

# Industrial & Energy

Supporting Australia's critical economic infrastructure

# Enabling communities to thrive.

**Downer is the leading provider of integrated infrastructure services across Australia and New Zealand. We are committed to building strong relationships with our customers, people and communities.**

Together, we enable communities to thrive, shaping a connected and sustainable future.

With 33,000 employees, our footprint covers every corner of Australia and New Zealand.

We operate across five sector-focused, trans-Tasman business units, leveraging our technical capability to ensure our customers' success.



## Sustainability

Safety is our first priority. Zero Harm to 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.



## Zero Harm is embedded in our culture and is fundamental to our success.

We firmly believe that all safety and environmental incidents are preventable. Zero Harm is always our top priority.

Downer has a strong safety record operating in high-risk environments, and we are committed to keeping our people, customers and the wider community safe.

### Our approach to safety and sustainability

- **Consult with our stakeholders:** We actively involve and consult with our workers, delivery partners and customers in improving work processes and delivering safe, reliable outcomes.
- **Manage our known and emerging critical risks:** We work to continually review and improve our critical risk control framework through active Communities of Practice. Our people routinely assess control effectiveness and implement control improvement initiatives in the field.
- **Seek thought leadership and innovation:** We engage with and seek out leaders in the field of safety and sustainability from around the world, such as partnering with the American Institute of Chemical Engineers Centre for Hydrogen Safety to build our hydrogen safety framework.
- **Support our people to be their best:** We actively identify, assess and control our psychosocial risks through a process of employee engagement and consultation, delivering programs and resources to suit the needs of our people.
- **Decarbonise:** We proactively look at opportunities to reduce the impact of our operations on the environment, and support of customers in their journey to Net Zero.



Industry-leading safety performance across key indicators



Our leaders conducted over 450 critical risk observations and >4,000 critical risk inspections in the field in FY23



In FY23, Industrial & Energy achieved an LTIFR of zero from more than 5 million hours worked



Dedicated Hydrogen Safety Centre of Excellence and Working at Heights Community of Practice

# Why Industrial & Energy?

We pride ourselves on being different. Why? Because our customers' success is our success. The Downer difference lies in four key factors:

## Excelling at business fundamentals

With proven processes, a dedicated centralised governance system 'The Downer Standard' and commitment to sustainability, we deliver on our promises.

## Technical capability

Delivering the full suite of end-to-end services, from design and build to maintenance and energy transition. We have dedicated, international partnerships with key OEM providers, and specialised manufacturing capability.

## Trusted partner and thought leader

More than just a contractor, we build long-term, collaborative relationships with our customers based on trust.

## A leader in our field

A leader in our market sectors across Australia, we leverage our strong reputation and footprint to deliver.





# About us

**Industrial & Energy is a leading provider of end-to-end asset lifecycle and specialist services to the power generation, future energy, oil, gas, industrial and mineral processing sectors.**

Our key capabilities cover a full range of services including maintenance, shutdowns, turnaround and outage delivery, equipment overhauls and modifications, sustaining capital programs, manufacturing, project development and commissioning services.

By embracing emerging technologies and genuinely partnering with our customers, we support them in their journey towards cleaner energy and lower emissions, whilst revitalising our industrial and manufacturing hubs for the future.

## Industrial & Energy

We support our customers with long-term, relationship-based contracts where we seek to help them optimise the reliability, efficiency, sustainability and whole-of-life performance of their assets.

**Industrial & Energy - West**

**Industrial & Energy - East**

**Mineral Technologies**

**Integrated Gas**

**Future Energy Solutions**

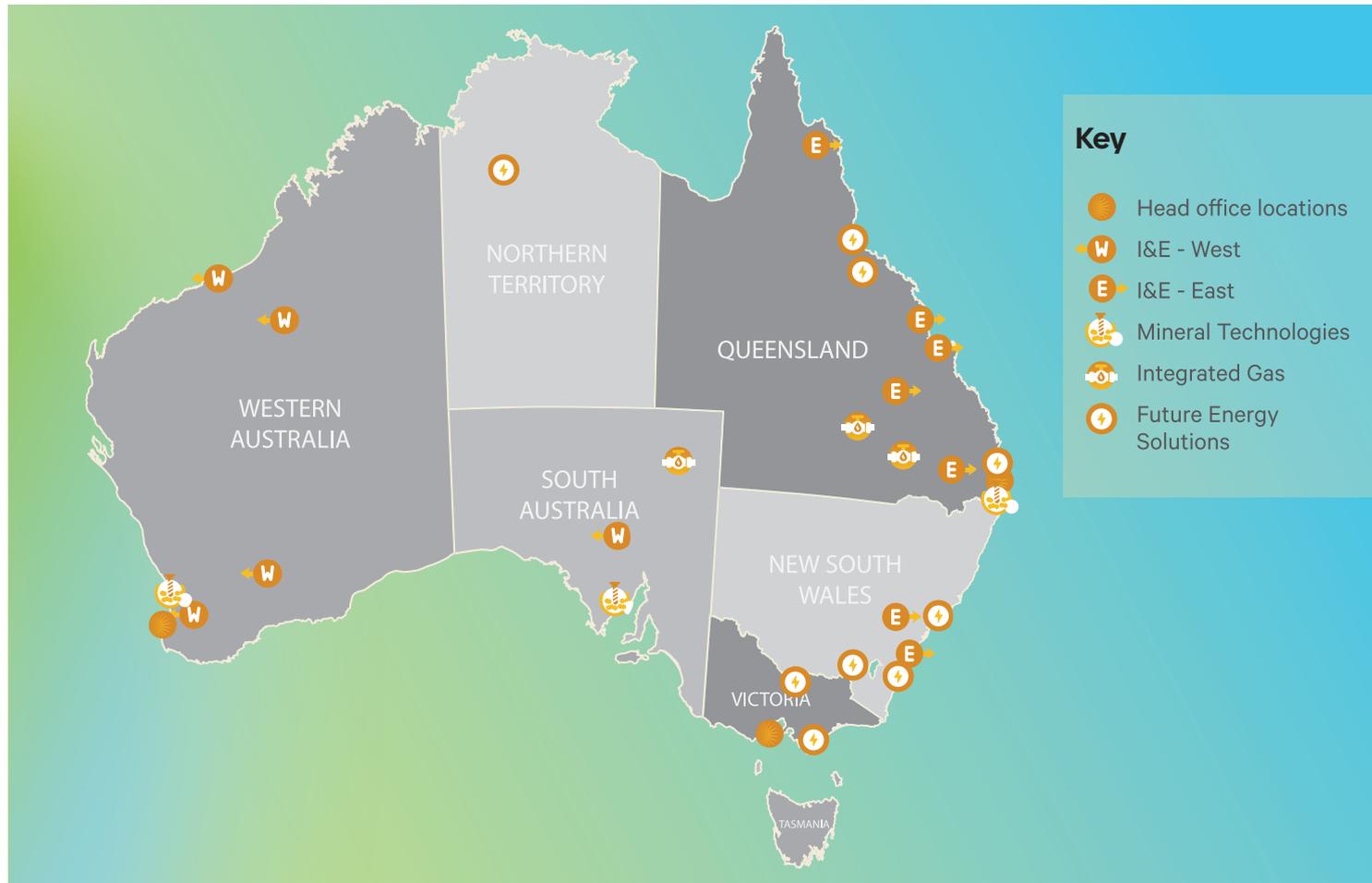


# Our capabilities

Service offering	I&E - West	I&E - East	Mineral Technologies	Integrated Gas	Future Energy Solutions
<b>Shutdowns, turnarounds &amp; outages</b>					
Structural, mechanical & piping	✓	✓	✓	✓	✓
Electrical & instrumentation	✓	✓	✓	✓	✓
Scaffolding & rope access	✓	✓	✓	✓	✓
Workforce management	✓	✓	✓	✓	✓
<b>Energy transition</b>					
Solution architecture	✓	✓		✓	✓
Consultancy			✓		✓
Engineering	✓	✓	✓	✓	✓
Asset repurpose	✓	✓		✓	✓
<b>Project delivery</b>					
Engineering	✓	✓	✓	✓	✓
Early contractor involvement	✓	✓	✓	✓	✓
Facility construction	✓	✓	✓	✓	✓
<b>Manufacturing</b>					
Switchboards & switch rooms					✓
Fabrication	✓	✓	✓	✓	✓
OEM Balance of Plant			✓		✓
<b>OEM partnerships</b>					
Turbines & generators	✓	✓		✓	✓
Boilers & pressure vessels	✓	✓		✓	
Technology providers			✓		✓

# Where we operate

We have a permanent presence at every major industrial hub across Australia - including Gladstone, Newcastle, Wollongong, Kwinana and the Pilbara. We also operate internationally in India, Brazil and South Africa.



>4,000  
people

- 500+ riggers and scaffolders
- 450+ electrical tradespeople
- 980+ mechanical tradespeople
- 125 engineering professionals
- 70 apprentices, graduates and trainees
- 3,200+ frontline and 900+ office-based staff

# Who we work with

Industrial & Energy partners with major power generators, oil and gas producers, industrial, ports and mining companies across Australia, and we also have operations globally. Some of our customers include:



# What we do

## Industrial & Energy – West



With half a century of experience, we are a trusted partner across Western Australia's industrial sector. Committed to safety, quality and the wellbeing of our people, our dedicated teams deliver services including:

- **Large scale shutdowns** that involve crews of highly experienced personnel working around the clock to execute planned maintenance tasks in the Pilbara, Goldfields, Kwinana and Southwest.
- **Long term maintenance contracts** delivering multi-faceted services including rope access, scaffolding, electrical, instrumentation, structural and mechanical works for customers including Chevron, BHP and Rio Tinto.
- **Sustaining capital projects** where highly skilled project teams deliver capital projects to extend the life of key assets such as stackers and reclaimers.
- **Specialised workshop capability** from four dedicated technical hubs in Kwinana, Kalgoorlie, Port Hedland and Newman, where we provide structural, mechanical and piping, electrical, fabrication, scaffolding services and civil works.

### Supporting Australia's industrial hubs

For 50+ years, Downer has partnered with major Australian resources and industrial companies, revitalising aging infrastructure, boosting manufacturing, and delivering specialist technical services for customers including BHP, Rio Tinto and WesCef.

We have a significant presence across Western Australia, where we perform a range of specialist mechanical, electrical, maintenance and fabrication work.

# What we do

## Industrial & Energy – East

**Downer supports industrial and power generation customers across Australia's eastern states. We are proud to be the partner of choice for our clients to optimise, maintain and upgrade their power stations, process plants, materials handling and port infrastructure, helping them to decarbonise their operations and return manufacturing back to Australia.**

- **Power generation** - We provide maintenance and outage services essential in running Australia's power stations, working with major customers across the East Coast including CS Energy, Origin Energy, Stanwell and AGL.
- **Industrial hubs** - With a major footprint in Newcastle, Wollongong and Gladstone, we support industrial customers across the country to manage their assets.
- **Port infrastructure** - We operate out of major port locations across the East Coast, providing mechanical, electrical, shutdown and specialist services to customers including Port of Newcastle and Gladstone Ports Corporation, ensuring the smooth operation of their assets.
- **Energy transition** - We work proactively with our customers to support the energy transition, by identifying ways to achieve their net zero targets through a range of asset repurposing or technology integration strategies.
- **Specialist services** - Our capability includes steam / gas turbines, generator and valve maintenance, specialist pressure welding to support the power generation sector, bespoke fabrication and complete HV / LV electrical instrumentation capability.

### Long-term, collaborative partnerships

Downer has worked with Queensland-based power generator **CS Energy** in an Asset Management Alliance since 2019. The unique, relationship-based contracting model sees Downer work collaboratively with our customer to deliver an extensive scope of overhaul and capital works at the Callide and Kogan Creek power stations.

Planning and execution of major overhauls, associated engineering and asset management.

Major projects and engineering work to support CS Energy's asset strategy.

Collaborating on CS Energy's maintenance and sustaining capital strategy to improve asset performance efficiency and reliability.



# What we do

# Mineral Technologies

**Mineral Technologies is the global go-to partner for fine mineral processing solutions across the project life cycle. An industry leader with over 80-years' experience, customers rely on our know-how and expertise to deliver environmentally sustainable solutions across key sectors including mineral sands, beneficiated iron ore and critical minerals. Located close to our global customers, our teams are based in major mining regions worldwide.**

- **Metallurgical testwork and process design** of fine mineral processing including mineral sands, beneficiated iron ore, rare earths and other targeted minerals through our global metallurgical teams and laboratories.
- **Mineral processing equipment development and manufacture** including product R&D, equipment design and manufacture at our Carrara Queensland facility in Australia, as well as South Africa, Brazil and India.
- **Plant design, build and commission** including feasibility studies, project execution and plant commissioning. New process technologies such as our modular processing plants and mobile mining units are a central part of our offering, delivering environmentally sustainable process solutions to some of the world's largest mining companies.



# What we do

# Integrated Gas



**Delivering safe, quality technical services, maintenance and construction across the Coal Seam Gas (CSG) and Liquefied Natural Gas (LNG) industry, supporting essential onshore assets and infrastructure.**

- **Technical services** - We provide various technical services that support the CSG and LNG industry such as PSV testing, hydrostatic testing, coded pipe welding, electrical & instrumentation, and hazardous area inspections.
- **CSG & LNG facility construction** - Delivering capital projects including process plant and compressor facility construction, high voltage (HV) power distribution network installation and water processing facilities.
- **Wellsite infrastructure** - Installation, maintenance and modifications on CSG gathering critical infrastructure within regional Queensland and South Australia.

## It's the right climate to change

### Moomba Carbon Capture and Storage (CCS) Facility

We have ongoing involvement in some of Australia's largest carbon capture and storage projects, including the Santos Moomba CCS facility in South Australia.

Downer is delivering civil, mechanical and electrical construction and commissioning services for the project, which is scheduled for completion in 2024.

When completed, the plant is expected to store up to 1.7 million tonnes of CO<sub>2</sub> per year.

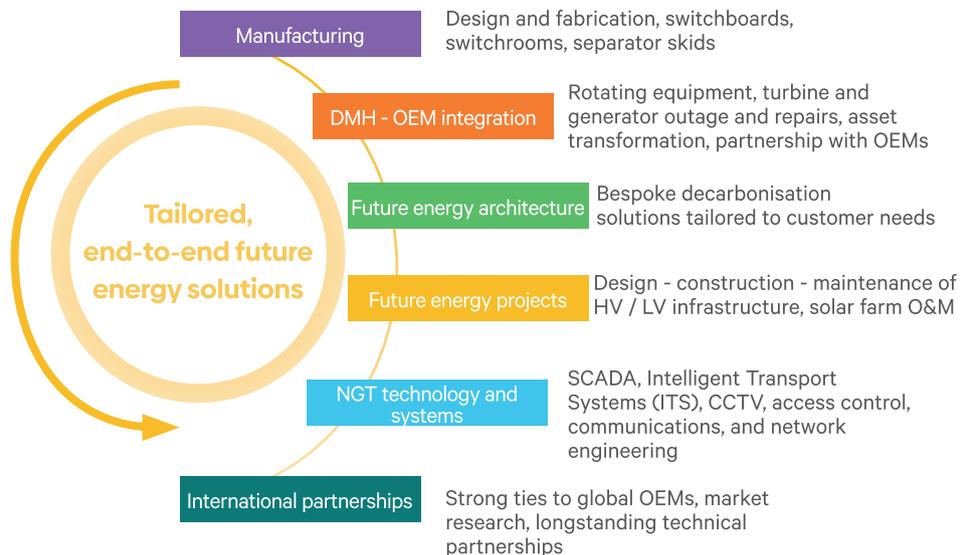
# What we do

# Future Energy Solutions



**Downer is at the forefront of future energy solutions, working closely with industry and our partners to support the energy transition. We are passionate about how our capabilities and innovative approach can contribute to achieving net-zero.**

Our experience combines a unique set of technical capabilities in manufacturing, OEM integration, electrical projects and solar farm operations and maintenance, with well-established international partnerships and engineering expertise. We work collaboratively with our customers to design bespoke solutions to lower their emissions, ensure the efficient running of their assets and meet their decarbonisation objectives.

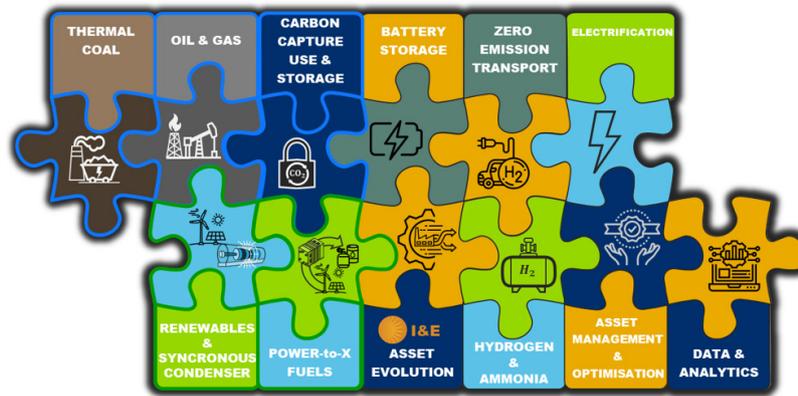


# Sustainability & energy transition

Downer works collaboratively with our customers to develop tailored solutions to their needs, no matter where they are in their future energy journey.

Our global, strategic partnerships allow us to provide market-leading, specialised services to customers, supporting the efficiency of their current assets, while strategically planning for the energy sector of the future.

Helping our customers piece together the future energy puzzle.



## Emerging technologies

Through our unique OEM relationships we have developed a specialist capability to identify emerging technologies to suit our client needs, to support individual decarbonisation strategies through a range of asset repurposing or technology integration.

Our capability includes:

- Hydrogen
- Ammonia
- Synchronous condensers
- Stand alone power supplies

## Future energy architecture

All our customers face the same challenges of reducing emissions and navigating the rapidly evolving energy landscape.

Leveraging our deep market knowledge, Original Equipment Manufacture (OEM) relationships and unique technical capabilities in alternative fuels, renewables, grid stabilisation, specialist turbine and generator services, along with Australian manufacturing capability and technical innovation, we work collaboratively to create tailored future energy solutions for our customers.

## Powering a clean energy future

We provide maintenance, overhaul and upgrades for major power generation facilities, including the 570MW Wivenhoe Pumped Hydro Power Station.

We also operate and maintain 340MW of solar farms around Australia.



# People & community

## Downer actively supports the communities in which we operate.

We seek to engage with local suppliers and contractors and actively participate in regional business groups and chambers of commerce.

In addition to providing local employment opportunities, Downer is focused on making a difference in our communities through partnerships, sponsorships and donations.

Across Industrial & Energy, just some of our community engagement includes:

- **Prioritising local supplier spend**, working with local businesses across our projects in regional and remote areas of Australia.
- **Partnering with Indigenous businesses** including Manaji Projects in Queensland, to train, hire and retain first nations' people.
- **Supporting the local community** in the regions we operate, including sponsorship of local initiatives like the Gladstone Port to Park Fun Run.
- **Building a workforce for the future** through engagement with universities and tertiary training organisations to support graduates, apprentices and cadets across our business.

## Supporting future engineers

Downer has partnered with Central Queensland University since 2016, delivering scholarships annually for undergraduate students in the engineering field.

Fifteen students have so far benefited from the scholarship, which also includes paid work experience and employment with Downer for two years. In 2023, the scholarship was extended to include one Indigenous scholarship a year.



## Our competitive EDGE

In 2023, Industrial & Energy launched the I&E Edge – a transformational employee communications and engagement initiative.

The I&E Edge defines our way of working, captures our values and provides a framework for recognising achievement, and sets our business and people up for even greater success.

A central, clear articulation of key messages, links and documents that all employees can understand, the I&E Edge was rolled out across our business in August 2023.





**Downer EDI Limited**

ABN 97 003 872 848

135 Coronation Drive  
Milton Queensland 4064

**[www.downergroup.com.au](http://www.downergroup.com.au)**

