer content, including employee case studies, dedicated pages on graduates and cadets, and videos;
- the ability to update content easily through a content management system;
- improved search functionality;
- smart phone optimisation and responsive design; and
- analytics to allow us to track and measure its effectiveness.

The new website incorporates content and feedback from across the Group, coordinated by our recruitment teams under the leadership of Clare Hudson.

Thank you to everyone who contributed to this project and on their collaboration which has resulted in a site which truly represents Downer's four Pillars, our diversity and the breadth of our capabilities. ■

View the new careers website at:

www.downercareers.com

www.downercareers.co.nz





OUR COMMUNITIES



Downer donates \$50,000 to Blackwater PCYC and celebrates partnership for Aboriginal and Torres Strait Islander Program

The Blackwater Police Citizens Youth Club (PCYC) has secured funding for a full time Youth Worker/Community Development Officer thanks to a two year partnership with Downer's Mining business. The new position was launched at a community day in June, coinciding with National Reconciliation Week.

Blackwater is a town of approximately 5,000 people, located in central Queensland, with the mining industry a significant employer for the local community.



The new Youth Worker position will deliver development programs and activities for the Blackwater community, as well as coordinating a new program for Aboriginal and Torres Strait Islanders. Run in partnership with Downer, the program will provide support and training to eligible local Aboriginal and Torres Strait Islander youth to prepare them for work in the mining industry.

“The new program aims to increase the local ATSI community’s job readiness’ skills and offer opportunities for successful candidates to secure full time employment with Downer at Blackwater Mine. We’re very proud to be supporting this initiative,” said Hilton Hurst EGM HR, Mining.

To mark this partnership, Downer held a community day at the Blackwater PCYC where children, parents, teachers, local police and local business enjoyed a burger, free skating, jumping castle and were entertained by magician Troy Fraser (Troy is also our Health Advisor at Blackwater Mine!).

Special guests who attended included: Police Sgt Dominic Richardson (Branch Manager, PCYC Blackwater), QPCYWA Chief Executive Phil Schultz, QPCYWA Police Inspector Michael Volk as well as our own Executive General Manager HR Hilton Hurst, Group Employee Relations Manager Jarrett Goos, Project Operations Manager Blackwater Mine Brad Zillman and Downer employees who organised, prepared and cooked for the event. ■



Downer supports **National Reconciliation Week**

Downer was proud to support National Reconciliation Week (NRW) which was celebrated from 27 May to 3 June and recognises the relationships shared by Aboriginal and Torres Strait Islander people and other Australians.

Street banner project

As part of our support for NRW, Downer participated in the Department of Aboriginal Affairs' (DAA) Street Banner Project in Perth, Western Australia. The project has been running since 2011 with the support of a growing number of organisations.

Our banners were located on St George's Terrace and Hay Street, from 22 May – 5 June. We were proud to be part of this positive and visual contribution towards reconciliation. ■



Millmerran Community Kindy visits Commodore Mine

20 children from the Millmerran Community Kindy recently visited the Commodore Mine to see what that “Big Hole in the Ground” was all about.

They were very excited to see the big trucks and diggers and especially those that got to see where “Dad works”.

Goody bags with Downer water bottles and Komatsu gear were also a big hit with the kids.

The tour was hosted by Vanessa Sorensen (Plant Clerk), Luke Morgan (Fitter) and Troy Williams (Supervisor/OCE). ■



OUR PROJECTS



Above: The Downer team with the arrival of the first blade.

Right: Victorian Premier the Honourable Daniel Andrews, Lily D'Ambrosio, Minister for Energy, Environment and Climate Change, Matt Rebbeck, Chief Operating Officer for RES Australia speaking to our Downer team at the event.

First blades arrive at Ararat Wind Farm



The Ararat Wind Farm received its first shipment of turbine blades on 15 June, marking an important milestone in the development of Australia's third largest wind farm, which is projected to inject almost \$8 million into the local economy.

The blade shipment weighs over 2,000 tonnes and consists of 225, 50 metre long turbine blades. The delivery will see the Ararat Wind Farm switch to its full employment capacity of 165 workers over the two year development period.

"The arrival of the blades marks the next phase of construction that will see work start on the installation of 75 wind turbines that will generate electricity to power around 120,000 homes per annum, or about six per cent of Victorian households," said Trevor Cohen, Executive Director, Downer Utilities.

"Once complete, the Ararat Wind Farm will be a world class project that plays a key part in Australia's renewable energy future."

Take a moment to watch this short video <https://youtu.be/245uRKyt9r8> showing the arrival of the first blade – it really makes you appreciate how large it is! ■

More about Ararat Wind Farm

Construction of the wind farm is a joint venture between Downer and GE. The Ararat Wind Farm Pty Ltd is co-owned by a consortium of Renewable Energy Systems (RES), GE, Partners Group on behalf of its customers, and OPTrust. The 240MW Ararat Wind Farm in south-west Victoria will be the third largest wind farm in Australia and has attracted almost half a billion dollars of direct international investment into Victoria.

For more information, visit: www.ararat-windfarm.com



1+1=3: thought leadership and teamwork getting the job done

EC&M's NSW manufacturing team has delivered a new 33kV switchroom complete with fully installed ABB 33kV switchboards and a new control room for Infrastructure Services (IS) customer Ararat Wind Farm – meeting a key milestone date in record time.

The opportunity

Late last year, the IS team in Hexham NSW issued a tender for the installation of 33kV switchboards and switchroom complete with associated equipment, as well as a control room complete with associated switchboards and protection equipment for delivery and installation at the new Ararat Wind Farm (ARWF) in Victoria.

Thought leadership gave EC&M the edge

Also located at the Hexham facility, the EC&M manufacturing team has been designing and manufacturing switchboards for over 70 years. In 2013 they expanded their offering to include switchrooms and control rooms that house switchboards.

The team demonstrated that they could deliver a solution for IS by introducing thought leadership to fine tune the design to ensure the rooms and equipment would be:

- easily transportable to save shipping costs;
- pre-installed with as much equipment as possible to ensure efficient commissioning; and
- able to be installed onsite without the need for expensive crane hire.

IS awards EC&M the job

On review of tender proposals, the IS team found EC&M to be adaptable to the customer's critical requirements which included working within tight transport and site restrictions. This was a key decision factor in awarding the tender along with the fact that EC&M's bid was commercially competitive.



The race to deliver

With less than six months to deliver the job, EC&M brought their 'A game' and allocated all resources to the task. Ian Hore, Business Unit Manager, EC&M said: "We had to really pull out all stops to deliver the scope whilst maintaining a high quality product and deliver on time. We also had to finish the design to meet the strict transport and site requirements, as well as deliver partial fit-out of the control room prior to transportation. It's true that we had guys installing some of the equipment even after the control room was on the transport platform but we had to make the most of every minute and we didn't want to let IS or ARWF down."

Onsite delivery

Arriving on site in April, the clever design work from EC&M enabled the IS team to easily get the control room and switchroom in place without the need for a crane which would have added extra cost to the project. Within days the control room and switchroom were fully commissioned, meeting the milestone date.

Greg Tomsett, Substation O&M Facilities Superintendent, IS said: "The EC&M team delivered the job which included a 3D model at the design stage that allowed us to check for the all-important site clearances. The EC&M team met all of our requirements within a very short timeframe and feedback from our customer ARWF has been very positive on a job well done."

1+1=3

The collaboration between IS and EC&M on this project has reinforced the fact that close collaboration delivers great outcomes for our customers. In addition, the shared commitment to safety resulted in no injuries or lost time to any team members on this project. Most importantly Downer has delivered on our promise to our customer ARWF by delivering on safety, value for money and efficiency.

Congratulations to the EC&M and IS teams! A great example of thought leadership and teamwork delivering 1+1=3 to get the job done! ■



Finished project: Mangere Refugee Resettlement Centre.

Mangere Refugee Resettlement Centre

New Zealand Prime Minister John Key and former refugees were in attendance to open the new facilities at the Mangere Refugee Resettlement Centre (MRRC) when Downer delivered the project three months ahead of schedule.

Newly arrived refugees spend their first six weeks at the MRRC, receiving help to prepare for life in New Zealand and to move into the community. Services offered include English language classes, health screening and mental health support.



Project Manager, Nour Ibrahim with the Prime Minister of New Zealand, John Key, at the opening ceremony.

Downer's New Zealand business has been working on the MRRC since February 2015. The project includes removing the existing MRRC buildings, which were no longer fit for purpose, whilst building the new facilities and all the while keeping the centre open to help those who need it.

Project Manager Nour Ibrahim, said: "I enjoyed every challenge of this project from start to finish - there were difficulties, for example building the new facilities as the whole site is based on peat, but we came up with affordable solutions for the foundations.

"The whole team has felt privileged working on this project, that the work we are doing is helping people in need and we are proud that every refugee that arrives in NZ will actually come through this centre."

The new modern facilities include an administrative building and six accommodation buildings for up to 196 refugees.

Speaking at the opening ceremony, former refugee Faisal Farghaly talked about his experience settling in at the centre back in 2014, and took a moment to express how important the centre had been for the transition to his new life in New Zealand, and how grateful his family were for the fact they

felt safe in New Zealand every day.

Immigration Minister Michael Woodhouse said the Government had invested NZ\$24.7 million in the project over several years:

"The original facilities at Mangere were built during the Second World War and were well past their economic life. The new facilities are a vast improvement and will give refugees the best possible start to their new life in New Zealand."

Currently around 750 refugees pass through the centre each year, although the New Zealand Government announced a few days after the opening ceremony on World Refugee Day that they would increase the annual refugee quota to 1,000 from 2018/19. ■



Early delivery helps Moolarben Coal start production ahead of schedule

In May, EC&M's Hexham team completed practical completion of the new Stage 2 Open Cut Project for Moolarben Coal, 11 weeks ahead of schedule.

The complexity of the project required a multi-disciplined team with skills including civil, SMP, electrical and commissioning. At its peak, our onsite team comprised 136 people and on completion we had delivered a total of 173,766 man hours LTI free.

Pleased with our early delivery on the project, Arnold (Jung-Hyun) Hur, Project Manager, Posco Engineering and Construction said:

“Once again I appreciate your great abilities, passion and sacrifices and I sincerely would like to keep good relationships for creating success.”

Leader of the project Paul Chircop, GM Projects East, was delighted to receive praise from our customer and said:

“We always work closely with our customers because we know relationships are the key to success.”

In addition to the project complexity there was the extra challenge of requiring team members within EC&M and Posco to work away from home and families.

Warren Crocombe, Project Manager, said:

“Despite the personal sacrifice we found ways to make the experience enjoyable and developed a good camaraderie that helped us to get the job done safely and a whole 11 weeks ahead of schedule. This was a real buzz for everyone working on the project.”

The key outcome for our customer Moolarben Coal is that they have been able to start production ahead of schedule, adding increased profitability to their project.

Congratulations to the EC&M team on safely delivering a stand-out result for our customer. ■

The project scope included delivery of:

2.8km

Overland conveyor with 1800mm wide belt at 2650TPH capacity

400t

ROM Bin inclusive of Apron Feeder/ Primary Sizer and RE Wall

500t

Surge Bin and Chain Feeder



The Downer team and special guests at the official opening ceremony in June.



A special memento was presented at the official opening of the OC4 plant to recognise successful delivery and reinforce the message ‘Together We Deliver’.



“Current best practice in Australia for modified spray seals is to use 15% to 18% recycled crumb rubber,” said Dante Cremasco, Executive General Manager, Downer Road Services.



Pictured left to right: Peter Tamblyn (Close the Loop Sales & Marketing Manager Asia Pacific), Dante Cremasco (Executive General Manager, Downer Road Services), Mike Charlton (Acting Mayor of Moreton Bay Regional Council), and Adrian Raedel (Councillor, Moreton Bay Regional Council).

Downer launches world-first toner and rubber modified spray seal binder

Our Road Services business has partnered with Moreton Bay Regional Council in Queensland to set a new benchmark in sustainability and innovation with the launch of a world-first high performance toner and rubber modified spray seal binder.

Tonerseal is a high performance recycled spray seal product that pioneers the use of waste items such as toner from printer cartridges and crumb rubber from used tyres that would typically be stockpiled or sent to landfill.

“Current best practice in Australia for modified spray seals is to use 15% to 18% recycled crumb rubber,” said Dante Cremasco, Executive General Manager, Downer Road Services.

“Tonerseal proves that with the right technology and capability we can produce a high quality spray seal binder with improved performance that uses new recycled materials in levels greater than current best practice.

“More importantly, Tonerseal demonstrates that with continued industry focus on recycled material availability, process improvements for large scale production, partnerships with progressive and environmentally conscious governments, suppliers and customers, we can continue setting new benchmarks in best practice,” Dante said.

Councillor Mike Charlton, Acting Mayor of Moreton Bay Regional Council, was proud to showcase a new benchmark in sustainability.

“Sustainability is one of our key policies at Moreton Bay Regional Council and it is something that we strive to achieve in every decision we make, so we are pleased to partner with Downer and provide a location for this trial,” Councillor Charlton said.

“I congratulate Downer for driving sustainable and environmentally friendly innovation.”

Read more about our world-first high performance toner and rubber modified spray seal binder:

<http://ow.ly/vyFN3014nNs>. ■



Official launch of the **Plant, Heavy Vehicle and Auto Electrical Training Centre at Kurri Kurri TAFE NSW**

Downer's Rail business has partnered with TAFE NSW to launch the Plant, Heavy Vehicle and Auto Electrical Training Centre at the newly renovated Kurri Kurri Training Facility, located in the Hunter Valley, New South Wales.

The new \$12 million Training Centre was officially opened on 9 June by The Hon John Barilaro (MP), NSW Minister for Regional Development, Minister for Skills and Minister for Small Business.

As part of a Memorandum of Understanding (MOU) signed earlier this year between Downer and Hunter TAFE, Kurri Kurri TAFE will provide Downer with classrooms, workshop and laboratory facilities to enable us to further invest in training our employees.

Downer has commenced relocating dedicated rolling stock equipment to the Heavy Plant facility for technical training, apprentice development and associated training, where it is already being utilised by the Rail's Mobile Plant Apprenticeship Program (as announced in the last issue of Downer News).

Well done to David Wilson, Shane Snook, Paul Richardson and team for the great effort on this achievement and coordinating a successful event. ■



(Hon) John Barilaro - Minister for Regional Development, Skills and Small Business with Michael Miller Acting CEO Downer Rail – 9 June 2016 Kurri Kurri TAFE Opening.



Michael Miller Acting CEO Downer Rail with Downer Rail employees at Kurri Kurri TAFE – 9 June 2016.

Studying for success

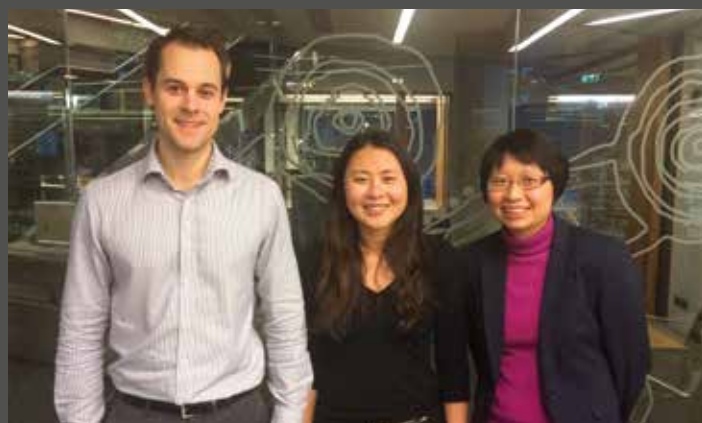
Congratulations to Vivian Tam (General Manager – Finance, Downer Group), Adam Halmarick (General Manager – Finance, Rail) and Angeline Kong (Treasury Manager – Operations, Downer Group) who recently graduated from a Master of Applied Finance at Macquarie University.

Described as an “exceptional program for exceptional people”, the team spent the past three years balancing demanding study commitments along with busy work schedules.

Adam was awarded the NSW Treasury Corporation Prize for Best Overall Performance in the Sydney Class, and Angeline was awarded the Vice-Chancellor's Commendation for Academic Excellence, an award that recognises a level of academic success that few students reach.

“This course has diversified our existing skill sets and for myself it has equipped me to take on a new challenge with a role in the Downer Treasury function,” said Angeline.

Well done Angeline, Vivian and Adam! ■



Adam, Angeline and Vivian have completed their Master of Applied Finance.



Mystery Island Vanuatu



Members of the New Zealand Projects team have recently completed a new wharf at Mystery Island in Vanuatu.

After 70 days working on Mystery Island, our team packed up their bags and the new jetty is now complete and ready to safely accommodate modern cruise ships.

A small, sandy island and a great spot for swimming, Mystery Island sees about the same number of ship visits as Auckland. The island itself is uninhabited so a modernised jetty to accommodate the regular coming and going was essential.

The US\$2.6 million project saw the new jetty structure designed by our Senior Design Engineer, Daniel Crichton, to now allow four cruise ship tenders to berth at same time – the old jetty could only accommodate two tenders – which has increased the rate at which ships can get passengers ashore.

The jetty comprises driven steel piles, precast concrete headstocks and fabricated aluminium walkways. Over the course of the 70 days' work, two tugs and two barges were used to get equipment and materials to site. The piles were driven and precast lifted by an 80 tonne crane on one of the barges.

Our crew was on-site throughout summer to carry out the works and lived in Anelcauhat village on nearby Aneityum Island, the southernmost major island in Vanuatu. Although it is a popular cruise destination, Mystery Island itself is actually uninhabited.

The jetty is part of a US\$4.8 million package being undertaken by Downer in Vanuatu for Royal Caribbean Cruise Lines and the Government of Vanuatu.

Well done team! Thanks for all your hard work – as you can see from the pictures, it must have been a hard gig! ■



Have you got a story idea?

Know how we can make Downer News better?

Send your suggestions to: Corporate.Affairs@downergroup.com