



**Sustainability
Report 2024**

Downer

ACKNOWLEDGEMENT OF COUNTRY

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia.

We would like to acknowledge and pay our respects to the Elders of the past, present and future in maintaining the culture, Country and their spiritual connection to the land.

WHAKATAUKĪ

Whakataukī Ko te whānau, ko te manaaki, ko te kairangatira, ko te ngākau pono ngā tikanga tuku iho hei korowai mo tatou. Ko te Kauri i whakawhiwhi haumarū, ko te Rimu i whakawhiwhi taonga, ko te Tōtara i whakawhiwhi whanaungatanga, ko te Kahikatea i whakawhiwhi whakaaro matakitē. Ngā pou e whā i aumangea ai te whakatauki ‘Mā te whanaungatanga ka angitū’. Hui e! Taiki e!

We are held together by our closely held values of family and relationships, care and respect, excellence and integrity. The Kauri connects us to Safety, the Rimu connects us to Delivery, the Tōtara connects us to Relationships and the Kahikatea connects us to Thought Leadership. These are our four Pillars upon which we build ‘Relationships creating success’. United and ready to move forward!

DISCLAIMER AND FORWARD-LOOKING STATEMENTS

This report contains statements that are, or may be deemed to be, forward-looking statements, including, but not limited to: statements regarding trends in energy prices; plans, strategies and objectives of management and the Company; assumed short-, medium- and long-term scenarios; potential global responses to climate change; regulatory and policy developments; the development of certain technologies; and the potential effect of possible future events on Downer EDI Limited (Downer).

Forward-looking statements discuss future expectations concerning the results of assets or financial conditions or provide other forward-looking information. Such forward-looking statements may also include, but are not limited to, statements that relate to the purpose, goals, targets, plans and objectives of Downer, assumptions made in energy transition and other forms of climate transition and physical scenarios, as well as statements about how we run our business, including our work with suppliers and contractors.

Words such as ‘likely’, ‘looking-forward’, ‘expect’, ‘predict’, ‘will’, ‘may’, ‘intend’, ‘seek’, ‘would’, ‘continue’, ‘plan’, ‘objective’, ‘estimate’, ‘potential’, ‘anticipate’, ‘believe’, ‘risk’, ‘aim’, ‘forecast’, ‘assumption’, ‘projection’, ‘forecast’, ‘target’, ‘goal’, ‘outlook’, ‘guidance’, or other similar words, are used to identify forward-looking statements.

The forward-looking statements in this report are based on the information available, and speak only as at the date of this report. The information in this report is subject to change without notice. Circumstances may change and the contents of this report may become outdated as a result. There are inherent limitations with scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate.

Scenarios do not constitute definitive outcomes for us. A scenario is understood to be a coherent, internally consistent, and plausible description of a possible future state. It is not a projection or forecast; rather, each scenario is one alternative image of how the future can unfold. Scenario analysis relies on assumptions that may or may not be, or prove to be, correct and may or may not eventuate, and scenarios may be impacted by additional factors to the assumptions disclosed. No assessment of the likelihood of scenarios was made.

Additionally, forward-looking statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties, assumptions and other factors – many of which are beyond our control, and which may cause actual results (including outcomes in disclosed scenarios) to differ materially from those expressed in the statements contained in this report. Downer cautions against reliance on any forward-looking statements or guidance. To the maximum extent permitted by law, Downer disclaims all responsibility for the information in this report being inaccurate or incomplete in any way for any reason.

Except to the extent required by law, Downer does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Past performance cannot be relied on as, and is not, a guide to future performance.

Third party reliance

The views expressed in this report contain information that has been derived from publicly available sources that have not been independently verified. No representation or warranty is made as to the accuracy, completeness, or reliability of the information or any assumptions underlying it. This report should not be relied upon as a recommendation or forecast by Downer.

This report contains Downer’s first climate-related disclosures, which comply with the Aotearoa New Zealand Climate Standards (NZ CS) issued by the New Zealand External Reporting Board (XRB). See page 16 for a full statement of compliance. Prior to this, Downer has voluntarily disclosed climate-related information in its Annual Reports, Sustainability Reports, and the 2022 Climate Change Report, with reference to the Task Force on Climate-related Financial Disclosures (TCFD) framework.

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Chairman and CEO message



Downer made demonstrable progress in our transformation to become a more sustainable, high-performing organisation in FY24.

We prioritised and made substantial changes across the Group to our structure, strategy, leadership, culture and governance frameworks over the past 12 months. These changes are having a positive impact on Downer's performance and, throughout the various sections in this report, you will find examples of some of these important initiatives we are undertaking to drive a more sustainable Downer.

Governance: Enhanced leadership and processes

We continued to focus on Board and Executive management refresh and renewal in FY24.

Steven MacDonald joined the Downer Board as a Non-executive Director on 1 September 2023, and Sheridan Broadbent joined as Non-executive Director on 1 October 2023. Steven and Sheridan bring diverse experience and expertise in both the Australia and New Zealand markets and have added significant value to the Board this year. On 12 June 2024, Downer announced the appointment of Peter Barker as Non-executive Director, effective from 1 July 2024.

The Group's senior leadership team was also renewed, including the addition of several senior external appointments, including Chief Risk Officer, Chief Information Officer, Deputy Chief Financial Officer and Chief Operating Officer Energy & Utilities.

We enhanced our governance processes so that we apply appropriate focus and attention to project delivery. We also renewed our Quarterly Business Reviews to regularly engage with the Business Units on the health and performance of projects and contracts. In addition, our Board Project Governance Committee and the reshaped People and Culture Committee have been in place for a full year, delivering greater governance and oversight.

We also took steps to help mitigate fraud and corruption risks, particularly in our procurement control environment, commencing the roll-out of an enterprise-wide source to contract technology platform to provide a single source of truth for vendor management across the Group.

Environment: Climate-related opportunities

A key element of our business reset in FY24 was to also undertake a comprehensive strategic planning process during the year to identify the growth opportunities that will contribute to the organisation's long-term success. This was done in conjunction with the development of a high-performance culture program, The Downer Difference, which is expanded upon below.

Concurrently, we also reviewed and updated Downer's formal climate statement. As part of the review, we conducted scenario analysis to identify climate-related risks and opportunities.

In March, we announced an important structural change, merging our Utilities and Industrial & Energy businesses to form Energy & Utilities. The two businesses share adjacencies in terms of market presence and complementary capabilities, and as the energy transition accelerates and infrastructure evolves, we believe this is an optimal time to bring together our market-leading positions.

People: Making The Downer Difference

At the core of Downer's transformative journey and strategy lies a commitment to fostering a high-performance culture.

Throughout FY24, considerable work was done to develop our new high-performance culture program, The Downer Difference, which we officially launched on 1 July 2024.

It centres around three pivotal cultural focus areas: accountability (We own the outcomes); customer-centricity (We do it for our customers); and a safe, inclusive and purpose-led workplace (We stand for each other) and is underpinned by a set of behaviours that will drive high performance.

Embedding the new high-performance culture will be a key priority in FY25.

Our Purpose

Enabling communities to thrive.

Our Promise

Our customers' success is our success.

Relationships: Listening to our customers

Our journey to high performance starts and ends with our customers. Our strategy, culture and commitment to governance enhancement are all based on a fundamental objective to deliver for our customers.

During FY24, we established a Group Customer Experience (CX) function to strengthen our customer engagement and satisfaction measurement processes, ensuring we remain responsive to their needs and expectations.

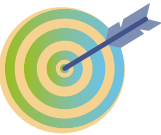
The CX team works closely with our Business Units to develop a consistent and comprehensive approach to measuring customer feedback and collecting insights into our strengths and areas for improvement. Our consistent measurement approach allows us to track progress and benchmark against industry standards, with key metrics including Net Promoter Score (NPS) and Overall 12-month Satisfaction (OSAT).

Our Pillars



Safety & 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.

Health and safety: Zero Harm reset

Downer recorded three workplace fatalities in FY24. On behalf of Downer's Board and management team, we extend our deepest sympathies to those affected.

Management's single most important priority in FY25 remains the safety of our people. We are elevating our focus on critical control improvement with the aim of reducing serious incidents across our operations. A Group-wide safety reset has also commenced, with the aim to enhance critical control effectiveness.

We are committed to reinforcing Downer's Zero Harm culture through actions, leadership, initiatives, and by embedding a non-negotiable commitment to safety through The Downer Difference.

Mark Menhinnitt
Downer Chairman

Peter Tompkins
Chief Executive Officer

Sustainability summary



Governance

Male 3 Female 4
Gender diversity:
Board of Directors

FY23: 3M/3F

99%

Senior Managers completed Downer's Financial and Corporate Governance Self-Assessment Surveys in FY24

20,719

Hours delivered of Standards of Business Conduct training to Employees and contingent workers¹

1. Contingent workers are defined as any account within the Downer Learning Management System that does not have an employee ID.

Climate change and environment

27.71 Carbon intensity

(Scope 1 and Scope 2 location based) tonnes CO₂-e/AUD\$m
FY23: 30.0

331,673

Absolute carbon emissions

(Scope 1 and Scope 2 location based) tonnes CO₂-e
FY23: 378,583

0 Significant environmental incidents
(Target: 0)

FY23: 0

0 Prosecutions
(Target: 0)

1 fine
FY23: 0 Prosecutions, 1 fine

Safety, health and wellbeing

0.88 LTIFR
(Target: <0.90)

Downer's Lost Time Injury Frequency Rate (LTIFR)/million hours worked | FY23: 0.90

2.54 TRIFR
(Target: <3.00)

Downer's Total Recordable Injury Frequency Rate (TRIFR)/million hours worked
FY23: 2.68

3 Fatalities
(Target: 0)

FY23: 2

0 Prosecutions
(Target: 0)

1 fine
FY23: 1 Prosecution, 3 fines

People

Male 70% Female 30%
Gender diversity:
employees

FY23: 70%M/30%F

19% Females in Executive roles

FY23: 20%

67% Australia 33% New Zealand
<1% International

Employees by Region
FY23: Australia 70%, New Zealand 30%, International <1%

Relationships | Social procurement spend

\$65 million
Spent with Aboriginal and Torres Strait Islander businesses

\$74 million
Spent with Māori and Pasifika businesses

\$13 million
Spent with Social Enterprises

Sustainability snapshot

Downer's Purpose, 'Enabling communities to thrive' defines our commitment to shape a more sustainable society. Downer EDI Limited (ASX: DOW) designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

The services Downer delivers for our customers touch the lives of millions of people across Australia and New Zealand every day. However, Downer's impact is deeper than the services we provide. Our size, scope and geographic presence provide us with a platform that can create long-term value, which helps leave a legacy enabling communities to thrive. With a history dating back more than 160 years, Downer has been creating value across a wide range of sectors for multiple generations.

Our annual Sustainability Report provides our people, customers, investors and other stakeholders with information on our sustainability progress and approach.

We aim to embed sustainability in the way we deliver our services and operate our business.

To Downer, sustainability means working to reduce our impact on the environment as well as prioritising the safety of our people, building trusted relationships and aspiring to have a diverse and inclusive workforce. These attributes, combined with our financial performance, contribute to the value that Downer provides to its shareholders.

Details of our entities and subsidiaries can be found in Downer's 2024 Annual Report. The People and Relationships sections of this report and the Annual Report provide greater detail on our economic performance. This includes monetary value added to local economies, employee wages and benefits, taxes, community investment, dividends to shareholders and payments to loan providers.

Sustainability Linked Loan framework

Sustainability Linked Loans (SLL) are designed to incentivise borrowers, like Downer, to deliver on commitments to sustainability and to support sustainable economic activity and growth. In December 2020, Downer successfully completed the refinancing of the Group's debt platform with the establishment of a \$1.4 billion syndicated sustainability linked loan facility¹. In FY24, Downer took steps to further align our financial and sustainability strategies by successfully completing the refinancing of \$500 million of our SLL facility, and establishing a new Sustainability Linked Loan framework, in line with the Asia Pacific Loan Market Association's (APLMA) Sustainability Linked Loan Principles².

Materiality Assessment and Basis of Preparation

This Sustainability Report has been prepared in accordance with the GRI Standards for the period 1 July 2023 to 30 June 2024. The report also includes climate disclosures, which have been prepared in compliance with the Aotearoa New Zealand Climate Standards (NZ CS 1-3). Refer to Appendix 1 on pages 71-76 for the Aotearoa New Zealand Climate Standards Climate-related Disclosures Reference Table. Downer employees, customers, suppliers, communities, investors and partners contribute to identifying and assessing our material sustainability risks and opportunities, which ultimately feeds into our sustainability strategy and disclosures. This aligns with the focus of the Global Reporting Initiative (GRI 3: Material Topics 2021) and the concept of double materiality referenced from global sustainability bodies.

Input from these stakeholders has provided a foundation for our materiality assessment, conducted by an independent third party. We adopted the concept of double materiality by assessing materiality from two perspectives:

- Impact of Downer on the economy, environment and people (including their human rights)
- Qualitatively considered the impact of our sustainability-related risks and opportunities on Downer's business model, strategy and cash flows.

This Sustainability Report covers the material issues identified in the aforementioned materiality assessment, which are as follows (in alphabetical order):

- Business ethics
- Climate change resilience
- Community engagement
- Data privacy and cybersecurity
- Economic value
- Employee development and engagement
- Employment practices and labour rights
- Governance and transparency
- Greenhouse gas emissions and energy
- Health, safety and wellbeing
- Inclusion and belonging
- Non-discrimination and harassment
- Organisational transformation
- Responsible procurement
- Sustainable products and services.

A mapping of Downer's material issues to GRI topics can be found in Appendix 3.

Our 2024 Sustainability Report Basis of Preparation can be found at <https://www.downergroup.com/sustainability-report-2024>, for selected metrics. PwC has performed limited assurance over selected metrics, and its Assurance Report can be found on pages 66-70. In addition, Downer has prepared an accompanying data pack, which is located at <https://www.downergroup.com/sustainability-report-2024>.

1. <https://www.downergroup.com/sustainable-finance>.
2. <https://www.lsta.org/content/sustainability-linked-loan-principles-sllp/>.



Governance

Strengthened governance and controls through launch of new enterprise-wide source to contract platform

Continued Board renewal and Executive team refresh

Focused on improving business performance management through the enhanced Delivery Governance Leadership framework.



Downer acknowledges that strong corporate governance is crucial for maintaining trust and confidence among investors, stakeholders, employees, and the communities in which we operate. We strive for robust governance processes, which can enhance confidence in the organisation's underlying systems and operations.

Downer continues to strengthen its internal controls, including improving adherence to our Integrated Management System (IMS), The Downer Standard (TDS). Downer refreshed TDS in FY24, with the aim to improve document clarity and interactivity so that employees are better able to apply the standards that apply to their work.

Downer's approach to corporate governance strives to:

- Maintain our 'licence to operate' by seeking to adhere to ethical standards, legal requirements, and best practice business operations
- Work towards stronger business ethics, integrity and transparency
- Provide accurate, timely and accessible information to shareholders and other stakeholders to support informed decision making and trust
- Effectively manage our risks and opportunities by continuing to strengthen our systems, processes and controls.

Downer's strategies to realise value for shareholders include the refresh of our Executive and Senior Leadership teams, and transformation to a sector-led operating structure aligned to the simplification of our portfolio of assets. An important change that Downer made to its Executive structure in FY24 was to separate the Group Safety and Sustainability functions. The Safety function now reports to the Chief Risk Officer, while Sustainability is part of the Group Finance function, reporting to the CFO. This decision was based on the prominence that sustainability now has in the eyes of our stakeholders as a strategic enabler, and the inevitability that this will continue to become more significant. This separation recognises the criticality of aligning climate change and our decarbonisation commitments (in particular) with business planning, investment decisions as well as the impact of legislative changes that are driving the need for integrated financial and sustainability reporting.

With Downer completing the business reset phase of its transformation in FY24, the Company is now focused on our strategic planning process to position the business to capture growth in core markets where we have a competitive advantage.

Downer also has a number of corporate policies that describe how we conduct our business and comply with our legal, regulatory and other obligations, and seek to meet the expectations of our stakeholders. Downer is committed to continuously improving our governance processes and policies to promote high standards of corporate behaviour. For further detail on Downer's Board committees, members and purpose, refer to the Corporate Governance Statement in Downer's 2024 Annual Report pages 178-193.

Board of Directors

Downer continued its focus on Board renewal in FY24.

As disclosed in FY23, on 30 June 2023, Downer announced the appointment of Steven MacDonald as Non-executive Director, effective from 1 September 2023. Mr MacDonald is an experienced Non-executive Director and senior executive with extensive expertise in the water and power sectors delivering engineering maintenance, services and major infrastructure projects ranging from power plants to tunnels to freeways and rail, and has worked in both Australia and New Zealand.

On 8 September 2023, Downer announced the appointment of Sheridan Broadbent as Non-executive Director, effective from 1 October 2023. Ms Broadbent is an experienced Non-executive Director and senior executive with experience in business strategy, technology, business development, and health and safety in the utilities and telecommunications sectors. Having worked in both Australia and New Zealand and being based in Auckland, Ms Broadbent brings a deep understanding of the New Zealand market.

On 12 June 2024, Downer announced the appointment of Peter Barker as Non-executive Director, effective from 1 July 2024. Mr Barker is an experienced Non-executive Director and senior executive with experience in finance, risk management, corporate structuring including mergers, acquisitions and divestments, and systems transformation in complex multi-jurisdictional environments in the engineering, services and technology sectors. Peter will stand for election at the Annual General Meeting in November 2024.

As of 30 June 2024, the Downer Board comprises six Independent Non-executive Directors and one Executive Director. Board composition is 57% female, and 43% male, while the average Board tenure is three years.

➕ For further information on Downer's approach to governance please refer to [Downer's website](#).

Business ethics

Downer's reputation is one of our most important assets and the integrity of our people is critical to our ongoing business success. For Downer, it is imperative that our employees, contractors and partners uphold the values and behaviours that meet the expectations of our communities. Downer expects our employees, contractors and partners to comply with our Standards of Business Conduct and policies.

Downer is committed to complying with the law in all jurisdictions in which we operate, as well as maintaining the reputation of Downer and our people. Downer expects our suppliers to comply with our policies on anti-bribery and corruption. Breaking the law is a serious matter, and will be reported to the appropriate authorities. Disciplinary action, including termination for misconduct, will be taken against any person who carries out an action (or fails to carry out an action) which results in breaking the law.

Downer aims to create an environment in which our people can raise concerns about conduct which may be inappropriate, unethical, corrupt or illegal, or in breach of the Standards of Business Conduct without fear of reprisal, dismissal or discriminatory treatment. Downer's Business Integrity Policy and the 'Our Voice' reporting services are made available to our people (including subcontractors and suppliers) and are designed to protect individuals who report behaviour that is inappropriate, unethical, corrupt or illegal.

The Independent Commission Against Corruption (ICAC) public inquiry, known as Operation Hector, which commenced in early 2020, investigated allegations of corrupt conduct involving employees of the Inner West Council, Transport for NSW, and others, including some former Downer employees. The inquiry has now concluded, and the Operation Hector report was released on 30 April 2024. No findings of misconduct were made against Downer.

Downer engaged independent probity and procurement experts to review Downer's procurement control environment, with a focus on corruption prevention and detection. The review is now complete, with the primary finding being that the relevant procurement control environment is largely sound.

Downer is nonetheless further strengthening the procurement control environment to better manage probity and corruption risks. Downer is undertaking a program of uplift across the entire business to mitigate fraud and corruption risks, especially in its procurement control environment. This includes the roll-out of a single source to contract platform across the organisation to govern vendor procurement, from prequalification to the contract management stage, replacing a number of disparate systems (see case study on page 11).



Case study: Downer's enhanced vendor management

Downer made a significant update to its vendor management processes in April 2024 by commencing the roll-out of an enterprise-wide source to contract technology platform.

This has been an important upgrade, giving Downer a single source of truth for vendor management across the Group covering both Australia and New Zealand.

Downer's new solution allows vendors to self-serve and manage their own Company level data, such as commercial, insurance and financial details. The solution will monitor and notify vendors of expiring compliance documents, as well as collect information around safety, environment, modern slavery, industrial relations and diversity (both Australian First Nations and New Zealand Māori).

It also provides a more consistent and efficient approach for Downer employees engaging vendors.

To support the launch of the solution, Downer also refreshed and revised The Downer Standard documentation underpinning these processes, making them easier to understand and simpler to follow.

"The transition to the new solution is a major milestone for Downer," Downer's Group General Manager Procurement and Strategic Sourcing, Andrew Hogben, said. **"It will fundamentally change how we manage our vendors, as well as how they interact with us."**

"The project working group collaborated closely with our Business Units to understand their unique requirements, what the current landscape looks like, and how they would like to improve and streamline the process."

Business ethics training and compliance

It is mandatory for Downer's employees to complete Standards of Business Conduct training, and Workplace Behaviour training every two years from the date their employment commenced.

In FY24, Downer delivered 20,719 hours of Standards of Business Conduct training and 19,401 hours of Workplace Behaviour training to employees and contingent workers.

To monitor the effectiveness of our governance framework, we conduct a biannual assessment by our senior executives and senior managers through the Financial and Corporate Governance Self-Assessment (FCGSA).

The surveys were completed by 99% of required senior executives and senior managers in FY24.

Timely and transparent disclosures

Downer is committed to providing timely and transparent disclosures to support compliance with its legal and regulatory disclosure obligations. In FY24, Downer made 110 announcements and disclosures via the ASX and NZX. Of these, nine were Directors' interest disclosures.

In early 2023, competing shareholder class actions were filed against Downer following announcements it published with the ASX on 8 December 2022 and 27 February 2023. Each class action alleged a breach of Downer's continuous disclosure obligations and that it engaged in misleading or deceptive conduct by making

and/or failing to correct or qualify various statements in connection with a maintenance contract in its Australian Utilities business and Downer's financial performance.

Downer has filed a defence to the claims, and has made a third party claim against its former auditor. The Court has reserved judgement of an appeal about which of the competing class actions is to proceed.

Downer intends to vigorously defend whichever class action ultimately proceeds.

Business performance management

Downer is mobilising a number of business performance improvement programs. These include Downer's new target culture (see The Downer Difference, page 46), organisational capability uplift programs, leadership and people management programs, project delivery, and technology/data enhancements. These are in addition to our ongoing continuous improvement initiatives to enhance our efficiency and support for our frontline teams. Notable specific improvements include the following:

Delivery management, governance and leadership:

Downer's Delivery Management Methodology (DMM), guided by the 10 Delivery Principles, sets the framework for delivering projects and contracts. In FY24, Downer continued to advance the implementation of the DMM. To support DMM compliance, two types of project reviews may be conducted:

1. Project execution reviews: These evaluations assess a project's ability to meet profit forecasts by examining all delivery management functional areas – from health, safety and environment to financial management. These reviews are conducted by Delivery Governance and Leadership personnel, Operational Business Managers, Delivery Managers, or Executives.
2. Targeted functional reviews: These focused reviews address specific high-risk or historically problematic areas. They provide a streamlined approach to managing identified issues and are also requested by similar stakeholders.

Downer believes Third Line of Defence audits are important for the effectiveness of the Delivery Governance Leadership framework and adherence to the DMM. Downer's internal Audit and Risk function will carry out these audits in FY25, providing assurance to management, as well as the Board through the Audit and Risk Committee.



Executive management performance tracking: Downer has continued to enhance its reporting and accountability frameworks across the Group, including the interaction between Business Units and Functions with the Board and Executive. Downer renewed its Quarterly Business Review process in FY24 to regularly engage with the business on the health and performance of projects and contracts, with a focus on the application of The Downer Standard and DMM. Downer has continued to progress the enhanced monthly reporting process that was disclosed in FY23, placing accountability on our Business Units' Chief Operating Officers in a balanced scorecard style format across key financial and non-financial metrics.

Enterprise Program Management Office (EPMO): In FY24, Downer established an EPMO to oversee Group-wide programs of significant importance. The EPMO plays an important role in enhancing visibility, governance, and risk mitigation of strategic programs that are priorities to Downer's Executive Leadership Team (ELT). By safeguarding the return on investment of these initiatives and supporting the achievement of planned outcomes, the EPMO aims to align programs with the business strategy, thereby contributing to the overall success of Downer. It aligns and prioritises the Group program portfolio with ELT priorities, provides comprehensive governance tools, and implements a unified reporting system to facilitate accurate reporting to the ELT and Board. By utilising a standardised project management methodology and a custom enterprise reporting tool, the EPMO tracks progress, delivers planned value, and supports data accuracy through user training. It also offers thought leadership to program managers, fostering a culture of collaboration and continuous improvement so that Downer's strategic objectives are met efficiently and effectively.

Risk and opportunity management

Throughout FY24, Downer's Board and ELT have focused on applying our risk management policies consistently across the organisation. To further strengthen Downer's approach to risk and opportunity management, a new Executive role of Chief Risk Officer was established in FY24.

In addition, we conducted a review of Downer's Group Risk and Opportunity Management Standard. The Standard was updated and approved by the Audit and Risk Committee in May 2024. The Standard sets out our commitment to:

- Risk and opportunity management that reflects Downer's values and risk appetite and supports business strategy, objectives and management decision making
- Include a robust, structured, consistent and proactive Risk and Opportunity Management Standard that aligns with ISO 31000:2018 Risk management – Guidelines, and other relevant requirements
- Articulate roles, responsibilities and accountabilities for identifying, assessing, managing, monitoring and reporting of risks and opportunities, so they are clearly understood and acknowledged
- Improve operational performance and management, including the reduction of harm to employees and the environment through effective risk management and control verification techniques
- Build a culture that integrates sound risk and opportunity management practices into strategic planning and day-to-day operations. This includes identifying and assessing risk and opportunities in all Downer activities; and ensuring risk assessments comply with this Standard.

In FY24, Downer's Internal Audit and Risk function completed 20 internal audits comprising 10 project reviews and 10 key business process reviews. There were an additional five audits completed specifically related to Zero Harm, which focused on working with electricity, food safety, mobile plant and equipment, vehicles and mobile plant, and engineering and design.

Strategies to realise long-term value for shareholders

In FY24, Downer undertook a strategic planning process and implemented enterprise level strategic, full potential and high performance culture plans.

The macro settings that have shaped our strategy include:

- Growing and ageing populations, along with the expansion of government services to support and enhance equitable living standards for all citizens
- The energy transition towards net zero, which is driving an unprecedented step change in energy investment
- Geopolitical shifts, that are necessitating material investment in Defence capability, including sustainment of existing assets and significant infrastructure upgrades
- A renewed emphasis by Federal and State Governments on reducing reliance on global supply chains, highlighting the importance of local industry participation, skills and building robust domestic supply chains and capability.

Within our strategy, we have chosen clear priorities to align and respond to these trends, to enhance our capabilities, customer relationships and industry partnerships necessary to achieve and sustain market-leading positions.

For more information on Downer's strategic objectives and future opportunities, refer to pages 30-33 of our 2024 Annual Report.

Data privacy and cybersecurity

Downer's implementation of privacy and information security practices (including measures to prevent and/or minimise the impact of cybersecurity incidents) is designed to protect employees, customers and other stakeholders (for example, subcontractors and suppliers). Downer's information assets include data from any person from whom Downer has collected personal information (including prospective employees and contractors), customer data, supplier data and Downer's commercial in confidence information. Failure to protect this information may result in reputational and financial damage to Downer, regulatory breach, adverse impacts to the wellbeing of individuals whose personal information has been affected, disruption to delivery of products and services, and financial impacts to affected stakeholders (for example, employees, customers, suppliers and investors).

In FY24, there were no incidents requiring notification to the Office of the Privacy Commissioner New Zealand/Office of the Australian Information Commissioner.

Downer is committed to complying with its legal obligations on the collection, use, disclosure and processing of personal information.

The adoption of an Information Security Management System (ISMS) at Downer has been a strategic decision and a core component of our Information Security Strategy. This management system of policies, standards and procedures describes a risk-based, systematic and structural approach to the identification and management of risks to critical information assets, while providing an overarching management framework and focus on continuous improvement. The Downer ISMS Statement of Applicability (SOA)¹ is available to all control owners and control managers in Downer and is applicable for a defined number of applications. Downer achieved ISO 27001:2013 certification in 2022, and the transition to ISO 27001:2022 compliance is targeted to be completed in 2025.

In an ever-changing environment, Downer is continuously monitoring the threat landscape via a number of avenues, alerts and advisories, cybersecurity partner networks and through membership of key technology and cyber industry bodies, including the Australian Cyber Security Centre (ACSC) Partner network.

Our key strategic focus remains on control uplift and optimisation, effective management of sensitive data and the safety and stability of our critical vendors and technology supply chain. Downer's application portfolio is being baselined with a view to further consolidate, deliver reductions in cost and risk, and enhance security of critical data.

Cybersecurity and awareness raising, in parallel with improvements enabling our people to report suspicious emails in a timely manner, remains a priority. Mandatory cyber awareness and phishing simulation programs are being delivered across Downer.

Downer's Audit and Risk Committee is responsible for overseeing the risks associated with information security. The Chief Information Officer and Business Unit Senior Leadership brief the Audit and Risk Committee and the Board on cyber and information technology risks.

The use of artificial intelligence (AI), and ethics surrounding its use, is a rapidly evolving topic. Downer utilises AI and machine learning within some of our applications and business solutions. These applications are governed by our cybersecurity and applications standards, and are in line with Downer's Standards of Business Conduct. These principles align with our ethical standards, and prioritise transparency, fairness, and the protection of customer privacy.

¹ The scope of the ISMS is the provision of Downer Group IT services and the departments providing support services to Group IT in accordance with the Statement of Applicability.

Climate Change and Environment

Continued to deliver services to support customers' decarbonisation efforts

Developed first climate-related disclosure in accordance with the Aotearoa New Zealand Climate Standards

Continued to focus on mitigating Downer's impacts on the environment.

Sustainability forms part of Downer's first Pillar, and articulates that minimising harm to our people, the environment and the communities in which we operate is an important principle for our business.

Our stakeholders – including customers, investors and regulators – are demonstrating increased expectations of how companies such as Downer minimise and manage their environmental impacts.

Downer consults with industry and regulators so that legislative changes can be understood and included in The Downer Standard. We recognise that providing our products and services can have both positive and negative impacts on the environment. Primarily, these impacts are:

- Greenhouse gas emissions and energy consumption from our own operations and value chain
- Opportunities to make our operations, activities and products and services more resilient to climate change risks
- Opportunities to support our customers and provide products and services that enable climate change mitigation and adaptation
- Direct impacts to land, air and water from our services, projects, construction activities, assets and operations (for example, offices and depots).

The effective management of our environmental impacts is important to Downer's approach to the delivery of our services. We place significant emphasis on having effective controls implemented through our Zero Harm Critical Risk program¹ and continuous improvement through lessons learned to reduce our impact on the environment.

Downer places high priority on reducing impact to the environment and adherence to environmental requirements. We work with customers and partners to reduce the impacts of projects on the environment, and contribute to improved outcomes where we can.

For example, as part of Downer's involvement in the Queensland Train Manufacturing Program (QTMP) contract, we have undertaken significant measures to preserve cultural trees and native bee populations. Specifically, at the Torbanlea manufacturing facility currently under construction, the lopping of cultural heritage trees was conducted using a methodology mutually agreed upon by the Butchulla people and the QTMP consortium. To ensure the trees were safely lopped and not damaged, we enlisted the expertise of a specialist arborist to develop a consistent process, taking into account environmental and safety considerations. Currently, these trees are stored onsite, with the Butchulla people planning to repurpose them for cultural uses. In addition, we have made efforts to preserve native bee populations found during the tree felling process. When native bee hives were encountered, we employed methods to salvage and relocate them. If the hives were intact, they were kept contained within the trunk and relocated to the biodiversity offset area. In cases where hives were damaged, we salvaged the brood and placed them into hive boxes, which were then relocated to the biodiversity offset area.

1. Refer to page 39 for more information regarding Downer's Zero Harm Critical Risk program.

➤ For further information on Downer's approach to managing its environmental impacts, please refer to [Downer's website](#).



Climate statement

Statement of Compliance

This statement is Downer EDI Limited's first climate-related disclosure that complies with the Aotearoa New Zealand Climate Standards (NZ CS) issued by the External Reporting Board. This statement covers all material parts of Downer's value chain. Downer has elected to use the following adoption provisions from NZ CS 2:

- Adoption Provision 1: Current financial impacts of Downer's physical and transition impacts
- Adoption Provision 2: Anticipated financial impacts of climate-related risks and opportunities
- Adoption Provision 3: Transition plan aspects of Downer's strategy
- Adoption Provision 4: Scope 3 GHG emissions
- Adoption Provision 5: Comparatives for Scope 3 GHG emissions
- Adoption Provision 6: Comparatives for metrics
- Adoption Provision 7: Analysis of trends.

The climate statement was approved on behalf of the Board on 29 August 2024.



Mark Menhinnitt
Chairman



Sheridan Broadbent
Director

Please refer to pages 71-76 for the Aotearoa New Zealand Climate Standards Climate-related Disclosures Reference Table, and pages 77-79 for Downer's Climate Statement Basis of Preparation.

Climate governance

Downer's corporate governance framework provides the platform for the identification and management of key risks, including those relating to environment and climate, across the Group. This section provides an overview of Downer's governance framework as it relates to climate-related risks and opportunities. For detailed information on Downer's Corporate Governance Framework, please refer to Downer's Annual Report, pages 178-179. Additional details on Board Charters and Committees can be found on Downer's website.

The Downer EDI Ltd Board is the body with oversight of climate-related risks and opportunities across Downer. The Board is responsible for the approval of Downer's climate strategy, elements of which are integrated into Downer's overall strategy, however, this remains a work in progress. The Board is also responsible for approving Downer's climate targets, comprising of its near-term and long-term emissions reduction targets, and its disclosures. Metrics and targets are considered annually, with management providing information to the Board around sufficiency and reasonableness of environment and climate-related targets, informing the Board's approval process. For more detail on Downer's emissions reduction targets, refer to page 28.

Downer's Directors regularly update their skills and competencies as they relate to climate-related risks and opportunities. They also seek advice from external third parties, such as MinterEllison and Pollination Law, who undertook a comprehensive climate governance readiness assessment review in FY24. In addition, the Board maintains its knowledge through various forms such as publications featuring climate-related matters, which are provided by the Institute of Company Directors and other legal practices.



The Board exercises oversight over climate-related risks and opportunities through its various Board committees and reporting from management. These committees include:

Zero Harm Committee: The primary committee where environment and climate-related matters are discussed. This includes the review and approval of Downer's climate-related disclosure. In FY24, climate-related matters were discussed in 100% of Zero Harm Committee meetings (although, there is no set ongoing frequency). The Zero Harm Committee is responsible for monitoring climate-related metrics on a quarterly basis (including those related to targets approved by the Board).

Audit and Risk Committee: Assists the Board in overseeing Downer's risk profile and policies, the effectiveness of internal control systems, and risk management framework – for all risks, including those related to climate. It also enables compliance with applicable legal and regulatory obligations, including those related to climate. These include Downer's emissions reduction targets that are linked to one of Downer's transition risks, being its exposure to carbon pricing risk. It also governs Downer's sustainable debt framework, which includes a GHG emissions linked KPI. Additionally, the committee oversees climate-related risks and opportunities, with a particular focus on governing the financial implications of climate change, and associated reporting requirements. This is considered on a biannual basis, through the provision of enterprise risk reporting.

People and Culture Committee: Meets quarterly, or more frequently as needed. It is responsible for setting remuneration measures and KPIs for Downer's Short-Term Incentive scheme, including those for environment, climate change and decarbonisation. The committee also receives annual reports from management regarding Downer's emissions performance, which inform the application of Downer's Remuneration Policy for sustainability-linked remuneration. For more information refer to page 62 of Downer's 2024 Annual Report

Project Governance Committee: Formerly the Tender Review Evaluation Committee, this was reviewed and updated in FY24 to provide the committee with a broader remit and early involvement in the evaluation of opportunities and tenders. The Project Governance Committee reviews contracts and tenders above a defined value or risk score to consider whether Downer has the capability to appropriately deliver these at an acceptable level of risk. Evaluations undertaken by the Project Governance Committee include climate change considerations as factors in the broader evaluation, where applicable.

Executive reporting to Board

Downer's Executive also reports climate-related information to the Board in monthly reporting, which where relevant will include:

- GHG emissions performance, relative to Downer's science-based aligned target performance
- Decarbonisation initiatives and their progress
- Business Unit climate change and decarbonisation plans, including Business Unit specific climate-related risks and opportunities
- Policy changes relating to climate change
- Customer obligations relating to climate change
- Areas of the business impacted by physical risks
- Opportunities to support our customers' mitigation and adaptation efforts.

Management committees

Tender and Contracts Committee: Makes recommendations to the Group CEO on bid and tender risks and opportunities, in accordance with its Opportunity and Bid and Delivery Management procedures. This committee provides monthly updates to the Board on the number of opportunities pursued, prepared and submitted during the month. Where relevant, this includes climate-related matters.

Investment Committee: Administers the Downer Decarbonisation Fund to enable projects that aim to contribute to Downer's emissions reduction targets at an economically efficient cost. Outputs of the Investment Committee are summarised into a Group performance report, which is submitted to the Board on a monthly basis, including capital expenditure and mergers and acquisitions that exceed the CEO's financial delegation.

Executive leadership forums

Executive Leadership Team meetings: Climate change is considered in various periodic meetings, including the monthly Executive meeting that includes the Chief Executive Officer, Chief Financial Officer, Chief People Officer, Chief Risk Officer, the Chief Operating Officers of each Business Unit, and Group Functional Leads including the Executive General Manager Sustainability and Environment, and Executive General Manager Zero Harm. These monthly meetings include discussion of progress of climate change and decarbonisation plans, including initiatives and performance. Outputs of these meetings form part of engagement with the Board and Board Committees, where relevant.

Business Unit Senior Leadership forums: Each Business Unit also holds Senior Leadership meetings where climate-related issues are discussed and performance is monitored. Environment and Sustainability Managers present at least every six months to Business Unit Senior Leadership on topics which may include decarbonisation strategies, climate risks and opportunities, emerging technologies and GHG emissions performance. Outputs of these meetings contribute to engagement with Executive leadership, which in turn feeds into discussions with the Board and Board Committees.



Climate change resilience

A core focus of Downer's strategy is to capture opportunities to help our customers deal with the energy transition and decarbonisation.

Climate change exposes our business, customers and communities to a range of acute and chronic physical risks, and exposes society and Downer to transition risks. Physical risks resulting from climate change can be event driven (acute) such as increased severity of extreme weather events (for example, cyclones, droughts, floods and fires) or relate to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (for example, sea level rise).

Transition risks result from the transition to a lower-carbon global economy – the most common transition risks relate to policy and legal actions, technology changes, market responses, and reputational considerations.

Climate change also presents opportunities to develop climate adaptation and mitigation services, as well as low emissions products and services. These opportunities may materialise as a result of the physical impacts of climate change, as well as the transition to a lower carbon economy.

Downer has considered these climate-related risks and opportunities in testing the viability of its strategy, as well as impacts on the execution of its strategy. This is disclosed in the scenario analysis section below. These tests were performed by management on a standalone basis, with outputs provided to the Board annually for further consideration. Considerations regarding integration into internal capital deployment and funding decisions have been included in the Risk management section on pages 26-27. For a full description of Downer's business model, refer to our 2024 Annual Report, pages 15-43.

Current year impacts

Downer has utilised Adoption Provision 1 of NZ CS 2 in not providing the current financial impacts of its physical and transition impacts, as detailed below. Downer has commenced quantitative analysis, but will finalise during FY25.

Inclement weather impacted Downer's road surfacing business, resulting in reduced asphalt production and associated revenue.

The East Coast of New Zealand has experienced severe weather events in the past three years, including flooding, and Cyclone Gabrielle. A key response to the impacts of these events was the establishment of the Transport Rebuild East Coast (TREC) alliance, which Downer is a partner in, to provide rebuilding and recovery works to impacted areas.

No other current material impacts were identified in FY24.

Scenario analysis

In FY24, Downer conducted scenario analysis to identify climate-related risks and opportunities. Downer believes its chosen scenarios are relevant and appropriate to assess the resilience of its business model and strategy to climate-related risks and opportunities, as it stress tests its strategy against significant physical risks as well as transition risks.

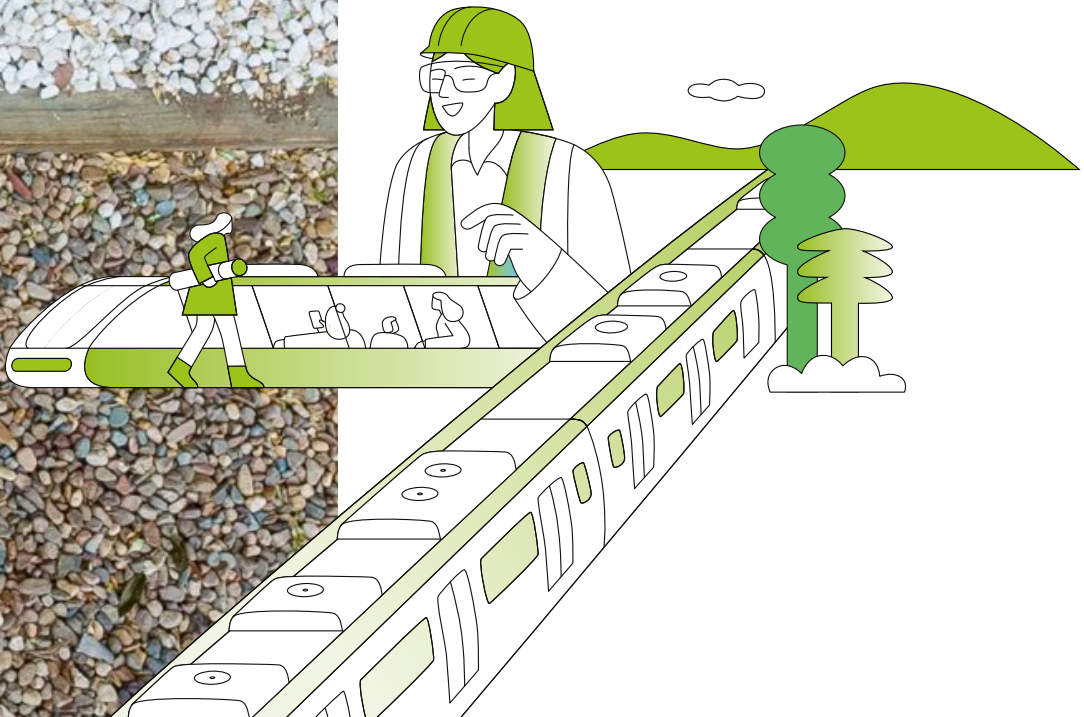
Key considerations for these selections included the availability of regional or country-level data for Australia and New Zealand, whether the data contained the required temperature pathways to comply with NZ CS 1, and whether the models contained metrics and data relevant to Downer's activities.

A key input into scenario analysis was work performed by Deloitte in 2022, findings of which were presented to the Board in 2022 for discussion and validation, and formed a key consideration for Downer's climate strategy, which includes its GHG emissions reduction targets and climate-related Short-Term Incentive KPIs. Refer to pages 77-78 for full details of each scenario and a summary of its associated narrative and basis.

Downer used the following data sources in constructing our scenarios:

- NGFS Climate Scenarios
- Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.

A summary of the scenarios that were chosen to stress test each risk follows – see pages 77-78 for a full description.



Each scenario was considered over the following time horizons:

Physical risks: Short term (2030), medium term (2050), long term (2070).

Transition risks and opportunities: Short term (2030), medium term (2040), long term (2050).

These timeframes were informed by analysis from Deloitte. These timeframes do not align with timeframes used in general internal risk management processes.

Scenario Name	Transition risks		Physical risks	
	Orderly, net zero 2050	Disorderly, delayed transition	Medium-high climate change scenario	High climate change scenario
Scenario description	1.5°C, Network for Greening the Financial System (NGFS)	2°C, Network for Greening the Financial System (NGFS)	~3°C, Shared Socio-economic Pathway (SSP); Representative Concentration Pathway (RCP) 7.0	~4°C, SSP5; RCP8.5
Scenario details	Global CO ₂ emissions reach or approach net zero in 2050 (with a medium reliance on carbon removals). Policy reaction is immediate, and technology change occurs at a rapid pace. Australia and New Zealand reduce emissions to net zero. A steady, but sharp increasing carbon price is experienced.	Countries stick to current policies and technologies until 2030. From there, policy change is rapid, while technology change occurs at a fast pace, although there is a high level of regional variation. Carbon prices remain stagnant through to 2030, and then rise rapidly but not uniformly across jurisdictions.	Limited emissions mitigation scenario, where CO ₂ emissions double by 2100, with incremental gains in renewable energy. Moderate-high physical impacts are felt, with technology change relatively slow, heavily focused on adaptation, rather than mitigation. A carbon price is present in certain jurisdictions; however, this is fragmented and not sufficient to drive strong emission reductions.	Low emissions mitigation scenario, where CO ₂ emissions triple by 2075. No carbon price increases. High physical impacts are felt, with technology change slow, primarily focused on adaptation to severe effects of physical impacts. No/negligible carbon price is present around the world.

The analysis, performed on a standalone basis with assistance from Deloitte between 2018 to 2024, informed the quantum and timeframe of risks that Downer is exposed to. This was performed over a series of workshops and discussions with management, and outlined deliverables of a risk and opportunities assessment and scenario analysis. Management chose relevant scenarios on the back of this work for its physical and transition risk analysis. Risk and opportunities assessments considered Downer’s entire value chain. Transition risk analysis focused largely on Downer’s Transport and Utilities business units, as well as the supply chain of Downer’s fleet. Physical risk analysis considered impacts to Downer’s direct operations and downstream customers. The deliverables and the scenarios chosen by management were then summarised and provided to the Board for discussion, where the scenarios remained unchanged. Potential material risks are disclosed in the table on pages 21-23. Downer will build on this analysis in FY25 through deeper quantification of key physical and transition risks, in order to refine its estimates of any material financial outcomes.

In the climate-related risks table that follows, some mitigations refer to Downer’s decarbonisation pathway. Refer to pages 25-26 for an outline of this pathway, and page 27 for a summary of how it is integrated into Downer’s risk management framework, including capital allocation considerations.

Downer has utilised Adoption Provision 2 of NZ CS 2 in not providing the anticipated financial impacts of its physical and transition risks, which are detailed in the following table. Downer has commenced quantitative analysis, and will be finalising this in FY25. Unless specifically noted, climate-related risks included in the table are applicable across all of Downer’s sectors and geographies.

Type	Climate-related risks	Potential financial impacts	Time horizon	Mitigation
Transition risks	Policy and legal Policy and legal risks involve potential financial impacts from changing regulations, laws, or litigation related to climate change. For Downer, these could include: ■ An expansion of the NZ ETS to include the industries that Downer operates in ■ An expansion of Australian carbon reduction schemes, such as the Safeguard Mechanism, to capture Downer’s operations ■ The introduction of the Australian New Vehicle Efficiency Standard, which could increase costs of the procurement of utility vehicles, which Downer is reliant on.	An expansion of carbon pricing legislation would increase Downer’s operating costs each year, across all the sectors it operates in. The Australian New Vehicle Efficiency Standard and the New Zealand Clean Car Standard could increase outlay on new vehicles if they are introduced without viable options for low emissions tool of trade vehicles. Even with the presence of these options, initial costs of alternative fuel tool of trade vehicles may be higher than their internal combustion engine replacements as the market matures.	Short term, medium term, long term.	Downer’s decarbonisation pathway considers commercially viable options to reduce our exposure to carbon-related liability. Downer is continuously monitoring developments so that it pivots in accordance with market and technological changes. Downer will continue to monitor developments in the vehicle market so that its vehicle procurement strategy considers market changes as a result of the New Vehicle Efficiency Standard, considering availability of vehicles, as well as any changes to the Standard itself.
	Technology Technology risks encompass the financial impacts of technological advancements or failures in addressing climate change, which can affect operational efficiency, costs, and competitive positioning. For Downer, these could include: ■ Substitution of existing, carbon intensive products with lower emissions options ■ Unsuccessful investment in new technologies (for example, hydrogen) ■ Costs to transition to lower emissions technology.	There is uncertainty around the timing and viability of alternative fuels, such as hydrogen and biofuels, particularly for Downer’s road surfacing plants, which are long-term investments. This could expose Downer to risk if it invests too soon in technology to support alternative fuels, and the market for the chosen fuel does not evolve in line with Downer’s expectations. Similarly, if investments are made too late, then Downer could expose itself to additional direct carbon liability risk. This risk is concentrated in Australia where asphalt production is prominent, with a smaller exposure in New Zealand.	Short term, medium term, long term.	Downer’s decarbonisation pathway considers commercially viable options to reduce our exposure to carbon-related liability. Downer is continuously monitoring developments so that it pivots in accordance with market and technological changes.

Type	Climate-related risks	Potential financial impacts	Time horizon	Mitigation
Transition risks (cont.)	Market Market risks relate to financial impacts from shifts in supply and demand for products and services as consumer preferences and market conditions evolve in response to climate change. For Downer, this could include: ■ Uncertainty in market signals (for Downer, uncertainty in the speed of the energy transition poses risk in terms of potential revenue opportunities) ■ Increased cost of raw materials.	Capitalising on opportunities from the energy transition is a key focus for Downer across Australia and New Zealand. If the energy transition moves at a different pace than Downer expects, we may not have the appropriate resourcing, resulting in additional operating costs and/or inability to capture revenue opportunities. Downer is exposed to fluctuations in the value chain of its fuel purchases, as well as carbon-intensive materials (such as bitumen). Suppliers may pass on price increases as a result of carbon liabilities hitting their businesses, resulting in additional costs for Downer. This could impact Downer across all sectors and geographies.	Short term, medium term, long term.	Downer's diverse revenue streams in the sectors we serve helps to mitigate exposure to this risk. Downer's energy transition strategy seeks to monitor developments in the market to allow a pivot for increases in demand. Downer's decarbonisation pathway is designed to reduce our exposure to carbon-related liability, considering commercially viable options. Downer seeks to consider embodied carbon within its value chain and produce lower carbon products (For example, Reconophalt™ and Bio Bind).
	Reputation Reputation risks involve financial impacts stemming from potential damage to a company's reputation due to its response to, or association with, climate change affecting stakeholder trust and brand value. For Downer, this could include: ■ Not decarbonising in line with market expectations ■ Shifts in consumer preferences resulting from Downer's reliance on fossil fuels in its direct operations and value chain ■ Switching fuel sources and material types to alternates that are lower carbon, which may have unintended environmental consequences (for example, use of a feedstock for biodiesel may cause unintended harm to nature) ■ Making statements about the carbon reduction potential of the products and services that Downer provides that do not materialise.	Ensuring that products do not have unintended environmental consequences may incur upfront expenditure, and ongoing costs of these products may incur a premium. Reputation risks may manifest in greenwashing claims against Downer. All sectors and geographies that Downer operates in are potentially exposed to these risks.	Short term, medium term, long term.	Downer's decarbonisation pathway considers commercially viable options to reduce our exposure to carbon-related liability. Downer is committed to the Environmental Product Declaration process for the road surfacing products it provides to enhance transparency of the environmental outcomes of these products. Downer has internal verification processes that involve sustainability subject matter experts to verify external statements.

Type	Climate-related risks	Potential financial impacts	Time horizon	Mitigation
Physical risks	Acute Acute physical risks involve financial impacts from extreme weather events, such as cyclones or floods, causing direct damage to assets, disruptions in operations, and increased costs. For Downer, this could include: ■ Interruption to works, or loss of productivity as a result of an extreme weather event ■ Damage to assets and infrastructure as a result of an extreme weather event (for example, extreme rainfall).	Interruption to works may result in loss of revenue from the crowding out of opportunities to perform new work and/or increase in operating costs. Damage to assets and infrastructure may incur capital costs to facilitate repairs. The nature of hazards differs across Australia and New Zealand (for example, heat is more prominent in Australia while rainfall extremes are more prominent in New Zealand). This may impact operations more acutely where we are exposed to the open environment (for example, road maintenance/surfacing and utilities maintenance, as opposed to fixed facility operations such as rail maintenance facilities and health and education facilities management).	Short term.	Downer has insurance against losses from some extreme weather and climate-related events (for example, flood coverage is included in the majority of Downer locations) as a mitigant to the financial consequences of these risks. Downer focuses on implementing Zero Harm policies, standards and procedures. For example, Downer's project/contract-specific Emergency Management Plans address a range of natural disaster events, including earthquakes, cyclones, volcanic eruptions, lightning storms, bushfires, floods, landslides, tsunamis, and extreme weather conditions. Downer continues to assess contractual arrangements and commercial terms with respect to physical impacts of climate change (acute and chronic weather events) so that appropriate mitigation measures are in place, including force majeure clauses and cost pass-through mechanisms.
	Chronic Chronic physical risks involve financial impacts from long-term climate change, such as rising temperatures or sea levels, leading to gradual damage to assets, operational disruptions, and increased maintenance and adaptation costs. For Downer, this could include: ■ Loss of productivity as a result of chronic temperature increase or increased rainfall (more stoppages and delays leading to rework) ■ Damage to assets with significant increase in exposure to extreme temperature and/or rainfall.	More frequent and intense extreme rain events potentially impact Downer's ability to secure insurance for frequent weather-related events due to likely increase in deductibles and likely insurance premium increases. Cost of adaptation measures if Downer assets are not resilient to chronic physical changes. Risk exposure varies across Australia and New Zealand and in the sectors in which we operate; however, all will be impacted to some degree by the changing dynamics of the insurance market and its response to physical climate risk.	Medium term, long term.	Downer has insurance against losses from some extreme weather and climate-related events (for example, flood coverage is included in the majority of Downer locations). This does not extend to all impacts stemming from climate-related events (for example, prolonged wet weather that causes demand for asphalt to reduce is not covered). Downer focuses on the implementation of environmental and land use planning approvals, as a minimum, to mitigate location-specific environmental risks and hazards. For example, considerations such as resilient site planning and infrastructure design have been integrated into several of Downer's projects, including the Queensland Rail Maintenance Project maintenance facility at Ormeau, and the manufacturing facility Torbanlea, as well as the Te Ara Tupua Project in Wellington, among others.



Case study: Bluff Hybrid Heating project

In Bluff, on the southern tip of New Zealand’s South Island, Downer completed an innovative Hybrid Heating project to significantly reduce diesel usage by transitioning from fossil fuel-based process heat to renewable electric energy.

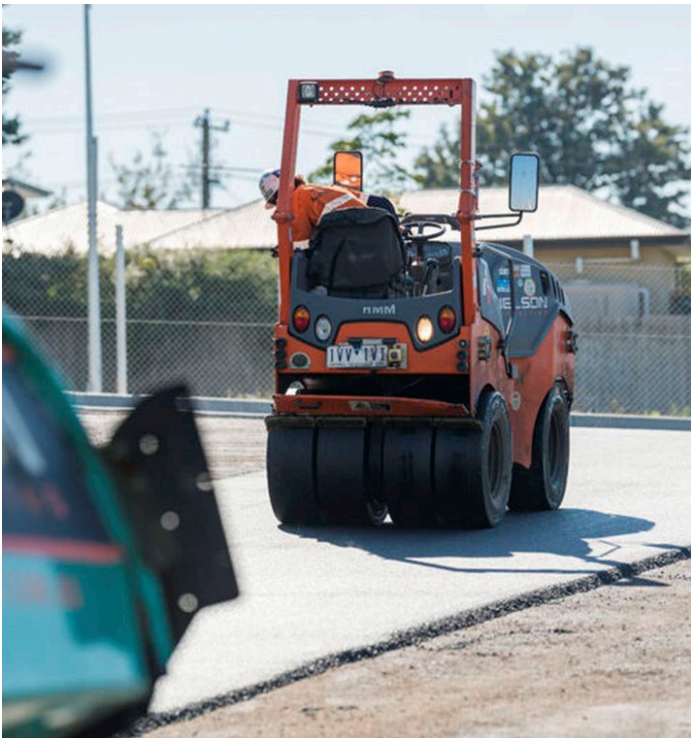
The project involved the installation of a new electric heater, which serves as the primary heating source, maintaining the BBI tank at 135°C. Additional insulation enhances energy efficiency, ensuring stable temperature maintenance overnight and throughout the day to ensure optimal performance.

The Bluff Hybrid Project is partially funded by the Government Investment in Decarbonising Industry fund. The completion of this initiative allowed Downer’s Road Science bitumen site in Bluff to transition from fossil fuel-based process heat and significantly reduce diesel usage.

The project team undertook a thorough investigation of like-for-like replacements and then re-evaluated the process heat peak demand. By rethinking the operational model, they successfully reduced peak energy demand from 1.3 MW to 200 kW, aligning with existing supply capacity.

The project not only reduces carbon emissions but also provides a blueprint that is applicable across various industries seeking to reduce their carbon footprint.

By virtually eliminating diesel usage and drastically reducing carbon emissions for the plant, this project sets a precedent for lower emissions industrial practices, exemplifying how businesses can lead the way in environmental stewardship while maintaining operational efficiency.



Case study: Development and implementation of Ultra Low Warm Mix Asphalt

Over the past 12 months, Downer has been developing Ultra Low Warm Mix Asphalt, a fit-for-purpose and competitively priced solution that reduces health, safety and environmental risks. This innovative asphalt incorporates an additive enabling production at 110°C, which is 50-60°C cooler than standard asphalt, while still meeting customer performance requirements.

Ultra Low Warm Mix Asphalt features a high percentage of Reclaimed Asphalt Pavement (RAP), aligning with the Victorian Government’s Recycled First Policy. Advantages include the use of less burner fuel than standard asphalt mixes (due to the lower heat requirement), improved health and safety outcomes (less chance/impact of burn-related injuries), and less fume/odour emissions.

The Ultra Low Warm Mix Asphalt was produced and trialled at Downer’s Bayswater plant in Melbourne in late 2023. Downer was able to incorporate Ultra Low Warm Mix Asphalt into major projects like the North-East Link Project. This is an example of how we seek to contribute to a circular economy and reduce the impact of our products on the environment.

Climate-related opportunities

Downer has technical capability to help address customers’ needs across many aspects of the energy transition. This includes the provision of some climate-resilient products and services, as well as the delivery of services to facilitate repairs in response to physical climate impacts.

Downer provides some services and products that have lower embodied carbon and are more climate resilient, using reuse and recycling measures that limit the procurement of virgin materials. Examples include:

- The production of Reconophalt™, which utilises recycled components such as used printer toner cartridges, glass bottles and reclaimed asphalt product. As an example, in FY24, Downer delivered a road made entirely from recycled material, in tandem with Mount Barker District Council in the Adelaide Hills (short, medium and long term)
- Use of foamed bitumen stabilisation techniques that take standard bitumen and inject a small amount of water and air at high pressure to create a more resilient bitumen binder. Studies have shown that this binder is more resilient to flooding, which reduces maintenance costs and improves outcomes for road users (short, medium and long term)
- Testing and developing products that aim to increase the ability to carry out road sealing in less favourable conditions at our Road Science laboratory. These products have the potential to decrease the risk of disruption to operations as a result of poor weather (short, medium and long term)
- The research, development and production of the innovative Bio Bind product (see example on page 30, providing an alternative to petroleum-based bitumen which is a significant component of embodied carbon in asphalt production (short, medium and long term).

Downer provides services in the power sector which will be important in assisting our customers to decarbonise their assets. There is likely greater opportunity in the Australian market, due to the relative carbon intensity of the electricity grid. There is comparable opportunity in ancillary infrastructure to support electrification and use of alternative fuels across our customers’ value chains. In March 2024, Downer made an important organisational structure change, merging our Utilities and Industrial & Energy businesses to form Energy & Utilities. This will provide focused and targeted support to utility and industrial customers, combining complementary capabilities equipped to capitalise on the significant growth opportunities presented by the energy transition (short, medium and long term).

Downer also continues to deliver services in response to climate-related events. Downer’s participation in the Transport Rebuild East Coast alliance in New Zealand highlights our commitment to providing road maintenance and rebuild services for communities impacted by severe weather. The project has been set up to deliver works in the Te Tairāwhiti (Gisborne) and Te Matau a Māui (Hawke’s Bay) areas, ensuring short-term access continues to be provided for areas that were significantly impacted, while also improving resilience of roads in the area in the medium to longer term.

Downer’s progress in developing its transition plan

Downer has utilised Adoption Provision 3 from NZ CS 2 which provides an exemption from disclosing the transition plan aspects of its strategy. Downer will disclose more details relating to the broader transition plan aspects of its strategy in FY25. However, as outlined within the Risk management section on pages 26-27, while it remains a work in progress, Downer has commenced integrating climate considerations in internal capital deployment, with a formal approval process through the Investment Committee’s administering of the Decarbonisation Fund representing an explicit commitment to reduce Downer’s transition risks.

Each Business Unit has developed decarbonisation plans, reflecting their emissions profiles and leveraging deep knowledge of their own businesses and sectors. These Business Unit plans have been considered in the development Group modelling of Downer’s decarbonisation pathway. The following strategies and illustrative examples have been considered:

- **Fuel switching in plant and equipment.** Downer aims to implement alternative fuels and/or electrification in its plant and equipment. As an example of progress, in FY24, Downer utilised solar generators on the Meandu transmission line project, as well as electric street sweepers on cleaning contracts.
- **Fixed asset efficiencies.** As an example, in FY24, Downer completed plant upgrades at its Albany and Mowbray asphalt plants, improving the efficiency of asphalt production with updated technology. Products such as Ultra Low Warm Mix Asphalt will also reduce the emissions intensity of asphalt production as a result of less energy from fuels required to produce quantities of asphalt.

- **Fleet reduction/switch to alternative fuel vehicles.** Downer notes that vehicle efficiency standards are in place in New Zealand (Clean Car Standard) and Australia (New Vehicle Efficiency Standard) and expects that the emissions reductions mandated will flow through to Downer's fleet as emissions targets under these standards strengthen over time. Downer has maintained a progressive introduction of alternative fuel vehicles throughout FY24, irrespective of standards in place. As at 30 June 2024, Downer's fleet consisted of 24 EVs, 696 hybrid vehicles, and one hydrogen vehicle.
- **Reduction in Scope 2 emissions.** Downer anticipates that the electricity grid will decarbonise over the course of the 2020s, particularly in Australia, as a result of the Federal Government's 82% renewable electricity target by 2030 (non-legislated). Downer has taken steps to increase its renewable electricity consumption notwithstanding legislative developments. As an example, in FY24, Downer procured 100% certified renewable electricity across a number of sites in New Zealand. Further, Downer procured Large Generation Certificates (LGCs) to reduce electricity-related emissions across its Australian portfolio. In FY24, the combination of these two initiatives delivered an estimated 4,282 tCO₂-e in emissions savings¹. Further, in FY24, solar installations were completed at Downer's Archerfield, Wingfield, and Rosehill asphalt plants, reducing Downer's reliance on the electricity grid.

Risk management

Downer's ongoing processes for identifying and assessing climate-related risks occur in accordance with our overarching risk management framework across our entire value chain.

Downer performs the following activities to identify and assess climate-related risks:

Business Unit risk identification and assessment: Climate-related risks (such as relevant physical and transition risks), are considered in the strategic Business Unit risk reviews, in accordance with thresholds defined within Downer's associated Risk and Opportunities Framework and classification matrices. Business Units meet every six months to review, re-prioritise and assess risks as specified within their strategic risk registers. There is no specific prioritisation of climate-related risks within these meetings – these are discussed in line with other risks considered across the organisation.

Group level risk identification and assessment: Downer has determined climate change to be, or potentially be, a material risk and has incorporated it in the Group Strategic Risk Register. A consolidated report is provided to the Audit and Risk Committee, which includes outputs from the Group and Business Unit Strategic Risk Registers.

Monitoring of lag indicators: Downer monitors climate-related metrics. The metrics are an input to the risk management process, as a lag indicator of the outputs of Downer's strategy and its potential exposure to climate-related risk.

Managing climate-related risks: Processes for managing climate-related risks occur in accordance with Downer's overarching risk management framework. Some climate-related metrics and inputs are used to inform the Group's understanding of these risks in different contexts, aiding the management process. For the purposes of climate-related risk management, timeframes used are consistent with those used for general strategic planning and management, which are: Current <12 months; medium-term one-to-three years; long-term three-plus years.

Physical risk management

Downer can integrate physical risk factors (for example, flooding, bushfires, sea level rise) into business decisions related to new work, existing work, long-length contracts (15-plus years), and acquisitions and property leases.

Some of the items we have considered or implemented on various projects/contracts include:

- Choosing lower risk locations to perform work or locate assets or plant, if necessary
- Implementing appropriate adaptation measures (for example, interlocking wall to protect a nearby rail network on the Te Ara Tupua project)
- Ensuring Commercial/Risk Managers are including appropriate pricing mechanisms and commercial terms, and are aware of insurance policy limitations
- Ensuring sufficient insurance is in place to help manage the risk
- Implementing environmental and land use planning approvals, at a minimum, to mitigate location-specific risks and hazards (for example, infrastructure design and land management practices such as bushfire buffer zones)

1. Savings have been reflected in Downer's Scope 2 Market Based emissions, located on page 31. Renewable electricity instruments have not been used to deduct from Downer's Scope 2 Location Based emissions figures in accordance with criteria used to calculate Downer's Scope 2 emissions in FY24.

- Monitoring weather forecasts and conditions for potential extreme weather events and, where necessary, implementing appropriate resilience measures to reduce risks to health and safety, delivery disruption, and asset or site damage
- Implementing Zero Harm policies, standards and procedures (for example, Working in Extremes of Temperatures Standard or Emergency Management Plans), including the modification or suspension of work regimes where there is risk of harm from extreme weather events or natural disaster.

Transition risk management

Downer's main exposure to transition risk is the use of emissions-intensive fuel in its processes, and the exposure to carbon liability and future market volatility that arises from this usage.

Downer manages its transition risks by mitigating this future carbon liability exposure through the following mechanisms:

- Undertaking external assurance to validate and continuously improve our emissions data disclosures
- Implementing GHG emissions reduction targets to guide emissions reductions (refer to Metrics and targets below)
- Utilising the Short-Term Incentive Plan to cascade emissions reduction targets to Downer's Executives and Senior Managers within the Business Units
- Business Unit specific processes (for example, Transport and Infrastructure considers information such as fuel availability, technology availability and marginal cost of abatement of alternatives)
- Dedicated governance forums, such as the Investment Committee, which considers information, including technology availability, stock levels, and marginal cost of abatement of alternatives.

Downer also engages with external stakeholders on transition risk mitigation through:

- Collaboration and climate-related advocacy via industry associations and memberships (for example, the Australian Climate Leaders Coalition, and New Zealand's Climate Leaders Coalition)
- Education and engagement with customers on lower carbon intensive options
- Education and engagement with suppliers to seek to influence emissions reduction in our supply chain.

These mechanisms are undertaken at least annually, or more frequently, as indicated.

Integrating climate risk management

In addition to the role of the Zero Harm Committee, as described on page 17, Downer's climate-related risks and opportunities are integrated into the Company's strategic risk process, which is governed by the Audit and Risk Committee and incorporated into Downer's broader corporate strategy, planning and risk management. This includes:

- Project Governance Committee and Tender Contract Committee, which consider climate-related risks and opportunities when assessing a bid's overall risks and opportunities in line with Downer's risk appetite
- Meetings to prepare Business Unit Full Potential Plans, which were held throughout Q3 FY24 to discuss the integration of climate-related considerations in forecasting and planning, with a key focus on decarbonisation over the next three years
- Meetings with the Internal Audit and Risk Function to uplift enterprise risks with more explicit consideration of climate-related risk
- Integration into the budget review process for initiatives requiring investment. Refer to Investment Committee on page 17
- Inclusion of questions relating to climate-related risks and opportunities in the Financial and Corporate Governance Self-Assessment questionnaire (see page 10)
- Development of a framework that explicitly considers climate change in capital allocation decisions throughout the business. This considers transition risk by calculating the potential carbon impact of the investment, as well as physical risk for significant capital investments, utilising an external tool (S&P Global's Climonomics platform).

Metrics and targets

Greenhouse gas emissions targets

Downer supports the science on climate change and is committed to taking action to decarbonise its operations to help play its part in reducing global temperature rise. Downer has set a near-term Scope 1 and 2 GHG emissions reduction target, utilising the SBTi's Corporate Near Term Target Setting Tool, and a net zero Scope 1 and 2 GHG emissions reduction target, utilising the SBTi's Corporate Net Zero Tool. As outlined below, Downer's Scope 3 component of the targets is currently under review.¹

Downer's near-term Scope 3 target, as well as the Scope 3 component of our net zero target, are under review. Downer undertook a pre-assurance engagement to assess the robustness of its approach, as well as the completeness and accuracy of data produced for Scope 3 emissions. As a result of this exercise, Downer found that emissions resulting from Scope 3 Category 9 and Category 11 required further review of assumptions and methodologies used, which was not finalised before the publication of this report. Downer has utilised Adoption Provisions 4 and 5 of NZ CS 2 in not disclosing these categories in FY24. Downer's near term Scope 3 target, and the Scope 3 component of its net zero target, are being remeasured, with the aim to communicate our ambition in FY25.

Downer's near-term Scope 1 and 2 GHG emissions commitments are aligned with a 1.5°C pathway and support the transition to net zero emissions by 2050.

Downer's GHG emissions reduction targets are:

- 50% reduction by 2032 across absolute Scope 1 and 2 emissions against a 2020 baseline
- Net zero by 2050 across Scope 1 and 2 emissions against a 2020 baseline, noting that Downer's near-term Scope 3 target and associated baseline are under review).

To achieve net zero, Downer aims to reduce its Scope 1, 2 and 3 emissions by 90% from a 2020 baseline, with the residual 10% being covered by the purchase of neutralising/carbon removal offsets. We anticipate, based on our decarbonisation pathway modelling, that these may be purchased in the 2040s, subject to Downer reducing our emissions by 90% from a 2020 baseline. We intend that these will be certified carbon removal/neutralising offsets in the form of Australian Carbon Credit Units (ACCU) or equivalent, however, this will be dependent on prevailing market conditions. It is noted that the market for carbon removal offsets is rapidly evolving. Downer will monitor the market as it aims to track towards its target.

Downer's emissions reduction targets are supported by our Business Units' three-year Decarbonisation Plans, and our Group-level decarbonisation pathway modelling. Downer's ability to achieve these targets is contingent on several material assumptions, including the rate at which technology and alternative fuels can be adopted in asphalt plants and fleet (heavy and light vehicles), volatility in demand for Downer's products and services, the Australian Government meeting its target of achieving 82% renewable electricity in the grid by 2030, as well as the broader legislative framework.

Downer's ability to reduce its Scope 3 emissions is reliant on our value chain partners also reducing their own GHG emissions. Downer will assist its value chain partners and work with them to positively influence outcomes aligned to the net zero transition. Downer has management and Board governance processes to oversee the implementation and progress of Downer's decarbonisation pathway, as well as the three-year Business Unit Decarbonisation Plans.

Vulnerability to transition risks

As highlighted on pages 21-22, Downer's primary potential transition risk vulnerability is its usage of direct fossil fuels in key processes within road surfacing plants, as well as its fleet. Downer assessed that 23% of Downer's assets may be exposed to transition risks². However, it is unlikely that the exposure to these risks will materialise at once. Downer monitors and reviews its potential vulnerability and associated impact (as described in the Risk Management section, pages 26-27). Further, refer to pages 21-22 for descriptions of mitigations that are in place for transition risks. Downer considers that approximately 2.5% of revenue may be vulnerable to transition risks as a result of the sectors in which it operates (mainly associated with activities performed by the Industrial & Energy business providing installation and maintenance services to the oil and gas industry).

1. <https://sciencebasedtargets.org/resources/files/Net-Zero-tool.xlsx> As accessed 30 June 2024.
2. Based on the net book value of assets associated with Downer's asphalt manufacturing plants and its heavy and light vehicle fleet.

Vulnerability to physical risks

Downer qualitatively assessed that revenue from its road maintenance and paving business and utilities maintenance and construction works (approximately 31% of Downer's total revenue), may be exposed to physical risks. However, it is unlikely that the exposure to these risks will materialise at once, and the extent of vulnerability will depend on the nature and severity of the physical climate event or chronic change that occurs. These vulnerabilities are predominantly from the impact of acute weather events causing disruptions and rework.

Downer qualitatively assessed its asphalt manufacturing plants' vulnerability to physical risks this year, and the associated financial impact. This preliminary analysis showed that the asphalt plant locations themselves may not be significantly exposed to physical risks from a financial perspective (when taken as an aggregate portfolio). Downer is working to quantify the extent of the financial impacts, as qualitatively described on page 23, in line with the use of Adoption Provision 2 of NZ CS 2. This will aim to inform evolving asset management strategies, to aim to review existing mitigations (as described on page 23).

Opportunities

With reference to the climate-related opportunities described on page 25, Downer has disclosed the following financial metrics:

- 14% of total revenue relates to works in energy and utilities, related to the power sector
- 0.24% of total revenue related to adaptation, or repair and rebuild works, as a result of climate-related events
- 0.68% of revenue from asphalt production utilising Reconophalt™, or Bio Bind within asphalt mixes.

Capital deployment

In FY24, Downer budgeted for \$3.5 million in initiatives as part of its Decarbonisation Fund, designed to address its key transition risk, being exposure to direct carbon. \$1.4 million was allocated in FY24 to approved projects.

Internal emissions price

No internal emissions price has been set in FY24, nor used in scenario analysis or modelling.

Remuneration

Downer has linked its greenhouse gas emissions reduction targets to Executive remuneration through the Short-Term Incentive (STI) plan to incentivise Business Units to decarbonise in line with Downer Group's overall ambition. Business Units were required to develop a three-year Climate Change and Decarbonisation Plan, and achieve up to 60% of their absolute GHG emissions reduction targets in FY24 in order to be eligible for the decarbonisation element of the Zero Harm STI. This was worth 10% of the total STI scorecard. For more information on the decarbonisation element of the FY24 STI scheme, refer to Downer's 2024 Annual Report, page 62.

Other industry-specific metrics

Downer has considered guidance from the International Sustainability Standards Board (ISSB) Exposure Draft (ED) Standard 2 (S2), which proposed a list of industry-specific metrics from the SASB standards, aligned to the industry categories that are most relevant to Downer^{3,4}. The below table outlines metrics deemed to be relevant from these sources, and includes a cross reference to other areas of the Sustainability Report or sustainability data pack.

Topic	Metric	Reference
Energy management	Energy consumed, percentage of renewable electricity	Downer Sustainability Report 2024, Climate change and environment
Waste management	Amount of waste generated, amount of hazardous waste generated, amount of waste diverted	Downer sustainability data pack 2024 – Climate change and environment
Environmental impacts	Number of environmental fines	Downer Sustainability Report 2024 – page 34
Environmental impacts	Number of environmental prosecutions	Downer Sustainability Report 2024 – page 34

3. Engineering and Construction services (<https://www.ifrs.org/content/dam/ifrs/project/climate-related-disclosures/industry/infrastructure/issb-exposure-draft-2022-2-b33-engineering-and-construction-services.pdf>).
4. <https://www.ifrs.org/content/dam/ifrs/project/climate-related-disclosures/industry/extractives-and-minerals-processing/issb-exposure-draft-2022-2-b8-construction-materials.pdf>.

Downer's energy and emissions performance

In FY24, Downer's total operational emissions (Scope 1 and 2¹) was 331,673 tCO₂-e. This decreased by 13% from FY23. As a result, Downer's performance was 3.9% unfavourable to its Scope 1 and 2 near-term emissions reduction linear trajectory for FY24 of 319,283 tCO₂-e.

The primary driver of this year-on-year improvement was a reduction in emissions within Downer's Australian asphalt plants. This was largely driven by an 11% reduction in Australian asphalt production compared to FY23, which resulted in lower burner fuel requirements and associated subcontractor haulage and cartage in Downer's road maintenance and pavement business. Subcontractor emissions represented 30% of Downer's emissions in FY24. Subcontractor emissions is a source of uncertainty in Downer's Scope 1 emissions, primarily due to the volume of estimates derived from subcontractor confirmations and associated spend. Full details on the methodology for subcontractor emissions is located within the Sustainability Report Basis of Preparation, pages 13-16.

- Other drivers included:
- Plant upgrades, electrification of key plant assets, increase in utilisation of foaming systems facilitating lower temperature asphalt production
 - Asphalt plant upgrades and efficiencies
 - Solar installations across five asphalt plants
 - Completion of the sale of the Australian Transport Projects business
 - The sale of the Asset and Development Services business and AE Smith NZ.

The purchase of LGCs in Australia, and 100% certified renewable electricity in New Zealand also reduced Downer's emissions by 4,282 tCO₂-e, when utilising the market-based emissions methodology for Scope 2 emissions.

Case study: Bio Bind out to revolutionise road construction

Downer's Road Science business has joined with New Plymouth District Council (NPDC) to launch the first full-scale trial of our Bio Bind product.

Bio Bind is a low-carbon bitumen replacement, which significantly reduces the need for petroleum oil-based products and is engineered to serve as a direct substitute for traditional bitumen in road construction.

"The use of tree-derived oil provides a more renewable alternative to conventional bitumen," says Road Science Head of Product Innovation, Darcy Rogers.

"Two years of dedicated laboratory research and development has gone into developing Bio Bind to be ready for this real-world trial, in partnership with NPDC."

Bio Bind is currently available as a binder in various asphalt products, tailored to meet the performance grade requirements set by the New Zealand Transport Agency M1A standards. It has been designed to match the handling, performance and durability of petroleum-based bitumen in asphalt mixes. It's an ever-evolving product that will adapt as new raw materials become available.

NPDC Manager Transport, Rui Leitão, says the product has been laid on a section of Smart Road, between Colson and Alberta roads, as an alternative to traditional bitumen-based asphaltic concrete.

"We are a big supporter of innovation and we're happy to work with Downer on this trial, aligning with our vision of building a sustainable lifestyle capital," Rui said. "Bitumen is a key material on New Zealand roads and if we can replace it with a greener product, it'll be a big step towards reducing the environmental impact of road construction."



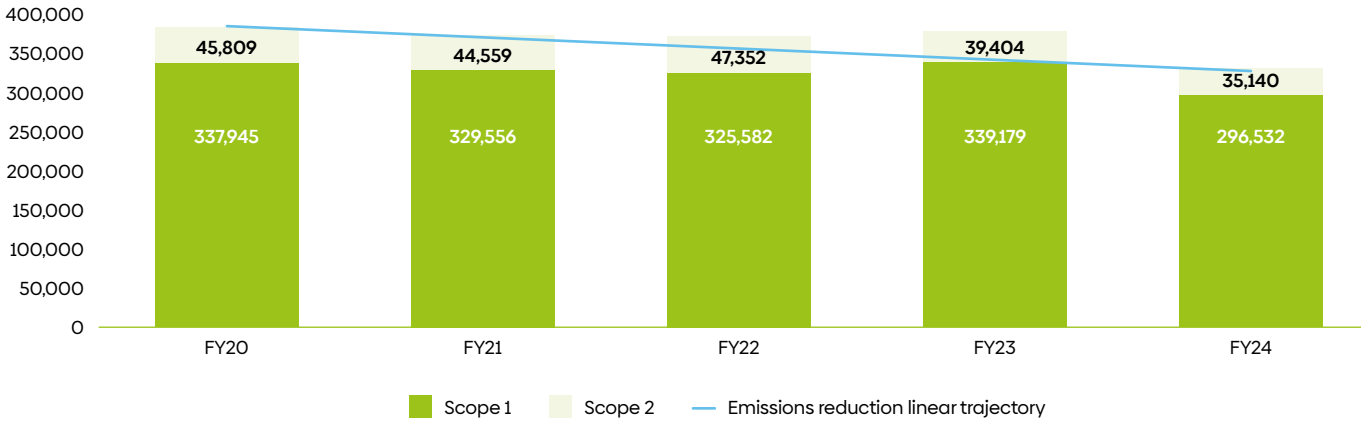
1. Using a Location-based methodology.

Downer Group total emissions	2024	2023	% Change
Metric			
Scope 1 (tCO ₂ -e)	296,532	339,179	-13%
Scope 2 (tCO ₂ -e) (location based)	35,140	39,404	-11%
Scope 2 (tCO ₂ -e) (market based)	30,664	44,422	-31%
Scope 3 (tCO ₂ -e)	793,567 ¹	N/A ²	N/A ²
Total Scope 1 and 2 (location based) (tCO ₂ -e)	331,672	378,583	-13%
Total Scope 1 and 2 (market based) (tCO ₂ -e)	327,196	383,601	-16%
Total Scope 1, 2 (location based) and 3 (tCO ₂ -e)	1,125,239	N/A ²	N/A ²
Total Scope 1, 2 (market based) and 3 (tCO ₂ -e)	1,120,763	N/A ²	N/A ²
Scope 1 and 2 (location based) emissions intensity (tCO ₂ -e/\$AUDmil)	27.71	30.00	-9%
Scope 1 and 2 (market based) emissions intensity (tCO ₂ -e/\$AUDmil)	27.34	30.40	-10%

1. This figure is not complete, nor comparable to figures disclosed in previous years. As noted on page 28, data relating to Categories 9 and 11 is being remeasured, and so total Scope 3 emissions for 2024 excludes data relating to these categories. This figure will be redisclosed in 2025.

2. This figure is being remeasured and will be communicated in FY25.

Emission reduction performance Scope 1 and 2 – absolute emissions (tCO₂-e)

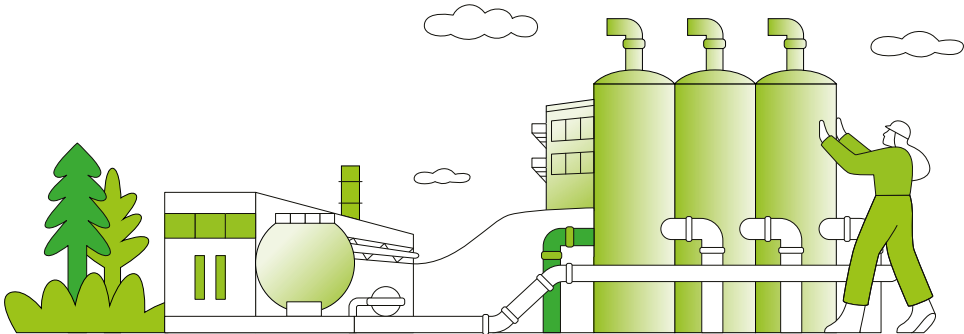


Update on Scope 3 emissions performance

As outlined on page 28, Downer's Scope 3 target is being remeasured with the aim to communicate our ambition in FY25. Downer aims to remeasure its net zero target baseline in FY25 with updated data following this review.

In FY24, Downer continued to focus on improving our percentage of actual data collected through engagement with our suppliers, replacing the portion of spend-based estimates that currently make up our Scope 3 data. We are particularly focused on sourcing actual data across our materials used in our products, such as asphalt. This will provide Downer with a better feedback loop to track improvements in emissions performance in its value chain. This year, Downer enhanced its spend-based emissions calculations, utilising Artificial Intelligence in its emissions reporting platform to analyse millions of invoices and assign them to emissions categories, improving the granularity of calculations compared to previous years.

Downer's Scope 1 and 2 emissions in FY24



Breakdown of Scope 1 and 2 emissions by sector (%)



Transport	78%
Utilities	17%
Facilities	2%
Other	3%

The majority of Downer's Scope 1 and 2 emissions is derived from the Transport sector, and the use of liquid and gaseous fuels throughout its light and heavy vehicle fleet, as well as its asphalt, bitumen and concrete plants.

Emissions by type (%)



Scope 1	26%
Scope 2	3%
Scope 3¹	71%

Downer's largest emissions source is Scope 3 emissions, with purchased goods and services our most material Scope 3 emissions source. Other significant sources are emissions from our joint ventures and associates, and the extraction, production and transportation of fuels and energy purchased by Downer.

1. This figure is not complete, nor comparable to figures disclosed in previous years. As noted on page 28, data relating to Categories 9 and 11 is being remeasured, and so total Scope 3 emissions for 2024 excludes data relating to these categories. This figure will be redisclosed in 2025.



Case study: Future Energy Forum sparks collaboration and connection

As the energy transition accelerates, there's never been a more pivotal time to be part of Australian and New Zealand industry.

With Downer's delivery track record and history of operating across Australia and New Zealand's most critical economic and social infrastructure, we are well placed to support our customers as they navigate their net zero goals.

In March 2024, our Energy & Utilities Business Unit hosted the Future Energy Forum in Brisbane, a one-day conference designed to spark collaboration and connections around the complex challenge of decarbonisation.

More than 120 leaders from across the power generation, industrial, energy transmission

and distribution sectors (including Downer, our customers, technology providers, asset owners and industry experts) joined together to further the conversation on how to tackle the challenges presented by the energy transition.

The forum featured panel sessions from energy executives, breakout sessions showcasing Downer projects, and thought-provoking presentations from leaders across industry.

The forum included a presentation from Downer CEO, Peter Tompkins (pictured), sessions from industry partners H2 Potential, Future Maintenance Technologies and Flexity, and an energy executive panel session featuring insights from executives at Powerlink, CS Energy, Aurecon and Downer.

The Future Energy Forum forms part of Downer's strategy to support our customers with their own decarbonisation journeys by sharing our insights and expertise, helping to develop networks amongst our like-minded customers, and creating a setting to spark opportunities for collaboration.

As Richard Bolt, Principal, Nous Group, Member of the Net Zero Australia steering committee and keynote speaker at the forum said: "The energy transition is an enormous challenge – really complicated, very costly. Forums like this are vital to get the information exchange, and to get people lined up about how to go about it better."

Aaron Wylie, co-MC for the day and General Manager Future

Energy Solutions for Downer's Energy & Utilities Business Unit, reflects: "None of us can address the challenge of decarbonisation alone, and we must walk that line of competition and collaboration to build a future we can all be proud of, while utilising the transformative technology available, and working in partnership with governments and policymakers. We have an undiscovered level of capability at Downer, and a unique offering. We want to give people a better understanding of what we can do to help them, and different ways of doing things."

The challenge of the energy transition is one that will only be solved in collaboration, and Downer is proud to be a key partner on that journey.

Environmental compliance

In FY24, Downer continued to meet its Group-wide target of zero environmental prosecutions, and zero significant environmental incidents¹.

Downer was issued two environmental Penalty Infringement Notices (PINs) during FY24 resulting in fines totalling \$8,273 AUD.

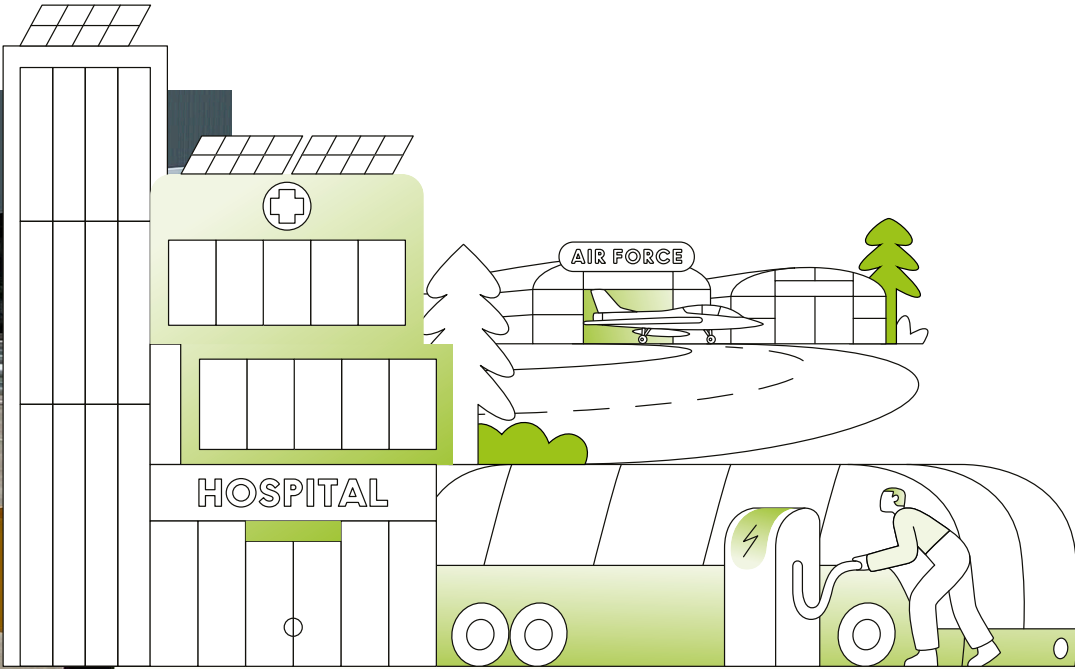
On 25 August 2023, Downer New Zealand Limited received a \$300 NZD (\$273 AUD) Penalty Infringement Notice. This notice pertains to an incident that occurred in June 2023, which resulted in a breach of the Resource Management Act 1991. The infringement notice was issued due to excavated material being improperly disposed of without testing.

On 5 February 2024, Downer EDI Works Pty Ltd received an \$8,000 AUD Penalty Infringement Notice. This notice was in relation to an incident that occurred on 26 June 2023, involving an uncontrolled release of bitumen emulsion from the Bathurst Asphalt Plant constituting a breach of Section 120 of the Protection of the Environment Operations Act 1997. Downer promptly addressed the situation by completing the necessary clean-up activities, including removing the bitumen emulsion from the surrounding offsite areas.

Environmental fines prosecutions

	2024	2023
Significant incidents ¹	0	0
Fines	2	1
Prosecutions	0	0
Infringement notices (\$AUD)	\$8,273	\$8,140

1. A significant environmental incident or significant environmental spill (≥ Level 4) is any environmental incident or spill where there is significant impact on or material harm to the environment; or an incident or spill that results in a significant impact or material harm; or there is long-term community irritation leading to disruptive actions and requiring continual management attention.



Case study: Pioneering electrified public transport solutions

Downer is partnering with our Keolis Downer joint venture to pioneer Australian-first solutions that drive further electrification in public transport.

In July 2023, Keolis Downer, in partnership with the Queensland Government, delivered 16 electric buses to the Hornibrook North Lakes bus depot, located north of Brisbane. To support the new fleet, the depot was converted from diesel to fully electric, powered by renewable energy.

Downer supported the delivery of the all-electric depot, providing the design, supply and construction of charging infrastructure – this included new high-voltage (HV) grid connection, and installation of chargers and charging dispensers, as well as support infrastructure and full load backup biodiesel generator to make sure buses keep running even if the grid is down, so that there is no impact to services.

It is a significant milestone in Australia's net zero journey – marking one of the country's first 100% conversions of a depot from diesel to fully electric.

The Zero Emissions¹ Buses (ZEBs) are proving popular with commuters, in particular the more comfortable ride, due to the absence of engine and exhaust noise.

In a survey conducted by Keolis Downer, customers expressed an overwhelming satisfaction with the new ZEBs within the North Lakes, Kallangur and Redcliffe regions.

The survey, which gathered responses from a diverse group of commuters and the wider community, highlighted the impact of this lower emissions public transport solution. Tellingly, 80% of respondents expressed high satisfaction with ZEBs, rating them higher than conventional buses. This indicates a remarkable improvement in passenger experience and perception of bus services, with ZEBs meeting customer expectations. More than 90% of respondents identified reducing environmental impacts as the most crucial factor influencing their choice to support ZEBs.

More than half of the respondents acknowledged that the introduction of ZEBs motivated them to use public transport more frequently. This finding underscores the potential for zero-emissions transport to drive positive changes in commuter behaviour, encourage modal shift and ultimately reduce reliance on individual vehicles.

As the energy transition continues to gather pace, and our customers look for solutions to help them meet their net zero commitments, Downer and Keolis Downer will continue to support the shift towards low-emissions transport solutions.

In May 2024, the New South Wales government announced that work would commence on Australia's largest electric bus depot in Brookvale on Sydney's Northern Beaches in July. The initiative entails a comprehensive transition of the fleet, with all 229 buses to be fully converted to ZEBs by the end of 2028.

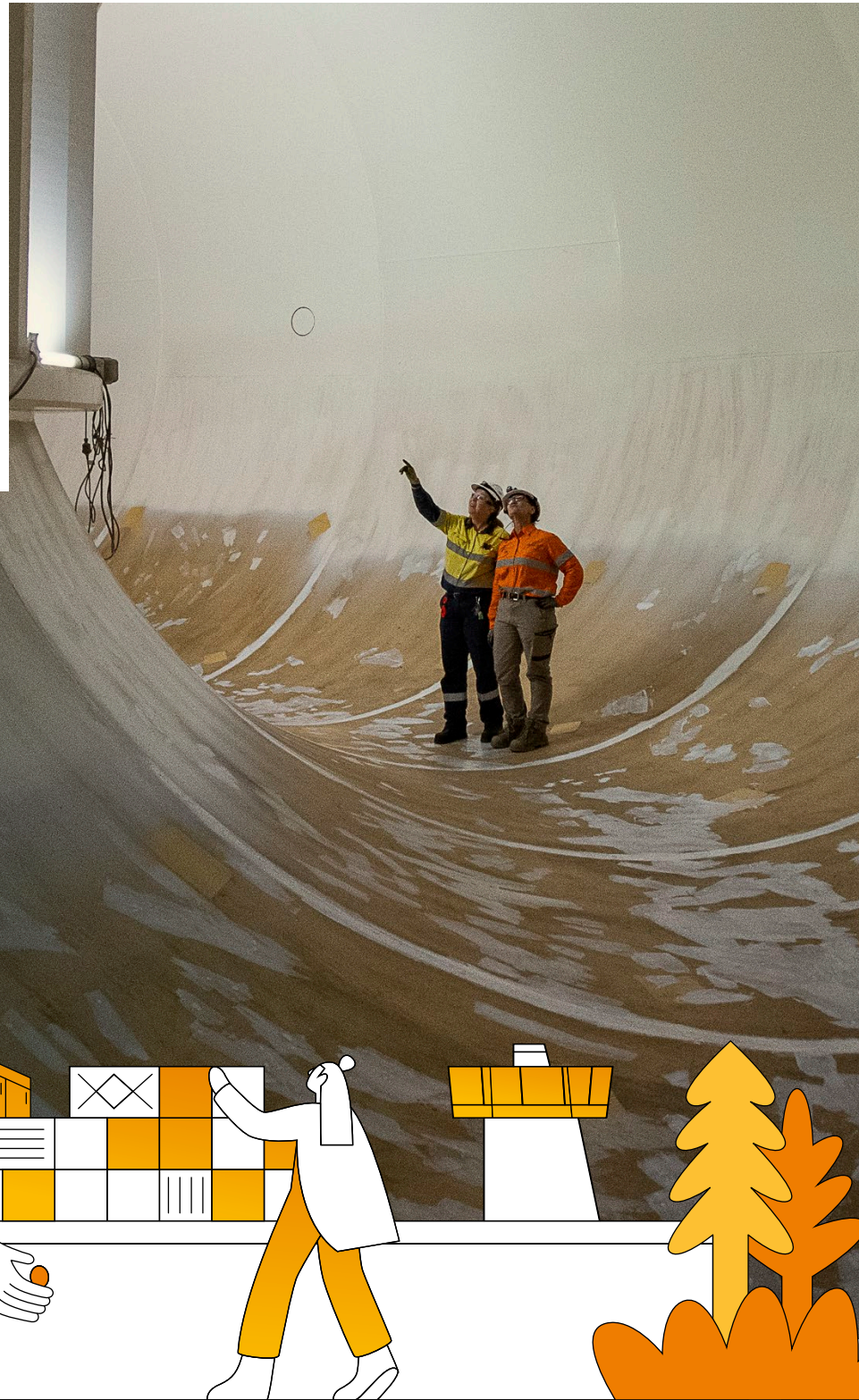
1. Not considering lifecycle emissions or emissions incurred from charging the buses where non-renewable electricity has been used.

Safety, health and wellbeing

Implemented Group-wide safety reset to refocus our teams' attention to safety

Continued to support the mental health of our people and communities through initiatives and partnerships

Focused on the effective management of our top Critical Risks and the implementation of effective controls.



The safety, health and wellbeing of our workforce is Downer's highest priority. Our workforce has the human right to a safe and healthy work environment. This is fundamental to Downer, as a highly capable and thriving workforce is essential to delivering operational excellence.

We know that strong health and safety performance is important for the success not only of Downer, but of our customers and our delivery partners. We understand that we have a role to play in delivering improvements and thought leadership to our industry sectors, to drive advancements in industry performance.

Some of the sectors we work in are regarded as high-risk due to their inherently hazardous nature. However, we have confidence in our ISO 45001 certified management system to set the requisite standards, guidelines, and instructions for our workforce, enabling them to execute their tasks safely and effectively. We also believe in the competence and expertise of our people to deliver safe outcomes on the ground. Downer is committed to continuous improvement, regulatory compliance and – above all – working with our employees, contractors and customers to challenge the status quo and to collaborate on innovative safety solutions and project-specific requirements.

Downer's Lost Time Injury Frequency Rate (LTIFR) for FY24 was below our target of <0.90 at 0.88, and was lower than the FY23 result of 0.90. Our Total Recordable Injury Frequency Rate (TRIFR) was below the target of <3.00 at 2.54, and lower than our FY23 result of 2.68. The slight improvement in the performance of these lagging indicators in FY24 is due to a renewed focus on incident reporting, timely support to injured workers, and learning lessons from previous incidents. Downer's performance remains better than industry benchmarks published by SafeWork Australia for all industries in which Downer operates, the lowest of which relates to professional, technical and scientific services with an LTIFR benchmark of 1.40¹.

Tragically, in FY24 three workplace fatalities occurred within Downer's operations. An employee was fatally injured during asphaltting operations while working in northern New South Wales. A subcontractor died while operating a dozer undertaking land-clearing activities in the South Burnett region of Queensland, and an employee in New Zealand was involved in an incident with a vehicle while undertaking pavement works on a public road in Auckland and passed away in hospital the following morning. Downer operates in sectors that are exposed to high-risk activities and we are determined to learn from these tragic events. Downer has extended its condolences to these workers' families, colleagues and employers and we have supported them following these tragic incidents.

1. 2023 Safe Work Australia Industry Benchmarks.

In response to these incidents, Downer instituted a Group-wide 'Safety reset' – a call-out to our operational leaders to take action and implement programs that would be of most benefit to the unique profile of their operations. Downer understands that improving safety performance requires a comprehensive approach involving the combination of active leadership, accountability, discipline, a positive safety-focused workplace culture, and effective risk controls.

In Downer's Social Infrastructure & Citizen Services business, a 'Stand Down for Safety' day was held in February 2024, to spend a day with a sharp focus on safety culture and performance. Senior Leaders within the business co-facilitated sessions across Australia and New Zealand, with local action plans developed to improve controls. Progress has been tracked, and will continue to be tracked in the future.

Across the Group, Downer's annual 'Our Safety Focus' program was once again held in January 2024. This year, themes and content were individually tailored to each Business Unit and corporate function to factor in the diverse range of our operations and their safety profiles. The December and January period historically delivers a heightened risk for safety incidents, with a large cohort of workers taking time off and/or partaking in festive season events. Our Safety Focus provides a structured program to refocus our workforce on the risks associated with their work, and the controls necessary for them to return home safely every day.

We continued to update our Critical Risk profile in FY24, analysing the incident types that deliver greatest harm by impact and frequency. This assisted in identifying root causes and enhancing the effectiveness of controls.

Downer acknowledges that the mental health and wellbeing of our employees is a core component of our Zero Harm commitment. Downer has taken steps which aim to improve its management of psychosocial risks across the business, with the introduction of a standalone psychosocial management procedure in FY24. Psychosocial risks are aspects of work and situations that may cause a stress response, and may lead to psychological or physical harm. For further information on Downer's response in FY24, refer to page 43.

⊕ For further information on Downer's approach to safety, health and wellbeing please refer to Downer's website.

Downer Group safety performance

	2024	2023
LTIFR/million hours worked	0.88	0.90
TRIFR/million hours worked	2.54	2.68
Fatalities	3	2

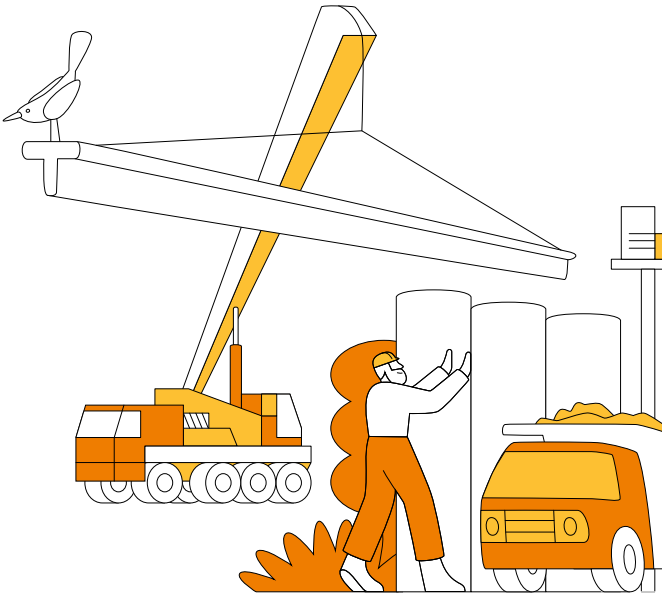
Safety regulatory compliance

Downer received one safety-related fine in FY24.

On 31 January 2024, Downer’s Pipetech business received a \$3,600 AUD Penalty Infringement Notice from ACT WorkSafe. The notice was issued following an incident on 18 December 2023, where workers cutting a concrete stormwater pipe caused a spark that ignited a small fire outside the compound area. The fire was contained and extinguished by the workers using a water sprayer and handheld fire extinguisher. At the time, Downer assessed the fire to be a non-notifiable event. However, a third party notified WorkSafe ACT, who later attended the site and deemed the event to be a notifiable incident. The infringement notice was issued for failing to notify WorkSafe ACT of the event, which is a violation of Section 38 of the Work Health and Safety Act 2011.

Safety fines and prosecutions

	2024	2023
Fines	1	3
Prosecutions	0	1
Fines and Prosecutions (\$AUD)	\$3,600	\$15,020



Case study: Innovative solutions to unique safety risks

The Taieri River Bridge barrier replacement project, which Downer completed during FY24, contained a number of unique safety risks that required innovative solutions to keep our people and communities safe.

The project involved replacing the old and damaged wooden guardrails on the Taieri River Bridge on New Zealand’s South Island. It is a narrow 400m two-lane bridge, which accommodates approximately 10,000 vehicles per day, and is the only transport route suitable for heavy vehicles travelling between Dunedin and Balclutha, and a key route to Dunedin International Airport.

The project took place in a hazardous environment, involving working adjacent to live traffic and within the limited confines on and under the bridge. In addition, normal fall protection was removed due to the demolition of the wooden guardrails. Other significant risks included lifting and crushing risks associated with the installation of the 100 kilogram brackets needed to hold the new guardrails in place.

As the only transport route in the area suitable for heavy vehicles, there was no option to consider closing the bridge at any time to enable a safer working environment.

Downer’s Critical Risk management framework provided the methodology for identifying the category and level of risk. We implemented measures to control the safety risks associated with working adjacent to live traffic

in a confined space, manual handling, and working at height. Innovations developed included the use of temporary steel barriers to protect workers from traffic, which were utilised for the first time in the lower South Island. The temporary steel barriers were installed along the full length of the bridge, bolted directly to the bridge deck to prevent vehicles from entering the worksite.

Working at height and the manual handling of heavy components were also carefully managed. With the old barriers and concrete removed, the team needed to install 205 new posts and brackets, each weighing 100 kilograms, under the bridge. To mitigate the risk of falls, safety harness systems were implemented, allowing workers to remain secure while working on the bridge. To reduce the physical strain of lifting the heavy brackets, a custom-designed lifting jig was developed, allowing the team to move the brackets mechanically, minimising the need for manual lifting and reducing the chance of injury.

The project was planned well in advance, with work beginning a year before the project commenced in September 2023. The project was completed in December 2023, with no incidents involving traffic or injuries sustained.

Following the success of these initiatives, Downer plans to utilise the solutions on future projects involving similar levels of risk.



Zero Harm Critical Risk management

Downer strives to deepen our understanding of safety Critical Risks and enhance our risk management practices. We have made a significant commitment to improving data integrity and analytical capabilities within our Zero Harm digital systems. This aims to provide a robust foundation for enhanced data analytics and reporting.

Through analysis of incidents with material consequences and high potential incidents, we identified our highest Critical Risk exposures for FY24 were:

- Working with vehicles and mobile plant (31%)
- Working at heights (28%)
- Working with electricity (16%)
- Working in the vicinity of existing services (10%)
- Violence and aggression (4%)
- Other (11%).

Our Critical Risk exposure profile is consistent with previous years and driven by the nature of work we do. Working with Vehicles and Mobile Plant combines multiple previous Critical Risk categories including: Working with Mobile Plant or Equipment; Vehicles and Driving; and Working with Live Traffic.

We aim to embed our Critical Risk program across the Group. Through this program, we have identified our Critical Risks, risk scenarios, causal pathways and controls. This framework allows us to know our standard and Critical Controls, and continually verify and test the effectiveness of those.

Downer adopts a continuous improvement mindset and works to improve our safety performance and management of risk. The ongoing use and refinement of our safety management system, training and Critical Risk management program helps us to improve our performance and the health, safety and wellbeing impacts of our workplace.

Downer works closely with our industry and customers to raise awareness of Critical Risks on-site and to achieve improved health and safety performance and outcomes. For example, in 2024, Downer was the Platinum Sponsor for the RiSSB Rail Safety Conference, which brings together hundreds of rail transport operators, engineers, project managers, investigators, safety professionals and senior industry executives. As one of Australia’s leading passenger rollingstock businesses, Downer is a key contributor to the annual Rail Safety Conference. The sponsorship provided us with an opportunity to share our commitment to safety and expertise in rollingstock.

Following the tragic fatality within our Utilities business in December 2022, which occurred during meter reading duties, Downer reviewed our dog safety framework. Following this review, we also provided our workforce with refresher training and expanded our dog safety framework across our businesses and supported this broader implementation through internal training. We have also participated in cross-industry dog attack forums and task forces with customers and industry. These sessions have enabled us to contribute to community campaigns and improve the understanding of all stakeholders impacted by this risk. Elements of this framework have also been included in programs implemented by other stakeholders impacted by this risk.

We also transitioned our outsourced online dog safety training in-house. Our Learning and Development team leveraged our dog safety framework to develop a tailored online learning module. This module is now accessible to the entire Group, reinforcing our commitment to safety and further reducing the risk of harm from dog incidents in the future.



Communities of Practice

In FY24, there were 12 active Communities of Practice (CoP). These forums bring together operational personnel who have specialised experience in managing specific Critical Risks or activities. The Communities of Practice forums meet monthly, leveraging the expertise of team members and addressing operational needs effectively with the aim of improving the safety of our people.

The key deliverables of these Communities of Practice include defining master risks and controls, finalising bowtie consolidations, conducting gap analyses of TDS standards and procedures, and producing training and awareness packages or shared learning collateral.

In FY24, notable outcomes of the Communities of Practice that relate to the highest Critical Risk exposures included:

- Producing instructional videos to explain the Critical Controls for key Critical Risks including: Operating vehicles and mobile plant; and Working at height
- Analysing past incidents associated with ground penetration and underground asset strikes, and producing training and guidance material for improved asset location
- Producing supporting control guidance for: Working with hazardous chemicals; and Use of personal fall protection.

We continue to integrate the outcomes from our CoP forums, including updates to standards and procedures, inspections and Critical Control verification activities. Through our CoP and Critical Risk management program, we have produced or revised several standards and procedures related to our Critical Risks in FY24. These include:

- Plant and people interaction
- Elevated work platforms
- Working with electricity
- Psychosocial risks
- Fatigue management.

Case study: Mat shares his story to help others

Mat Doherty has lived through the pain of mental health challenges. Now he is using his experience to raise awareness about mental health, and help others who are dealing with similar challenges.

Each year, Downer gets behind Mental Health Month in October, and we also hold events to celebrate R U OK? Day every year in September. It is helping to create a workplace culture where people feel comfortable to check in on their teammates, and make sure they are OK.

It was at a Downer R U OK? Day event that Mat first spoke publicly about his experiences. It was a brave step for Mat, and it had a profound impact on the teammates he shared his story with. On the back of that talk, Mat decided to embark on a mental health walk to continue spreading the message.

"I held a talk on R U OK? Day to promote my own personal battle I had with mental health," said Mat, a Senior Supervisor in Downer's Energy & Utilities business. "Hardest thing I've done, but being in a vulnerable space and being able to tell my story creates a ripple effect that says, 'It is OK to be emotional'.

"This then progressed to a mental health walk, and having Downer get onboard and help was instrumental and shows what kind of team I work with.

"It was an opportunity to show people tools and techniques I learnt in my journey and provide a practical workshop that could help family, friends or – most importantly – themselves.

"We did this as a team with the help of Eamonn Flynn, Liam D'Arcy and Tamara Reed in Brisbane and we were lucky enough to promote two local community programs and raise important funds for the communities we work in."

The walk was such a success, it is now an annual event supported by Downer and Mat's teammates. Mat is thriving now – and using his experience to help others. He openly shares his story about his mental health challenges – and the tools that helped him overcome them.

"I got myself into a very hard place that eventually had me planning to take my own life," he said.

"It consisted of family issues, personal battles in life and some things that I felt like I couldn't talk about or go to anyone as I was in a bad head space. I struggled to find a way to get help, or so I thought.

"Fast forward from the darkest day to finally finding a way of communicating my issues through journalling. This tool was what saved me, because it was a way I got what was in my head onto paper and helped me to break down my thoughts and get the help required.

"I am a firm believer that R U OK? Day is every day. Regular check ins with those experiencing doubt is so important to making sure each day we look out for our teammates, family members and ourselves.

"Having someone who is present to just listen can do wonders to a person struggling to talk. Letting out the emotions is a positive step in the recovery and building that vulnerability and honesty. It allows us as people to understand others' struggles, but it also allows us in their personal space to help."



Silica management

The risks of worker exposure to the harmful effects of Silica have received significant attention in recent times. While a key focus has surrounded the use of manufactured stone, Silica exposure can occur during other construction, demolition or excavation works. Downer took this opportunity to review and further strengthen our Silica controls.

The process of filling sand units on Melbourne's High Capacity Metro Trains was known as a potential risk to workers due to the creation of dust. Downer improved controls to reduce workers' exposure, including a stronger vacuum unit for dust extraction systems, and a revision of PPE use on-site to minimise exposure to Silica dust (for example, through the use of Powered Air Purifying Respirators). Further atmospheric testing completed after the additional controls were implemented has shown even greater reduction in Silica exposure, well below half the exposure standard trigger for 'High Risk Crystalline Silica Process' under WorkSafe Victoria requirements.

Health and wellbeing services

Since 2018, Downer has taken positive steps to change the conversation around mental health and wellbeing. Downer recognised that mental health is a growing societal issue, and created a dedicated Group Health function and multi-tiered strategy to help Downer employees and their families manage their health and wellbeing. A key element of this strategy is widespread training in accredited Mental Health First Aid (MHFA) across both Australia and New Zealand.



This is helping to develop a more open culture around discussing mental health issues and encouraging help seeking. It also supports awareness that health and wellbeing is an important aspect of keeping our people and our communities safe and thriving. Across Downer, 3.96% of Downer's FTE employees have been trained in Mental Health First Aid over the past three years. This is calculated as total number of active employees trained in Mental Health First Aid (over the past three years) by Downer's FTE as at 30 June 2024.

We understand that holistic wellness has a significant impact on an individual's ability to thrive at work.

Downer is committed to driving early intervention support services for our people via training in MHFA skills, offering a robust Employee Assistance Program (EAP) and supporting community mental health organisations.

Downer supports the health and wellbeing of our people and broader communities through a range of strategic programs and initiatives. The Group Health function is dedicated to meeting the health and wellbeing goals of our business, workforce, broader stakeholders and their families. Group Health focuses on holistic wellbeing, with a rolling calendar of engagement events and campaigns communicated across the organisation to keep people informed and connected.

As part of our health and wellbeing strategy, Downer also continues to deliver bespoke training to our people on topics including:

- Common mental illnesses and the basic neuroscience behind these illnesses
- De-stigmatisation of mental health issues, while encouraging proactive health and wellbeing
- Empathic leadership, personal resilience and delivering best practice health and wellbeing protective factors.

Registered allied health professionals are also available to provide complex case support and subject matter expertise to our people. These services include, but are not limited to, personal relationships, career and workplace issues, child and family support, financial management, legal advice, conflict, and health and lifestyle support. The service also provides response support following critical incidents.

Our dedicated health services are accessible and promoted through Downer's Group Health and Zero Harm professionals and dedicated communication platforms (internal and external webpages, on-site toolbox talks, and through communication campaigns).

In Australia, Downer's investment in mental health proudly includes our partnership with Beyond Blue. For the fourth consecutive year, Downer was the Matched Giving Partner for Beyond Blue's annual Tax Appeal campaign in 2024, which saw us match all donations up to a total of \$250,000. With Downer's contribution, Beyond Blue had its most successful Tax Appeal to date – raising a total of \$1,083,000. Since 2021, Downer has contributed \$1 million to Beyond Blue, with funds helping the support service to answer calls, web chats and emails from the community.

Downer also supports the Mental Health Foundation of New Zealand. The goal is to support the mental health and wellbeing of Downer employees, and to enable the Mental Health Foundation to do more of its vital work and reach out to more people. The partnership involves expanding existing mental health programs and awareness activities with tailored support from the Mental Health Foundation. In FY24, Downer extended its commitment to supporting mental health in New Zealand by sponsoring the Mullet Matters initiative that encourages individuals to grow a mullet hairstyle to fundraise for the cause. Downer matched the total donations raised of \$20,547. The combination of donors' contributions and Downer's matched giving set a new record for donations, making this the biggest fundraising event for the Mental Health Foundation New Zealand to date.



Psychosocial risks

Downer has a multi-tiered approach to managing psychosocial risks across the organisation. This has been reviewed and improved in FY24, culminating in the creation of a psychosocial management procedure applicable across Downer. Although aspects of psychosocial risks have always been considered in Downer's approach to safety, health and wellbeing – and have been present for many years in the legislative landscape for Australia and New Zealand – it was important to separately amplify these to equip the business to respond to the specific nuances of psychosocial risk, respond to increasing societal expectations around providing a mentally well workplace, and to respond to increasing legislative requirements in Australia.

It is acknowledged that dealing with psychosocial risks is highly sensitive, therefore any consultation considers the need for anonymity to provide a safe place for employees to respond. Downer has reviewed the core question set within its annual Employee Engagement Survey so that there is broad coverage of psychosocial risks to gauge employee views regarding the effectiveness of Downer's controls.

Managers responsible for the health and safety of their operations must consider psychosocial risks in their design of processes and controls. People who are responsible for managing workers who have been identified as impacted by a psychosocial hazard are aided to provide support.

In FY24, Downer has also rolled out bespoke online learning and awareness modules across the organisation to educate our employees on key concepts and provide them with the tools to help manage psychosocial risk appropriately.

Injury prevention

Injury prevention remains a critical part of improving our employees' physical wellbeing. If an employee feels discomfort, Downer supports and encourages them to access healthcare services proactively before an injury

occurs. Where an injury has already occurred, Downer's injury management specialists support the employee to return to work at their own pace from both work-related and non-work-related injuries and illnesses. We support the physical wellness of our workforce through a range of programs and initiatives in addition to those that are a focus of our Critical Risk Control framework. These include:

- Fatigue management practices
- Work rotation arrangements for repetitive activities to reduce the risks associated with muscle fatigue and repetitive strain injuries
- Early intervention programs such as drug and alcohol testing, and zero tolerance to the presence of these substances in our workforce
- Information on safe lifting and tools and support equipment to reduce manual handling requirements
- Restricted items that require additional controls if they are to be used on-site
- Occupational health and hygiene processes, including hazardous substances management
- Ergonomic office spaces
- Access to end-of-trip or shower facilities in many of our offices to support active transport to work
- Flexible working, and remote working options to better support the balance between work and home commitments and to reduce stress.

In addition, during summer months, we take extra precautions for the safety of our people. Our outdoor work sites have systems in place to prevent heat exhaustion, and our PPE policies provide protection against UV radiation. To limit skin exposure to the sun, our teams wear long sleeves and long pants and hard hats, wide brim hats and neck covers, and sunscreen is supplied on-site for our crew.

Delivering quality and safe products and services

The safety and quality of our products and services is important. Any report of a serious incident involving a non-employee or contractor associated with Downer products and services (including projects and contracts) is investigated and reported to the appropriate regulatory authority.

Any Downer product or service that is identified as unsafe, faulty or non-compliant with relevant mandatory standards is withdrawn and/or rectified. We also work with our suppliers to support any corrective actions and mitigate recurrences. For specific incidents, we communicate proactively and work with customers, regulators and suppliers to mitigate any associated issues promptly.

People

Conducted a robust process to develop and define Downer's new target culture

Launched new people management systems and processes

Developed new Inclusion & Belonging strategy to support diversity targets.



Downer is a people business. Our people are talented and committed, respect each other and work hard to deliver outstanding results for our customers. They solve complex problems, deliver services and build trusted relationships. They enable communities to thrive.

Our people make Downer what it is today and what it will be in the future. We aspire to sustain a high-performance mindset and culture, underpinned by our Purpose, Pillars and Standards of Business Conduct, to position Downer to achieve its full potential.

Downer understands that it impacts employee experience and engagement through its workplace culture, approach to training and education, enhancement of employee skills, performance reviews and career development, transition assistance programs, organisational change and the management of retirement or termination. It is for this reason that we place a high priority on providing our people with the skills and experience, systems and support they need to meet their personal and professional goals.

Downer aims to strengthen its reputation as an employer of choice – enabling the attraction and retention of top talent, and delivering the best outcomes for customers and communities despite the challenges of a tight labour market.

For FY24, Downer's total workforce was 30,608 which is a decrease of 5.5% on FY23. This is predominantly due to the exit from non-core businesses during the year (including Repurpose It, Asset & Development Services, and AE Smith New Zealand), as well as headcount reductions resulting from Downer's transformation and cost out program. The breakdown of our workforce by employment type is as follows:

- 64% of people in full-time employment
- 10% in part-time employment
- 26% in casual employment.



The employee group that saw the largest turnover in FY24 was the 30-50 age group, recording a 30% increase in turnover. Australia and New Zealand both saw increases in turnover compared to FY23, with an increase of 5% and 3% respectively.

Downer's workforce percentage breakdown remained consistent compared to FY23. Downer employees engaged in casual employment were predominantly employed in our Social Infrastructure & Citizen Services Business Unit, due to the nature of work performed for our customers.

Employee headcount

Region	2024	Change compared to FY23
Australia	20,372	-8%
New Zealand	10,171	0%
Other	65	8%

For a further breakdown of our workforce, please see Downer's 2024 sustainability data pack at <https://www.downergroup.com/sustainability-report-2024>.

➕ For further information on Downer's approach to our people please refer to [Downer's website](#).

Case study: Downer named Employer of Choice for 2023

Downer is committed to investing in its people and implementing initiatives to improve our employee experience and reinforce our reputation as an employer of choice in a tight and highly contested labour market.

Pleasingly, the work we are doing to enhance our employee experience was acknowledged in August 2023, when Downer was named an Employer of Choice at the Australian Business Awards for the second consecutive year.

The Australian Business Award for Employer of Choice (EOC) identifies organisations that are leading their workplaces to realise their full potential.

The EOC award acknowledges the organisations which demonstrate effective employee retention and recruitment, and employee engagement.

"This prestigious award reinforces Downer's reputation as an outstanding employer and is a testament to our focus on delivering programs and initiatives that foster a positive work culture and enhance the employee experience," Downer CEO, Peter Tompkins, said.

Organisational culture

Downer's Purpose, Promise and Pillars continue to underpin how we do business.

Our Purpose, which is to 'Enable communities to thrive' encapsulates the benefit that our broad range of services provide society. To achieve our Purpose, we must deliver on our Promise, which is that our customers' success is our success – because we believe that when our customers are successful, so is Downer.

We recognise the importance of Safety & Sustainability in solidifying our social licence to operate, and aim to deliver positive outcomes. An important change we made in FY24 was to update our 'Sustainability' Pillar to 'Safety & Sustainability' to reinforce the criticality of keeping our people, service delivery partners and communities safe.

Downer has undergone a year of significant change. A new trans-Tasman operating model has been introduced, delivering significant efficiencies for the business and enhanced delivery for our customers. In conjunction with this change, we sought to transform our organisational culture to drive a performance culture throughout the Group.

The Downer Difference

Throughout FY24, considerable work was done to develop our new target culture, called The Downer Difference, which we officially launched on 1 July 2024. First, we needed to understand our culture – the positive elements, and the things that were not conducive to high performance. We reflected on employee feedback, surveyed our people, then held focus groups to further explore the findings of those surveys. From there, we started to shape the culture that reflects what our people want and what Downer, as a Company, needs to drive high performance. We refined it with our senior leaders and tested it with our Executives and Board of Directors. Then we spoke to our people again to confirm that the culture will support and energise them and create an environment where they can grow, be themselves, and perform at their best.

The Downer Difference consists of three key focus areas:

- We own the outcomes
- We do it for our customers
- We stand for each other.

These focus areas are underpinned by a set of behaviours that will unite our 30,608 people and guide their actions and attitudes.

The Downer Difference will help us achieve our Purpose, and set the platform from which we execute our Group-wide strategy.

Own Career

Downer recognises the importance of career development and fostering opportunities within our large, diverse organisation. Own Career is Downer's performance and development framework. Performance and development are closely linked together, and through the Own Career framework we help grow and shape our people's career progression. During FY24, we worked with our Business Units to understand what was working well and what we needed to improve.

People management

In FY24, Downer revised our platform and processes used to manage the employee lifecycle.

In February, we launched Core People Processes and a new supporting system, HR Core, designed to modernise and standardise processes to manage the employment lifecycle.

Core People Processes are a set of people management activities that will keep track of our people's employment at Downer. The tool we will use to implement these processes is HR Core, which can integrate with other key systems including Payroll, learning platforms, and our self-service IT and people platform, known as Our Downer Portal.

For our people, these changes aim to make it easier to navigate their employment at Downer, simplifying and streamlining the processes and systems used to update personal details and learn about new internal jobs.

For Downer, having all our people data in the one place will uplift our ability to manage the employee lifecycle, and address common issues in navigating various systems and processes under our new trans-Tasman operating model.

Non-discrimination and harassment

Downer's Standards of Business Conduct states that our people have the right to work in a place that is free from harassment, bullying or intimidation, abuse, or any acts or threats of violence.

Downer's Own Respect program is a holistic strategy designed to meet compliance obligations and to create an environment where sex-based discrimination, including sexual harassment, is actively prevented. Utilising Respect@ Work's Good Practice Indicators Framework for preventing and responding to workplace sexual harassment, this model is structured around seven principles: leadership, risk assessment and transparency, culture, knowledge, support, reporting, and measuring. The initial response has been focused heavily on compliance, given the introduction of additional regulatory requirements from December 2023.

In FY24, Downer:

- Rolled out Preventing Sexual Harassment training across the organisation, with 26,801 completions, including Downer's employees and subcontractors
- Prepared a Sexual Harassment Prevention Plan in compliance with the Australian Human Rights Commission Guidelines for Complying with the Positive Duty
- Prepared material for inclusion in all site-based inductions
- Commenced Business Unit risk assessments
- Developed a systemised solution for centralised reporting and case management of sexual harassment and sex-based harassment.

Employment practices and labour rights

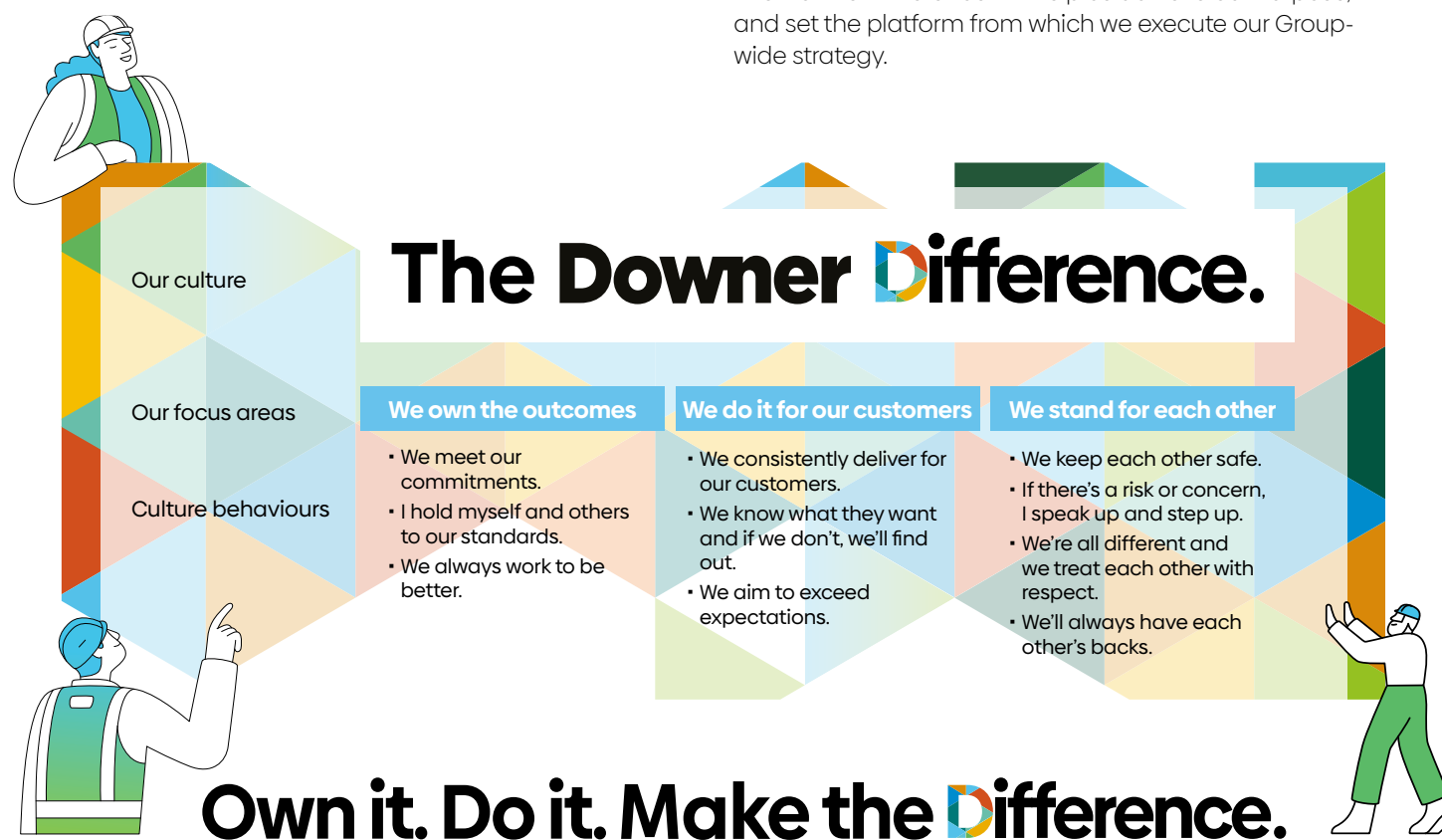
Downer, to support ongoing compliance with relevant labour standards and legislation:

- Has a specialist Industrial Relations team that leads a dedicated IR Compliance working group
- Meets regularly with key stakeholders to review and plan compliance initiatives and audits
- Regularly reviews The Downer Standard practices so that they are consistent with developments in case law and legislative change
- Reviews all enterprise agreements and modern award payroll builds against the annual Fair Work Commission Minimum Wage Decision
- Facilitates two-day Employee Relations at Downer training programs for operational leaders and People & Culture team members
- Schedules regular training and briefings for the purposes of educating senior and operational managers (and others) about workplace laws and their impact on Downer's business and employees.

Relevant work conditions include, but are not limited to, hiring practices, compensation, working time, rest periods, leave entitlements, disciplinary and dismissal practices, parental protections, and the workplace environment.

Downer is also linked to the employment and working conditions through its business relationships including outsourcing partners, joint venture partners, contractors and suppliers. Downer implements contractual terms and monitoring programs to review employment practices and labour rights within these relationships.

Downer respects our people's right to freedom of association and collective bargaining. Of our workforce, 44% are covered by collective agreements across the Australian and New Zealand markets.





Employee development and engagement

Downer operates in sectors that are subject to highly competitive labour markets, making employee retention and attraction an important strategic focus across the organisation.

Downer’s transformation program that commenced in FY23 has focused on performance improvement, which includes creating a high-performance culture (see The Downer Difference on page 46). This framework is fundamental to employee development and engagement across Downer.

Downer also recognises the need to continue to foster an inclusive culture and a proactive focus on employee engagement. Downer’s Inclusion & Belonging Strategic Plan FY22-24 outlines seven focus areas, which are expanded upon on pages 50-55. A refreshed Inclusion & Belonging Strategic Plan was developed during FY24, and will be launched to the Group in FY25.

Employee engagement

Every May, Downer conducts our annual Employee Engagement Survey. As Downer continues to progress its Group-wide transformation program, it is essential to gauge the sentiment and engagement of our people.

In 2024, Downer’s overall employee engagement stayed the same as 2023, at 67%. Downer has undergone a period of significant change and is striving to improve its overall engagement score.

The survey results provided valuable insights into our workplace culture and showed that Health and Safety remains our highest-scoring area, with 83% of our people agreeing this is a priority focus for Downer. Respect, Code of Conduct and Teamwork were also high-scoring areas, indicating that our people enjoy the work they do, feel supported and respected by their colleagues, and feel that Downer is an organisation that clearly sets high expectations around ethical behaviour and standards of business conduct.

Priority areas to improve employee engagement are career opportunities, recruitment and selection, and employee benefits.

In response to last year’s Employee Engagement Survey, Downer has implemented a range of initiatives across the Group. These include:

- Holding culture focus groups with our employees to understand the current culture and define what we want our target culture to be. From this we have committed to establishing a high-performance culture (see The Downer Difference on page 46)

- Launching Core People Processes and HR Core to provide our employees with the tools to make navigating their employment at Downer easier (see page 47).

Learning and career development

Downer takes pride in our ability to provide opportunities that enable both our people and communities to thrive. We build strategic capability to provide our people with the right skills and attitudes to deliver results for our customers safely and efficiently. This reflects our belief in the value of investing in our people through training to build their capability, confidence and knowledge.

Downer’s training offering commences as part of the onboarding process, with Downer system inductions and introductory e-learns. This supports new employees and their managers during their first week at Downer, and so that our people are confident in using Downer’s solutions efficiently and effectively.

The training is also available to existing team members who wish to refresh their knowledge or develop new skills to support their career progression. A variety of learning styles are supported by offering e-learns, quick reference guides, detailed work instructions, system embedded training, learning bites (30-minute virtual sessions), and facilitated courses (offered virtually and in-person).

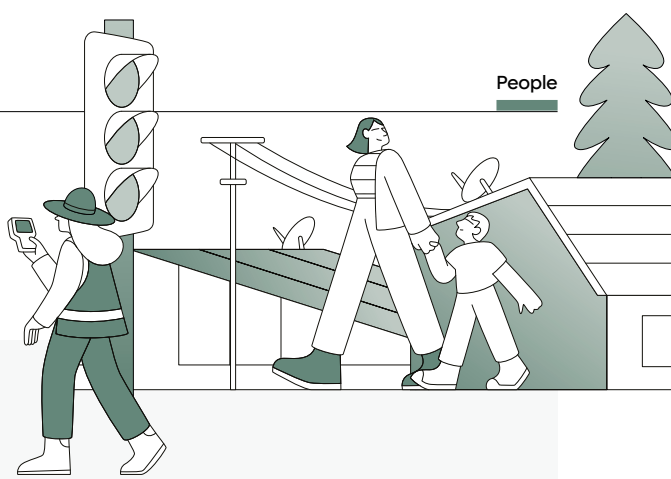
In FY24, we achieved the following:

- 3,494 team members attended instructor-led business as usual training
- 27,834 team members completed online training content using Downer’s Learning Management Systems
- Maintenance of more than 1,265 training resources.

Through our dedicated Learning and Development teams and Downer’s Talent Management and Succession Planning framework and programs, we are responsive to our current business needs and focused on future capability drivers for performance. We invest in our workforce through ongoing learning, development and training programs across our organisation. Our people may be assigned programs based on their role and training needs or self-enrol in programs that interest them and their career goals.

Hours of training per employee, by gender

Gender	Female	Male
Average hours of training	5.9	6.9



Case study: Our all-female traffic crew is blazing a trail for women in the roads sector

Downer’s traffic management crew in Taranaki is keeping New Zealand roads safe, while kicking gender stereotypes to the kerb.

It’s no secret that women are underrepresented in the roading industry, but our Transport & Infrastructure team in New Zealand is working hard to change that, with two all-female road crews on the frontline.

Traffic Management Supervisor, Lisa Bayly-Yates, and Foreperson, Deanna Lentrum, lead the team that work on a State highway between New Plymouth and Hāwera.

Deanna is enjoying the chance to work with an all-female crew after spending years working in male-dominated industries.

“I’ve only worked alongside females in the past year – there was a long time when I was the only girl on the team, so this is a brilliant change,” she says.

“As women, we have things in common and that means a lot to us.”

Lisa and Deanne are the leaders of the crew, and have a great working relationship.

“I said yes to this project straight away because of the opportunity to work with Dee – we get on like a house on fire,” Lisa said.

There is great camaraderie within the team, with Deanne and Lisa often referred to as the ‘mums at work’.

They drive a positive culture, encouraging the traffic crew to try to be as friendly as possible to passing motorists, always offering a smile or wave. And leading the way is Lisa, who is known to spontaneously break into song and dance for waiting cars when she is working on the Stop/Go sign.

“You don’t know what sort of day someone’s had or how many roadworks they’ve had to go through,” she said.

“The more friendly and open you are, the more smiles you get back.”

Attracting females into sectors that are traditionally male-dominated is a key priority of Downer’s Inclusion & Belonging strategy, which outlines a range of initiatives to increase female participation in frontline roles.

“Of Downer’s 30,000-plus workforce, 30% are female, but we know that the balance between males and females in frontline roles skews higher towards males,” Downer’s General Manager Culture & Capability, Veronika Dimitrova, said.

“Across the Group, we are actively working to shift that balance and encourage more women into careers that are traditionally male-dominated.”

Inclusion & Belonging

Downer recognises the importance of diversity (for example, age, ethnicity, nationality, religion, disability, gender and sexual orientation), inclusion and belonging, and equal opportunity at work.

Embracing differences enables innovation and more informed decision making, which is why we promote Inclusion & Belonging in our workplace, to become more resilient and resourceful.

In doing this, we aim to contribute to reducing inequalities. We are also investing in our workplace culture (see The Downer Difference), as the integrity of our people is critical to our ongoing business success.

Providing education and growth opportunities for our people, building community relationships, and developing inclusive internal systems and procedures are important to Downer. An ongoing focus for Downer is talent and sourcing, retention and engagement and developing how we measure and report our progress and accountability.

Gender diversity

Downer reports on gender equality performance for its Australian business in its annual Workplace Gender Equality Agency (WGEA) disclosure. In 2023, Downer reported on its gender pay gap performance for the first time.

With more than 30,000 people across our organisation spanning a diverse range of roles, Downer continues to work on breaking down barriers so that all our places of work are diverse, regardless of the role or location.

We recognise the on-going work we need to do in this space and give our full commitment to achieve results as we continue to focus on our Inclusion & Belonging framework, by:

- Conducting regular salary reviews of roles across the industries we operate in
- Regularly reviewing and updating all policies and procedures to confirm they are free of any biases, prejudices and barriers that may contribute to pay disparities
- Equipping everyone at Downer to be champions of a bias-free workplace by providing training to build awareness
- Providing equal access to career progression so that there is access to development opportunities, capability and development, fair and equitable recruitment practices, and a safe and inclusive workplace at all times.

In FY24, Downer launched the EmpowHER network which aims to create a supportive and inclusive environment for women across the organisation. The women’s network will provide a platform for employees to connect, voice their thoughts, share experiences and receive guidance, ultimately fostering their professional growth and career.

The purpose of EmpowHER is to:

- Create a safe and confidential space for women to discuss challenges, seek advice and share experiences, especially in a predominantly male-dominated work environment
- Offer opportunities to share career progression and life journeys, fostering a culture of mentorship and guidance
- Facilitate interactions with senior leadership team members, eliminate barriers and address the glass ceiling, providing insights into career progression and life journeys.

EmpowHER is governed by a steering committee and backed by Executive Sponsor, Transport & Infrastructure Chief Operating Officer.

In FY23, Downer set gender diversity targets for 2026. In FY24 we updated those targets to be:

- 40% women in the workforce
- 25% women in management positions
- 28% women in Executive positions
- 30% women in Board positions.

From FY25, Downer’s target has been updated to 40% women in Board positions.

Employees by gender identity

	Female	Male	% Change in female participation from FY23
Board	57%	43%	14%
Executive	19%	81%	-6%
Management	21%	79%	15%
Workforce	30%	70%	0%



Case study: Supporting Cowboys House students after they graduate

Josh Daniel grew up on Thursday Island, which is located in the Torres Strait approximately 40 kilometres off the tip of Cape York Peninsula, the northernmost point of the Australian mainland.

In order to complete his secondary education, Josh left home at age 13 to attend high school at Ignatius Park in Townsville and board at NRL Cowboys House, which Downer has sponsored since 2021.

Cowboys House provides supported accommodation for young Aboriginal and Torres Strait Islander students from some of North Queensland's most remote and educationally disadvantaged communities, enabling them to access quality secondary education opportunities in Townsville. The facility is managed by the Cowboys Community Foundation, the charity arm of the North Queensland Cowboys NRL club.

With the support of Cowboys House, Josh completed Year 12, and commenced a heating, ventilation and air conditioning (HVAC) apprenticeship with Downer.

For Josh, his time at Cowboys House has been life changing. And the connection between Downer and Cowboys House has now provided a career pathway opportunity.

Downer's involvement with Cowboys House was initially as the Boys' Campus naming partner.

As the partnership has progressed, Downer has worked with Cowboys House to create further opportunities for Cowboys House students.

As a large employer across North Queensland, delivering services in a range of sectors, one way Downer can provide real outcomes for Cowboys House students is to identify work opportunities.

Josh is thriving in the new role and even learning a few new life skills!

"It's going really good," Josh said.

"The team are good to work with and I am enjoying the work and learning a lot.

"When I first moved out of Cowboys House, it was a bit hard getting up early to go to work and making my own meals. But I am getting the hang of it now."

In addition to apprenticeships, Downer is also helping Cowboys House students dip their toe into working life by offering work experience to students who are interested in entering the sectors in which we operate.

Providing opportunities for Aboriginal and/or Torres Strait Islander peoples from remote communities to complete training and trades apprenticeships in a supported environment, and then take these skills back to their own community in Far North Queensland, is an important way that Downer is promoting reconciliation and going beyond the sponsorship to support the growth of young First Nations people in our communities.

Aboriginal, Torres Strait Islander and Māori employees

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the traditional and continuing custodians of Australia. We acknowledge the spiritual and cultural bonds linking them to Country. Downer is committed to reconciliation and is grateful for the ongoing support from Reconciliation Australia to progress our Innovate Reconciliation Action Plan initiatives.

Downer Group's first Innovate Reconciliation Action Plan (RAP)¹ covering both Downer and Spotless was endorsed by Reconciliation Australia in May 2022 and launched in July 2022. Downer aims to close out all commitments in this RAP in the first half of FY25, then launch our next Innovate RAP outlining Downer's additional commitments through to FY26.

The RAP document aims to enhance existing relationships with Aboriginal and Torres Strait Islander peoples and foster new opportunities. The implementation and delivery of our RAP affirms our commitment to the reconciliation process and formalises our goals to support Aboriginal and Torres Strait Islander employees and their communities.

Downer continues to build Indigenous engagement awareness and capability in our people through our Indigenous Cultural Awareness Training. This covers history, cultural norms and protocols of Aboriginal and Torres Strait Islander peoples to help our employees to better support and manage our Indigenous workforce and engage with First Nations organisations and communities.

In FY24, 1,804 hours of Indigenous Cultural Awareness Training were delivered to Downer employees.

In addition to Company-wide training, Downer also holds local, bespoke cultural awareness training prior to projects commencing where there is a strong First Nations community presence.

In New Zealand, Downer commits to supporting our Māori employees and seeks to embed Te Ao Māori and tikanga into our business. Downer acknowledges the special place of Māori as tangata whenua (people of the land) in New Zealand, and also acknowledges Te Tiriti o Waitangi/The Treaty of Waitangi as the country's founding document. Downer's vision, or 'matawhānui', is to create an environment where Māori thrive, because it's better for our people, our whanau, our communities, our business and New Zealand.

Downer's New Zealand business has a proven record in delivering improved employment opportunities for Māori through tailored development and leadership initiatives that together provide a proven growth and opportunity pathway. We provide support to our Māori employees by

1. https://www.downergroup.com/Content/cms/media/DG09_Downer_Group_RAP_.pdf.



Case study: Pou Matua driving Māori development and engagement

Jarrold Telford started his career at Downer as a carpenter back in 2010.

Fast forward to today, and Jarrod's tools have been put away, but he is still building things at Downer. These days, he holds the esteemed position of Pou Matua (Māori Development and Cultural Advisory Lead), which is responsible for building programs to support the development of Māori people, and building strong and productive relationships between Downer and mana whenua.

Jarrold's career at Downer took an unexpected turn when he was selected to join Downer's inaugural Te Ara Whanake (Māori leadership) program in 2014. From there, he took up an opportunity to become a full-time facilitator of this transformational program, and also acted as the Māori Advisor to many of our teams. Following Downer's shift to a trans-Tasman operating model in 2023, he was elevated to the Pou Matua role. For Downer, implementing the role of Pou Matua signifies our commitment to Māori development and engagement. For Jarrod, it is an opportunity to effect real change in our communities and within our workplace. "I wouldn't be in this role if the idea at Downer was just, 'We need your Māori voice here in order to win business,'" said Jarrod, pictured left. "When coaching these teams, I'm not here to 'put the brown icing on the cake,' as they say.

"I want others at Downer to learn it, then own it, and not need me. My hope is that when I'm not here our people are still able to pronounce words correctly; are still able to really speak to the values with intention and substance, not tokenism. If my role ever starts leaning toward tokenism, I let people know so we change that.

"Our ambition is to be seen as a Company that places value on Te Tiriti o Waitangi, places importance on the mana whenua of New Zealand, and that we are a great contributor to New Zealand."

Jarrold's motivation is to not only enable Downer to remain a good corporate citizen – it is also to enable Downer to remain at the forefront of our industry.

"In the long term, I hope that kids in schools who are looking at careers would say, 'Yep, that's a company I want to work for – they look like me, they sound like me, they reflect my values,'" he said.

"Māori economy is worth approximately \$60 billion, and it's also part of the Construction Accord to develop Māori capacity in this sector. And at Downer we know we have to focus on attracting the workforce of the future – by 2050 one in three children born in New Zealand will be Māori. So, we know we need to be an organisation that genuinely reflects Māori values.

"We're aiming to lead the pack – and this is one of my personal motivations. I'm competitive! To be an industry leader you must be innovative, on top of your game, embody your values, and be genuine.

"We're lucky, because we've started our journey and we've started it with good people supporting it. We are progressing, and if you ask our senior leaders why we're doing this, they'd say it's because it's the right thing to do."

offering training and a career pathway into our sectors, by working with central and local government agencies and our wider supply chain. This is in collaboration with our funding partners such as Te Puni Kōkiri and the Ministry of Social Development. These programs continue to include specific programs for school leavers (rangatahi into employment), wāhine (women), and senior leaders in partnership with Iwi and hapu organisations. Māori leadership programs include:

- Te Ara Whanake (Māori leadership program)
- Te Hā (female Māori leadership program)
- Te Ara Whanake Ake (senior Māori leadership program)
- Te Ara Māramatanga (understanding Māori tikanga, culture and history).

In FY24, our Te Ara Māramatanga and Te Ara Whanake programs delivered 3,792 hours of cultural competence training in our business.

In FY24, a total of 5,596 hours of Indigenous Cultural Awareness Training were delivered to Downer employees. Underlining this program's importance to Downer, cultural training hours for Downer employees are one of the three bespoke KPIs that are attached to Downer's Sustainability Linked Loan facility.

Downer's website celebrates the stories of our people who have participated in these programs. The Relationships section in this report also details our commitment to these cultures and strengthening relationships within our communities.



Cultural and linguistic diversity

Downer aims to foster a workplace that is culturally and linguistically inclusive and recognises the value of our diverse workforce.

For example, in April 2024 Downer employees at our North Ryde head office in Sydney came together to celebrate cultural days of significance: Songkran (the Thai New Year); Eid al-Fitr (marking the end of Ramadan for Muslims worldwide); Nepalese New Year; and Sri Lankan New Year (according to the traditional Sinhala and Tamil calendars).

The purpose of this and similar events is to recognise, value and celebrate our people, communities and culture.

Generational diversity

It is important to Downer to have a workforce composed of different age demographics, as each generation brings different perspectives and levels of experience to our business. Our commitment to generational diversity is to provide equal opportunity and cater to the different cadence that generational diversity might bring.

We are also cognisant of the differing communication preferences of each generation, and adapt our engagement strategies and channels accordingly. For example, in New Zealand, we partnered with Zeil in October 2023 – a mobile-based app developed for youth attraction. Through our Corporate Social Outcomes Team, we have had 28 Tētēkura participants graduate in this program. It targets Māori rangatahi (16-24 years old) NEETS (not in education, employment or training), and is funded through our partnership with Te Puni Kōkiri.

Graduates, Cadets and Apprentices

Downer offers a pathway to a career within a large and diverse workforce through its graduate, internship, apprenticeship, cadetship and traineeship programs, which provide participants with exposure to work, training and skill development. These programs add to the depth of our generational diversity through enhancing opportunities for younger people; however, Downer also recognises that graduates and apprentices may be older people who are, for example, retraining in a new industry.

In FY24, Downer welcomed 318 new apprentices, and 27 new graduates, into our workforce. Graduates work their way through the two-year program, where they are provided opportunities to engage in numerous development opportunities and learn from on-the-job tasks to unlock their full potential and become future thought leaders.



People living with disability and neurodiverse individuals

Downer aims to develop and mature a culture of support, inclusion and belonging for people with both visible and non-visible disabilities. We aim to create a supportive, accessible and inclusive environment, where all employees have adequate resources to thrive and fully contribute to the success of their team and Downer. In FY24, Downer's workforce was composed of 0.65% of employees who identified as living with a disability.

LGBTQIA+ diversity

In FY24, Downer's workforce comprised of 1.29% who identified as being part of the LGBTQIA+ community.

Downer aims to create a welcoming and safe environment where all employees feel comfortable and supported to bring their whole selves to work. Downer is committed to increasing awareness, understanding and respect for the LGBTQIA+ (lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual and others) community in the workplace.

This includes StandOut New Zealand, which is an employee-led initiative for those identifying as LGBTQIA+ and allies. United by their mission to 'support, educate, and advocate for the Rainbow community across Downer', StandOut is dedicated to fostering a safe and inclusive workplace for all. Since launching a register in FY22, StandOut has had 198 people sign up to their Champions Network made up of members and allies. StandOut promotes awareness and acceptance of the Rainbow community through member-led initiatives with the support of Executive leaders. StandOut has created a safe space for Rainbow employees to connect and share their experiences, including an in-person forum and online educational and celebratory rainbow campaigns. StandOut's impact extends beyond its community, benefiting all Downer New Zealand employees. Achievements include celebrating pride across Downer in New Zealand, spreading awareness of StandOut internally, increasing Downer's presence as an inclusive employer at industry rainbow events, and supporting the establishment of the Rainbow Special Interest Group for Engineering New Zealand. StandOut has also raised more than \$5,400 to support the mental and physical health of Rainbow communities in New Zealand.

StandOut was recognised in various external industry awards in FY24. At the Rainbow Excellence Awards, StandOut received high commendation for the ASB

Emerging Award. StandOut's Executive Sponsor, Downer's NZ Country Lead, received the 2023 Newmarket Business Association Executive Leadership Award. Jake Baker, StandOut's leader, was acknowledged as a finalist for the Chorus Ambassadorship Award. StandOut and Downer achieved fourth place in the Overall Supreme Award category. Both StandOut and Downer were also honoured with the Engineering New Zealand ENVI Diversity and Inclusion Award, and Diversity Works for Inclusive Workplace Award.

A key initiative in FY24 was an internal 'Summer of Pride' campaign for our Rainbow community. The organisation-wide, trans-Tasman initiative provided our employees an opportunity to show their support and allyship to the LGBTQIA+ communities within Downer. Throughout February 2024, teams stood side by side, showed respect, inclusivity, and celebrated through morning teas, pride marches, rainbow training and volunteering. StandOut held a two-day forum which included volunteering for the Burnett Foundation, an organisation that is committed to supporting the response to HIV in New Zealand, and heard from New Zealand Black Ferns rugby union player, Ruby Tui, on the significance of community inclusion and the meaning of pride.

Relationships

Donated more than \$1 million to community charity partners

Established a Group Customer Experience function to enhance customer engagement and satisfaction measurement processes

Increased supply chain spend with First Nations and Māori and Pasifika suppliers.



Achieving Downer's Purpose, 'Enabling communities to thrive' cannot be done without strong relationships throughout the entire value chain.

Downer brings significant and lasting socioeconomic benefits to our communities. We are committed to building lasting, genuine relationships with our customers, local suppliers, contractors and industry organisations, and actively promote our presence across Australia and New Zealand.

We make a significant social impact through our employees, supply chain, and directly to our community through philanthropic initiatives. We also aim to contribute to a greater distribution of economic value and sustainable development through our presence and procurement practices.

Our relationships support the future of our business and enable us to realise greater opportunities and benefits to Downer, our people, our environment and our communities.

Partnering for sustainable development

Downer aims to contribute to the United Nations' Sustainable Development Goals (SDGs). Through our presence, our employees and relationships, we are well positioned to contribute towards achieving these goals and their related targets in four important ways:

- Through our services and products
- By responsibly operating our business
- Through our capability and thought leadership
- Through our social responsibility, partnerships and community involvement.

Downer also recognises that partnerships are crucial to furthering sustainable outcomes. In FY24, we partnered with a range of organisations to support sustainable development. This includes:

- Diversity and mental health and wellbeing organisations (for example, Diversity Works, Mental Health Foundation of New Zealand, Beyond Blue)
- Iwi and Māori organisations
- First Nations organisations (for example, Stars Foundation, North Queensland Cowboys House)
- Government (for example, Te Puni Kōkiri, Ministry of Social Development, Transport authorities)
- Social procurement organisations (for example, Supply Nation, Amotai)

- Industry groups (including Business Council of Australia, Sustainable Business Council NZ, Australasian Railway Association)
- Decarbonisation enablers (for example, Energy NZ)
- Circular economy partners (for example, Upparel)
- Consulting partners (for example, IBM).

Community relationships

We understand that our size and scale provides a unique platform to drive real change in the communities we operate in. We honour the responsibility that comes with this by implementing programs that support the growth and success of our communities.

Corporate philanthropy

An important way Downer supports our communities is by providing funds and practical support through our employees, commercial partnerships and programs, sponsorships and in-kind donations.

In FY24, Downer provided more than \$1 million in philanthropic contributions. This includes major partnerships like Beyond Blue and the Mental Health Foundation of New Zealand, our workplace giving program and our Downer Donate program.

Downer Giving

Downer Giving is the collective name given to Downer's philanthropic activities in Australia and New Zealand.

A key pillar of our Downer Giving strategy is our workplace giving program in Australia, which enables employees to make regular donations to four pre-selected charities from their pre-tax pay. This makes it easier and more cost-effective to support those in need – plus Downer will match our employees' donations, meaning every dollar they give will stretch further and help more people.

Our workplace giving program is called Down2You – because we believe that it is down to all of us to support the communities we are part of. Through Down2You, we support four charities that align to our Purpose and Pillars. These are: Greening Australia, Australian Cancer Research Foundation, The Salvation Army's Domestic Violence stream, and TLC for Kids. As at 30 June 2024, the workplace giving program has raised more than \$778,000, including Downer's matching co-contribution amount, since commencing in 2022. The number of Downer employees regularly donating to the program increased in FY24.

✚ For further information on Downer's approach to relationships please refer to [Downer's website](#).

In FY22, our team in New Zealand developed and commenced the Downer Donate program, to support local community-based activities that are important to our whānau. In FY24, we donated up to \$15,000 each month from the fund to a selection of causes or charities that were nominated by our people.

We also launched the Downer Donate program in Australia during FY24 (see case study on page 59).

We also encourage and empower our teams to support local causes within their own communities. For example, in New Zealand, our team in Auckland supports Ripple. We have three clothing bins – two at our Kerrs Road office, and one at Penrose – where we collect clothes for children under the age of 12. The clothes are cleaned and packaged in care boxes with other donations, and given to children's charities across Auckland. Charities supported include: Auckland Children's Starship Hospital, Women's Refuge, and Oranga Tamariki (Ministry for Children).

In FY24, Downer provided more than \$1 million in philanthropic contributions.

Community engagement

The services Downer delivers for our customers touch the lives of millions of people across Australia and New Zealand every day. However, we understand that these services cannot always be delivered without some short-term disruptions to the local community (such as temporary road closures, changed travel conditions, and construction noise).

We execute programs that focus on minimising these disruptions to our communities, and employ qualified and experienced stakeholder and community relations professionals who act as the conduit between the communities and our project teams.

Establishing a timely and effective stakeholder identification and engagement process is important to understanding local communities, their vulnerabilities and how they might be affected or impacted by Downer's activities.

During the planning phase of some Downer projects and services, a context-specific stakeholder assessment is completed. This assessment informs the development of appropriate community and stakeholder engagement strategies and is important in understanding concerns around potential negative impacts.

An example of Downer's approach to community engagement is our dedicated Communications and Stakeholder Engagement team for the Queensland Train Manufacturing Program (QTMP) contract, which Downer



Case study: Giving back to our local communities

In December 2023, Downer launched an initiative to give back to local communities in Australia by supporting charities and causes that are important to our people.

The '12 Days of Christmas' giving campaign invited employees to nominate a charity or cause to receive a \$5,000 donation, right in time for Christmas. Over the month of December, we donated a total of \$60,000 to 12 charities and causes across Australia.

The program is a great example of how Downer is true to our Purpose of 'Enabling communities to thrive'. And, following the success and goodwill of the initiative, we expanded the program in April 2024 to continue to make a difference to the communities we are part of. We called the initiative Downer Donate, complementing the successful program of the same name that was established in New Zealand in 2022.

In Australia, Downer Donate will occur twice yearly; in December with 12 Days of Christmas and in June our Local Heroes program.

Like 12 Days of Christmas, the Local Heroes program allows our people to nominate local charities and causes that support the advancement of social causes, positively impacting the livelihood of individuals and their families. In May, we called for nominations, with a judging committee made up of representatives from across the Group selecting the 10 worthy recipients.

Employees nominated charities close to their hearts – from organisations they volunteer at, to charities that helped them or their family members through difficult circumstances. Throughout June, Downer donated \$50,000 to a number of worthy charities or causes. These included:

Koala Kids: When a child or young person is diagnosed with cancer, life-saving treatment usually starts immediately, and the impact of the diagnosis turns lives upside down in an instant. Koala Kids strives to bring happy moments to children and young people as they undergo cancer treatment, along with supporting their families and healthcare teams.

Got Your Back Sista: Dedicated to providing relief and support to women and their children who are experiencing or have escaped the trauma of domestic violence. Located in Newcastle in New South Wales, the charity runs a variety of programs and short courses to help women learn new skills in wellbeing, as well as professional skills such as administration, retail, and preparing for interviews and employment.

Meanwhile, two of the worthy charities we supported in New Zealand through Downer Donate in FY24 are:

Kura Kai: Supports 40 high schools nationwide by donating freezers and cooked meals to alleviate food insecurity. Their Kura Kai Rangatahi initiative engages students in cooking and community service, promoting skills in manaakitanga (hospitality and care). They also have a local community of volunteers who give their time, money and resources to cook nutritious family meals to help keep the freezers well stocked.

Little Miracles Trust: In New Zealand, one premature baby is born every 90 minutes. There are also full-term babies whose condition or illness requires admission to a Neonatal Intensive Care Unit or Special Care Baby Unit after they are born. This equates to more than 5,000 babies having a difficult-to-start life in New Zealand each year. Little Miracles Trust not only supports those families who are going through these tough times, but also supports the hospitals with equipment and support for neonatal research.

was awarded in June 2023. Working hand-in-hand with our customer, the Queensland Government, Downer strives to meet our specific and detailed contract requirements, which includes effectively engaging with the communities impacted by this project.

QTMP will support jobs on the Fraser Coast for construction of the train manufacturing facility, and then manufacturing of the trains. At Ormeau on the Gold Coast, jobs will focus on construction of the rail maintenance and stabling facilities, followed by operations and maintenance of the trains over 15 years.

To keep members of the public updated and informed, the QTMP Communications and Stakeholder Engagement team held a series of industry briefings in FY24 and organised local community industry and career engagements, reaching approximately 30,000 people. They have managed 75 pop-up events, reaching 1,000 community members on the Fraser Coast and Gold Coast. They also welcomed 600 people to the Project Information Centre at Maryborough in the first six weeks of operation following its opening in May 2024.

The team also coordinates local community engagements with State departments, industry bodies and educational institutions. This includes hosting school career industry engagement events, reaching 1,900 students, facilitating school leadership engagements, and implementing school industry partnerships on the Fraser Coast. Work experience opportunities for 40 students have also been offered.



Downer's people are out in the community every day delivering essential services for our customers. When the unexpected happens, our people are empowered to step in and help out. In 2023, Teuila Mitchell, Gas Technician in our Energy & Utilities Business Unit, was repairing a gas leak at a property in Lower Hutt in Wellington, when the team noticed an elderly person had collapsed on the neighbouring property. They immediately stopped work to investigate and when they reached the individual, found that he was unresponsive. Emergency Services were contacted and CPR was performed while waiting for them to arrive. A nearby customer contacted the supervisor to report that the swift action and response of the Downer team saved the community member's life. In November 2023, Teuila was awarded a Powerco SHINE Award for Public Safety by our customer in recognition of her actions.

Cultural engagement

Community engagement also means respecting the cultural heritage of the sites we work on.

In New Zealand, we aim to undertake our work respectfully and that includes liaising with relevant iwi in the area we plan to do work before we undertake that work. We also learn from those who are on the same journey as we are,

and seek renewed collaboration with other businesses, local government, iwi, community groups and technically skilled organisations.

In Australia, we are committed to playing our role in building more relationships that help Aboriginal and Torres Strait Islander people succeed. Our operations are deeply involved within local communities, and we are committed to developing genuine long-term relationships and working closely with Traditional Owners to respect their traditional lands that we work on.

Cultural heritage sites that are identified through survey works and consultation with relevant stakeholders (Traditional Owners, registered Aboriginal parties, iwi, and/or heritage officers) are marked to prevent entry or damage. These sites are also monitored for any artefacts discovered as the project progresses.

Downer works directly with groups like River Murray Mallee Aboriginal Corporation (RMMAC), First Peoples and Ngadjuri Nation, which provides an opportunity to learn the cultural significance and share in traditional customs as we traverse the land. Our team of dedicated Cultural Heritage Officers aim to incorporate the voices of Traditional Owner groups who are key to making the decisions that impact on their regions.

Customer relationships

Our customers are at the heart of everything we do. Building and maintaining strong customer relationships is crucial to our success.

During FY24, Downer has taken significant steps to enhance our customer engagement and satisfaction measurement processes, so that we remain responsive to their needs and expectations. The establishment of a Group-wide Customer Experience (CX) function exemplifies the focus and commitment we have in delivering for our customers.

The CX team works closely with our Business Units to develop a consistent and comprehensive approach to measuring customer feedback. This collaborative effort means that our customer satisfaction metrics are reliable and reflective of the diverse interactions our customers have with different parts of the organisation, but not at the expense of comparable data. Customer engagement includes relationship surveys, in-depth interviews and continuous feedback loops.

Enhancements in customer feedback mechanisms

As part of our commitment to improving customer relationships, we overhauled our feedback mechanisms in FY24. This new approach enables us to capture a broader range of customer insights, providing actionable data to drive continuous improvement. Integrating this feedback into our strategic planning means that our customer-centric initiatives align with their evolving needs. Mechanisms include:

- 1. Voice of customer surveys: Using a leading cloud-based platform, Downer conducts targeted surveys to gather feedback across various areas such as leadership, operations and sustainability. These surveys maintain consistency but allow for customisation to address specific business strategies or areas of focus.
- 2. Health of relationship interviews: We engage in one-on-one interviews with key customers to gain in-depth insights into their experiences and expectations. This personalised approach helps us understand their detailed needs and areas for improvement.
- 3. Community engagement surveys: We conduct proactive and reactive surveys to understand community stakeholder needs and preferences, informing our delivery approach and identifying areas for improvement.

Improving the customer journey involves a collaborative effort between our Business Units and the Group Customer Experience team. This structured process allows us to capture, analyse and act on customer feedback effectively.

In addition to these overall process improvements, in FY24, Downer also invited select Executives from key customers to speak at our monthly senior leadership forum, which brings together the top 100 senior managers from across the organisation. The sessions are open, frank discussions focusing on what Downer does well and opportunities for improvement, and are designed to arm our leaders with insights to help improve the services we deliver for all customers.



Measuring customer success

To assess our performance, Downer uses key satisfaction measures that provide insights into our strengths and areas for improvement. Our consistent measurement approach allows us to track progress and benchmark against industry standards. Key metrics include Net Promoter Score (NPS) and Overall 12-month Satisfaction (OSAT).

Improved NPS scores drive contract renewal likelihood and strengthen long-term relationships. Our customer experience strategy, informed by detailed customer feedback, has validated our approach and highlights the need for continuous improvement.

We have also researched the link between customer performance metrics and financial outcomes. In our Transport & Infrastructure business, we found that detractor customers yield the lowest margins, passives yield more, and promoters yield the highest margins. This shows that meeting customer needs can translate to delivering value and earning higher margins.

Case study: Sustained and measurable improvement

Downer’s contract delivering services for CentrePort Wellington in New Zealand is a prime example of how capturing transformative customer experience feedback has helped improve the quality of services Downer delivers.

Downer has collected CX feedback from CentrePort since 2021. In that time, continuous Net Promoter Score tracking has identified root causes of low scores and strengthened correlations between feedback and performance metrics. Analysis revealed strong links between satisfaction and factors like leadership engagement, co-location, communication, issue resolution speed, and contract manager expertise.

These insights allowed our teams to develop and execute specific initiatives through customer engagement action plans. Downer implemented hot desking for two to three days per week to improve communication, engagement and our visibility with CentrePort staff on-site, and also achieved significant improvements in process documentation, giving CentrePort clear evidence of the difference their feedback has made, which in turn led to enhanced customer perceptions.

Solutions identified through customer engagements are often straightforward, but the feedback we share with our internal stakeholders underscores the importance of quantifying our relationships and tracking our commitments. Alongside various process improvement initiatives, we enhanced our communication strategy through more comprehensive BAU updates, more frequent strategy sessions, and the formation of a governance board. These efforts have strengthened our collaboration and led to improved customer experience outcomes.

The impact of these efforts is evident in 2024 metrics and sentiment.

NPS scores improved from 7.5 in 2021 to 9 in 2024 (moving from a ‘Passive’ customer to a ‘Promoter’), while Overall Satisfaction (OSAT) rose from 7 to 9. Key areas of improvement included ease of collaboration, right team on the contract, and communication improvements.

Verbatim feedback analysis revealed increased satisfaction with these aspects, and Downer has now identified new areas for improvement in order to continue to enhance the customer experience, so that our efforts remain dynamic and responsive.

The impact of integrating EX and CX

Downer believes that integrating Employee Experience (EX) and Customer Experience (CX) within the same team creates a holistic and progressive approach to service delivery.

This synergy is especially crucial in a B2B environment, where the engagement and satisfaction of our employees directly enhances the quality of customer interactions. By fostering a customer-centric culture, our employees are better equipped to understand and meet customer needs, which can lead to higher satisfaction and loyalty.

Aligning EX and CX allows for comprehensive data analysis, revealing insights that drive targeted improvements. This unified strategy promotes consistent service quality and builds stronger customer relationships. Motivating our employees to deliver superior customer experiences can drive sustainable growth and cement long-term partnerships and business success.

Downer’s EX program aligned with CX includes: Voice of Employee (VoE) full surveys; employee pulse surveys; onboarding experience journey surveys to track new employees’ experiences at critical points during their first year; and CXplorer and training to engage staff in customer-centric culture training.

Applied AI for experience analysis

Downer actively uses Artificial Intelligence (AI) to enhance our understanding of both EX and CX. By integrating EX and CX data into a single platform, AI analyses qualitative customer interviews and large-scale B2B customer surveys alongside structured employee feedback. This unified approach allows us to uncover correlations between employee satisfaction and customer perceptions, offering a comprehensive view of insights.

AI enables us to get region-specific by examining location data, identifying where employee and customer perceptions diverge. For example, AI can compare customer feedback on Downer leadership with employee feedback on their managers, pinpointing training or communication gaps. As we gather year-on-year data, we can more accurately pinpoint which EX drivers have the greatest influence on CX, providing actionable insights for targeted improvements. We expect to expand this application across our delivery over FY25 as AI tools and wider data sets become available to the Group CX team. This integration of AI in experience analysis not only enhances our decision making but also drives our commitment to delivering exceptional value to both employees and customers.

Supplier relationships

Responsible procurement

Downer recognises the risk posed by modern slavery within its operations and supply chain. Identifying and monitoring slavery and human trafficking beyond our direct suppliers remains a challenge particularly given the extensive nature and diversity of our offerings and our locations. We implement a risk-based approach to managing modern slavery and are committed to constantly reviewing and improving our processes.

In FY24, Downer spent AUD\$7.6 billion with approximately 25,000 suppliers, with the top three spend categories being subcontractors, project materials, and fleet and fuels.

Through our supply chain and business relationships, Downer potentially causes or contributes to supply chain environmental impacts (for example, carbon emissions, natural resource degradation, pollution, water management, and biodiversity or nature impacts) and social impacts (for example, employment and working conditions, human rights). Downer seeks to address some challenges – such as through programs across social and environmentally sustainable procurement.

Downer’s supplier sourcing tool includes filters for social, economic, governance and environmental factors alongside the typical procurement considerations such as price and quality. Downer’s prequalification process is designed to help verify that our suppliers and contractors meet our Standards of Business Conduct. This includes checks on health and safety standards and policies, environmental policies, and adherence to Downer’s terms and conditions.

Downer made a significant update to our source to contract process in April 2024 by rolling out a standard technology platform for vendor management (see case study on page 11).

Downer’s standardised Procurement Framework is closely aligned to the principles of ISO 20400 – Sustainable Procurement, and is supported by a range of tools and platforms. This is designed to assist in engaging with suppliers and subcontractors to seek alignment to sustainability objectives defined in our framework.



Case study: Community partnership and inclusivity

Downer's Hexham Manufacturing facility opened its doors to a group of supported employees from Aruma in June, marking a significant step in its ongoing community engagement and commitment to fostering opportunities for all.

Employing 100 people from across the region, our Hexham facility has been a cornerstone in the Newcastle area for more than 40 years, offering manufacturing solutions such as switchboard and switch rooms, skid fabrication, structural steel fabrication, fitting and machining.

Since 2019, Downer has delivered more than 1,900 Motor Control Centre (MCC) skids for a major oil and gas customer in Queensland, alongside a diverse range of electrical and mechanical products to various industries across the nation.

In 2023, Downer engaged Aruma, a registered NDIS disability services provider, as a supplier for manufacturing components. This componentry goes into the manufacture of switchboards and other important electrical equipment that promotes the safe and efficient running of industrial and gas gathering facilities around Australia.

Aruma, one of Australia's largest not-for-profit NDIS disability service providers, supports 5,500 individuals with disabilities. Its Warabrook social enterprise, active since 1996, employs 20 supported employees and seven staff members, specialising in metal fabrication and component manufacturing for companies nationwide.

Since April 2023, Aruma's team has supplied Downer with significant quantities of preformed cable, terminal mounting strips, and other critical components, so that there is seamless project execution.

The visit gave Aruma's supported employees a unique insight into how their contributions integrate into Downer's manufacturing process, highlighting the powerful impact of inclusive employment practices on community and industry.

"Downer's collaboration with Aruma is a testament to our dedication to enabling communities to thrive," said Aaron Wylie, General Manager Future Energy Solutions. "We are excited to welcome the Aruma team and showcase how their valuable contributions integrate into our manufacturing operations.

"Engaging with diverse businesses like Aruma isn't merely symbolic - it has a real, tangible impact on our operations. Their high-quality work enhances our project delivery, benefiting both our business and the customers we serve."

Aruma Production Coordinator, Brent Robards, added: "Our supported employees take immense pride in their work. Seeing how their efforts support the local community will further ignite their passion. I'm sure it will be a day for our history books."

Downer proudly champions these opportunities, reinforcing our commitment to building meaningful and enduring relationships with the communities we serve.

"Employment is empowering, and we're really happy with the work Aruma does. Being able to contribute and partner with that is a no-brainer for us and an amazing opportunity," concluded Liam Parker, Manager - Manufacturing at Downer.



Training and risk management

Downer provides relevant employees who perform complex procurement functions with targeted training on key procurement aspects. We regularly update the framework, in order to continuously improve our procurement practices.

Our Procurement Induction training was updated in FY24 and now consists of three modules, including a separate module on Sustainable and Social Procurement and Modern Slavery.

In FY24, Downer conducted a modern slavery supply chain mapping exercise of a high risk identified category, which went beyond Tier 1. This exercise consisted of extensive desktop analysis as well as multiple interviews with internal stakeholders and all major suppliers. Further information will be provided in Downer's 2024 Modern Slavery Statement, which will be published in late 2024.

Social procurement

Downer recognises that our procurement practices can support sustainable development by engaging local suppliers, Indigenous, Māori and Pasifika, or women-owned businesses.

Supplier diversity is a key strategy in New Zealand, which strengthens our operations and supports a thriving Māori and Pasifika business community. Downer is a member of Amotai - Supplier Diversity Aotearoa, which supports the engagement of a network of Māori and Pasifika owned businesses across the country. In FY24, Downer spent NZD\$73.7 million with Māori and Pasifika businesses within our supply chain.

In Australia, Downer has undertaken a review of our Indigenous procurement processes so that we are engaging verified businesses. This includes working with Supply Nation, Australia's leading directory of verified Indigenous businesses. In FY24, AUD\$65.2 million was spent with First Nations businesses within our supply chain.

Downer also partners with social enterprise certifier, Social Traders, and other social enterprises to support improved social outcomes through our procurement activities. We continue to review our spend categories to identify opportunities for long-term partnerships with social enterprises, as well as Indigenous businesses. In FY24, AUD\$12.5 million was spent with social enterprises.

Supply chain engagement

Downer continues to leverage our involvement in the Sedex and Carbon Disclosure Project (CDP) supply chain programs, which aim to support improved sustainable procurement and assist suppliers on their sustainability journeys. Downer has been working closely with a number of suppliers and internal stakeholders to find solutions and ways that contribute to a circular economy.

Sedex is a not-for-profit organisation that aims to improve ethical and responsible business practices in global supply chains. Downer uses the Sedex platform, tools and services to help guide our approach to modern slavery risk in our supply chain and operations.

CDP is a not-for-profit organisation focused on connecting companies like Downer with their suppliers to engage with and understand their value chain emissions.

Downer's objectives for the CDP Supply Chain program in FY24 were two-fold. We aimed to:

- Increase quantity and quality of emissions data collection
- Directly engage with suppliers to form partnerships that may ultimately assist in reducing emissions across our value chain.

In FY23, Downer requested information from 139 of our top suppliers through the CDP Supply Chain program, with a response rate of 59%. This has been restated from the disclosure in Downer's 2023 Sustainability Report, as CDP's survey process was still active when Downer's report was released. Due to a change in CDP's reporting period, Downer will report on the success of the FY24 program in the FY25 Sustainability Report.

Independent Limited Assurance Report



To the Directors of Downer EDI Limited

Independent Limited Assurance Report on identified Subject Matter in Downer EDI Limited’s 2024 Sustainability Report (‘the Report’) and the 2024 Sustainability Data Pack (‘the Data Pack’)

The Directors of Downer EDI Limited (Downer) engaged us to perform an independent limited assurance engagement in respect of the identified Subject Matter listed below and contained within Downer’s Report and / or the Data Pack (the ‘Subject Matter’) for the year ended 30 June 2024, or other periods as specified.

Subject Matter and Criteria

We assessed the Subject Matter against the Criteria. The Subject Matter needs to be read and understood together with the Criteria. The Subject Matter is set out in the tables below:

Table 1: Subject Matter for the year ended 30 June 2024 (or for another period as noted below)	Amount
Total Scope 1 Emissions (tCO ₂ -e)	296,532
Total Scope 2 Emissions (tCO ₂ -e) (Location-Based)	35,140
Total Scope 2 Emissions (tCO ₂ -e) (Market-Based)	30,664
Total energy consumed (reported in TJ)	4,715
Total energy produced (reported in TJ)	0
Number of significant environmental incidents	0
Number of environmental fines	2
Number of environmental prosecutions	0
Environmental fines or prosecutions due or paid (reported in AU\$)	\$8,273
Number of safety fines	1
Number of safety prosecutions	0
Safety fines or prosecutions due or paid (reported in AU\$)	\$3,600
Lost Time Injury Frequency Rate (LTIFR) - per million hours worked	0.88
Total Recordable Injury Frequency Rate (TRIFR) - per million hours worked	2.54
Scope 1 and 2 Greenhouse Gas Emissions Intensity (Location-based, tCO ₂ -e/AU\$m)	27.71
Indigenous Cultural Awareness Training, Te Ara Whanake &Te Ara Maramatanga Training (reported in hours delivered)	5,596

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Mental Health First Aid calculated by dividing the total number of active employees trained in Mental Health First Aid (over the last three years) by Downer’s FTE as at 30 June 2024	3.96%
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The Report and Data Pack present adjusted Scope 1 & 2 emissions baselines for the year ended 30 June 2020 which were also subject to limited assurance as set out below.

Table 2: Subject Matter for the year ended 30 June 2020	Amount
Total Adjusted Scope 1 & 2 (tCO ₂ -e) (Location-Based)	383,754
Total Adjusted Scope 1 & 2 (tCO ₂ -e) (Market-Based)	387,600

Table 3: Subject Matter – GRI assertion
Management’s assertion that the 2024 Sustainability Report has been prepared in alignment with the Global Reporting Initiative 2021 Universal Standards.

The following criteria (together, the Criteria) was prepared to measure the subject matter:

- Tables 1 and 2 - Downer’s 2024 Sustainability Report Basis of Preparation, available on Downer’s website as at 30 August 2024, and
- Table 3 – The Global Reporting Initiative 2021 Universal Standards.

The maintenance and integrity of Downer’s website is the responsibility of Management; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter or Criteria when presented on Downer’s website.

Our assurance conclusion is with respect to the year ended 30 June 2024 or as at periods as defined in Table 1, 2 and 3 above, and does not extend to information in respect of earlier periods or to any other information included in, or linked from, the Report and the Data Pack including any images, audio files or videos.

Responsibilities of Management

Management is responsible for the preparation of the Subject Matter in accordance with the Criteria. This responsibility includes:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring, evaluating and preparing the underlying Subject Matter;
- ensuring that those criteria are relevant and appropriate to Downer and the intended users; and



- designing, implementing and maintaining systems, processes and internal controls relevant to the preparation of the Subject Matter which is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We have complied with the ethical requirements of the Accounting Professional and Ethical Standard Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* relevant to assurance engagements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Australian Standard on Quality Management ASQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibilities

Our responsibility is to express a limited assurance conclusion based on the procedures we have performed and the evidence we have obtained.

Our engagement has been conducted in accordance with the Australian Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and ASAE 3410 *Assurance Engagements on Greenhouse Gas Statements*. Those standards require that we plan and perform this engagement to obtain limited assurance about whether anything has come to our attention to indicate that the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria, for or as at the periods as defined in Table 1, 2 and 3 included in section 'Subject Matter and Criteria' above.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion.

In carrying out our limited assurance engagement we:

- Enquired of relevant management of the Downer regarding the processes and controls for capturing, collating, calculating and reporting the Subject Matter;
- Assessed the appropriateness of the greenhouse gas emission factors and methodologies applied in calculating the Subject Matter;
- Assessed the appropriateness of estimates and assumptions applied by management in the preparation of the Subject Matter;
- Tested the arithmetic accuracy of a sample of calculations of the Subject Matter;



- Undertook analytical procedures over the performance data used in the calculation and preparation of the Subject Matter and obtained explanations from management regarding unusual or unexpected amounts;
- Agreed the Subject Matter to underlying data sources and calculations on a sample basis;
- Reconciled the Subject Matter with underlying records;
- Agreed a sample of Large-Scale Generation Certificates (LGCs) recognised as reductions to Scope 2 emissions in the market-based calculation to supporting acquisition and surrender documentation for the relevant period;
- Obtained an understanding of Downer's materiality process and assessing it against the Global Reporting Initiative (GRI) Universal Standards requirements;
- Reviewed the GRI Index and location stated used to disclosure requirements of the GRI Universal Standards.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Inherent limitations

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. It is therefore possible that fraud, error or non-compliance may occur and not be detected. A limited assurance engagement is not designed to detect all instances of non-compliance of the Subject Matter with the Criteria, as it is limited primarily to making enquiries of the Management and applying analytical procedures.

Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data. The precision of different measurement techniques may also vary. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time. In addition, greenhouse gas quantification is subject to inherent uncertainty because of evolving knowledge and information used to determine emissions factors and the values needed to combine emissions of different gases.

The limited assurance conclusion expressed in this report has been formed on the above basis.

Our limited assurance conclusion

Based on the procedures we have performed, as described under 'Our responsibilities' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria for or as at the periods as defined in Table 1,2 and 3 included in section 'Subject Matter and Criteria' above.

Use and distribution of our report

We were engaged by the directors of Downer on behalf of Downer to prepare this independent assurance report having regard to the criteria specified by Management, and set out in this report.



This report was prepared solely for Downer to assist the directors in obtaining an independent limited assurance over the Subject Matter for the purposes of reporting as part of the Report and Data Pack.

We accept no duty, responsibility or liability to anyone other than Downer in connection with this report or to Downer for the consequences of using or relying on it for a purpose other than that referred to above. We make no representation concerning the appropriateness of this report for anyone other than Downer and if anyone other than Downer chooses to use or rely on it they do so at their own risk.

This disclaimer applies to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute and even if we consent to anyone other than Downer receiving or using this report.

PricewaterhouseCoopers

PricewaterhouseCoopers

C. Mara

Caroline Mara
Partner

Sydney
30 August 2024

Appendix 1

Aotearoa New Zealand Climate Standards Climate-related Disclosures Reference Table

Objective	Category	Provision	Page Reference in Report
Governance To enable primary users to understand both the role an entity's governance body plays in overseeing climate-related risks and climate-related opportunities, and the role management plays in assessing and managing those climate-related risks and opportunities.	7. Disclosures	a. the identity of the governance body responsible for oversight of climate-related risks and opportunities;	Downer 2024 Sustainability Report – page 16
		b. a description of the governance body's oversight of climate-related risks and opportunities (see paragraph 8); and	Downer 2024 Sustainability Report – pages 16-17
		c. a description of management's role in assessing and managing climate-related risks and opportunities (see paragraph 9).	Downer 2024 Sustainability Report – pages 16-17
	8. Governance body oversight	a. the processes and frequency by which the governance body is informed about climate-related risks and opportunities;	Downer 2024 Sustainability Report – pages 16-17
		b. how the governance body ensures that the appropriate skills and competencies are available to provide oversight of climate-related risks and opportunities;	Downer 2024 Sustainability Report – page 16
		c. how the governance body considers climate-related risks and opportunities when developing and overseeing implementation of the entity's strategy; and	Downer 2024 Sustainability Report – page 16
		d. how the governance body sets, monitors progress against, and oversees achievement of metrics and targets for managing climate-related risks and opportunities, including whether and, if so, how related performance metrics are incorporated into remuneration policies (see also paragraph 22(h)).	Downer 2024 Sustainability Report – pages 16-17
	9. Management's role	a. how climate-related responsibilities are assigned to management-level positions or committees, and the process and frequency by which management-level positions or committees engage with the governance body;	Downer 2024 Sustainability Report – page 17
		b. the related organisational structure(s) showing where these management-level positions and committees lie; and	Downer 2024 Sustainability Report – pages 16-17
		c. the processes and frequency by which management is informed about, makes decisions on, and monitors, climate-related risks and opportunities.	Downer 2024 Sustainability Report – page 17
Strategy To enable primary users to understand how climate change is currently impacting an entity and how it may do so in the future. This includes the scenario analysis an entity has undertaken, the climate-related risks and opportunities an entity has identified, the anticipated impacts and financial impacts of these, and how an entity will position itself as the global and domestic economy transitions towards a low-emissions, climate-resilient future.	11. Disclosures	a. a description of its current climate-related impacts (see paragraph 12);	Downer 2024 Sustainability Report – pages 19-23
		b. a description of the scenario analysis it has undertaken (see paragraph 13);	Downer 2024 Sustainability Report – page 20
		c. a description of the climate-related risks and opportunities it has identified over the short, medium, and long term (see paragraph 14);	Downer 2024 Sustainability Report – pages 19-23, 25
		d. a description of the anticipated impacts of climate-related risks and opportunities (see paragraph 15); and	Downer 2024 Sustainability Report – pages 21-23, 25
		e. a description of how it will position itself as the global and domestic economy transitions towards a low-emissions, climate-resilient future state (see paragraph 16).	Downer 2024 Sustainability Report – pages 19, 20, 25

Objective	Category	Provision	Page Reference in Report
<i>Strategy continued</i>	12. Current impacts and financial impacts	a. its current physical and transition impacts;	Downer 2024 Sustainability Report – pages 19-23
		b. the current financial impacts of its physical and transition impacts identified in paragraph 12(a); and	Downer has utilised Adoption Provision 1 of NZ CS 2
		c. if the entity is unable to disclose quantitative information for paragraph 12(b), an explanation of why that is the case.	Downer has utilised Adoption Provision 1 of NZ CS 2 The explanation for why this is the case is located at – Downer 2024 Sustainability Report – page 19
	13. Scenario analysis undertaken	An entity must describe the scenario analysis it has undertaken to help identify its climate-related risks and opportunities and better understand the resilience of its business model and strategy. This must include a description of how an entity has analysed, at a minimum, a 1.5 degrees celsius climate-related scenario, a 3 degrees celsius or greater climate-related scenario, and a third climate-related scenario (see paragraph 11(b)).	Downer 2024 Sustainability Report – page 20
			Downer 2024 Sustainability Report Basis of Preparation pages 4-6
	14. Climate-related risks and opportunities	a. how it defines short, medium and long term and how the definitions are linked to its strategic planning horizons and capital deployment plans;	Downer 2024 Sustainability Report – page 20
		b. whether the climate-related risks and opportunities identified are physical or transition risks or opportunities, including, where relevant, their sector and geography; and	Downer 2024 Sustainability Report – pages 21-23, 25
		c. how climate-related risks and opportunities serve as an input to its internal capital deployment and funding decision-making processes.	Downer 2024 Sustainability Report – pages 19, 25
	15. Anticipated impacts and financial impacts	a. the anticipated impacts of climate-related risks and opportunities reasonably expected by the entity;	Downer 2024 Sustainability Report – pages 21-23, 25
		b. the anticipated financial impacts of climate-related risks and opportunities reasonably expected by an entity;	Downer has utilised Adoption Provision 2 of NZ CS 2 The explanation for why this is the case is located at – Downer 2024 Sustainability Report – page 21
		c. a description of the time horizons over which the anticipated financial impacts of climate-related risks and opportunities could reasonably be expected to occur; and	Downer 2024 Sustainability Report – pages 21-23, 25
		d. if an entity is unable to disclose quantitative information for paragraph 15(b), an explanation of why that is the case.	Downer 2024 Sustainability Report – pages 20-21
	16. Transition plan aspects of its strategy	a. a description of its current business model and strategy;	Downer 2024 Sustainability Report – page 19
		b. the transition plan aspects of its strategy, including how its business model and strategy might change to address its climate-related risks and opportunities; and	Downer has utilised Adoption Provision 3 of NZ CS 2 The explanation for why this is the case is located at – Downer 2024 Sustainability Report – page 25
		c. the extent to which transition plan aspects of its strategy are aligned with its internal capital deployment and funding decision-making processes.	Downer has utilised Adoption Provision 3 of NZ CS 2 The explanation for why this is the case is located at – Downer 2024 Sustainability Report – page 25

Objective	Category	Provision	Page Reference in Report
Risk management To enable primary users to understand how an entity's climate-related risks are identified, assessed and managed and how those processes are integrated into existing risk management processes.	18. Disclosures	a. a description of its processes for identifying, assessing and managing climate-related risks (see paragraph 19); and	Downer 2024 Sustainability Report – pages 26-27
		b. a description of how its processes for identifying, assessing, and managing climate-related risks are integrated into its overall risk management processes.	Downer 2024 Sustainability Report – pages 26-27
	19. Disclosures	a. the tools and methods used to identify, and to assess the scope, size, and impact of, its identified climate-related risks;	Downer 2024 Sustainability Report – pages 26-27
		b. the short-term, medium-term, and long-term time horizons considered, including specifying the duration of each of these time horizons;	Downer 2024 Sustainability Report – page 26
		c. whether any parts of the value chain are excluded;	Downer 2024 Sustainability Report – pages 16, 19, 26-27
		d. the frequency of assessment; and	Downer 2024 Sustainability Report – pages 26-27
		e. its processes for prioritising climate-related risks relative to other types of risks.	Downer 2024 Sustainability Report – pages 26-27
	21. Disclosures	a. the metrics that are relevant to all entities regardless of industry and business model (see paragraph 22);	Downer 2024 Sustainability Report – pages 28-31
		b. industry-based metrics relevant to its industry or business model used to measure and manage climate-related risks and opportunities;	Downer 2024 Sustainability Report – page 29
		c. any other key performance indicators used to measure and manage climate-related risks and opportunities; and	No other applicable KPIs disclosed
		d. the targets used to manage climate-related risks and opportunities, and performance against those targets (see paragraph 23).	Downer 2024 Sustainability Report – pages 28, 30, 31
	22. Metric categories	a. greenhouse gas (GHG) emissions: gross emissions in metric tonnes of carbon dioxide equivalent (CO ₂ e) classified as (see paragraph 24): i. Scope 1; ii. Scope 2 (calculated using the location-based method); iii. Scope 3;	Downer 2024 Sustainability Report – pages 7, 31 Downer's Sustainability Report Basis of Preparation – pages 7, 8, 18
		b. GHG emissions intensity;	Downer 2024 Sustainability Report – page 31
		c. transition risks: amount or percentage of assets or business activities vulnerable to transition risks;	Downer 2024 Sustainability Report – page 29
		d. physical risks: amount or percentage of assets or business activities vulnerable to physical risks;	Downer 2024 Sustainability Report – page 29

Metrics and targets

To enable primary users to understand how an entity measures and manages its climate-related risks and opportunities. Metrics and targets also provide a basis upon which primary users can compare entities within a sector or industry.

Objective	Category	Provision	Page Reference in Report
<i>Metrics and targets</i> <i>continued</i>		e. climate-related opportunities: amount or percentage of assets, or business activities aligned with climate-related opportunities;	Downer 2024 Sustainability Report – page 29
		f. capital deployment: amount of capital expenditure, financing, or investment deployed toward climate-related risks and opportunities;	Downer 2024 Sustainability Report – page 29
		g. internal emissions price: price per metric tonne of CO ₂ e used internally by an entity; and	Downer 2024 Sustainability Report – page 29
		h. remuneration: management remuneration linked to climate-related risks and opportunities in the current period, expressed as a percentage, weighting, description or amount of overall management remuneration (see also paragraph 8(d)).	Downer 2024 Sustainability Report – page 29
	23. Targets	a. the timeframe over which the target applies;	Downer 2024 Sustainability Report – page 28
		b. any associated interim targets;	Downer 2024 Sustainability Report – page 28
		c. the base year from which progress is measured;	Downer 2024 Sustainability Report – page 28
		d. a description of performance against the targets; and	Downer 2024 Sustainability Report – pages 30, 31
		e. for each GHG emissions target: i. whether the target is an absolute target or intensity target; ii. the entity's view as to how the target contributes to limiting global warming to 1.5°C ; iii. the entity's basis for the view expressed in 23(e)(ii), including any reliance on the opinion or methods provided by third parties; and iv. the extent to which the target relies on offsets, whether the offsets are verified or certified, and if so, under which scheme or schemes.	Downer 2024 Sustainability Report – page 28
	24. GHG emissions	a. a statement describing the standard or standards that its GHG emissions have been measured in accordance with;	Downer 2024 Sustainability Report – page 7 Downer Sustainability Report Basis of Preparation – pages 7, 8, 18
		b. the GHG emissions consolidation approach used: equity share, financial control, or operational control;	Downer 2024 Sustainability Report – page 7 Downer Sustainability Report Basis of Preparation – page 7
		c. the source of emission factors and the global warming potential (GWP) rates used or a reference to the GWP source; and	Downer 2024 Sustainability Report – page 7 Downer Sustainability Report Basis of Preparation –page 9
		d. a summary of specific exclusions of sources, including facilities, operations or assets with a justification for their exclusion.	Downer 2024 Sustainability Report – page 7 Downer Sustainability Report Basis of Preparation – pages 15, 18, 20

Objective	Category	Provision	Page Reference in Report
Assurance of GHG emissions	25. and 26. Assurance of GHG emissions	Part 7A of the Financial Markets Conduct Act 2013 requires that the disclosure of an entity's GHG emissions as required by Aotearoa New Zealand Climate Standards is the subject of an assurance engagement. This Standard requires that this assurance engagement is a limited assurance engagement at a minimum.	Downer 2024 Sustainability Report – pages 66-70 (Assurance statement) Downer 2024 Sustainability Report – pages 66-70 – NZ CS Climate-related disclosure Basis of Preparation
		a. GHG emissions: gross emissions in metric tonnes of CO ₂ e classified as (see paragraph 22(a)): i. Scope 1; ii. Scope 2 (calculated using the location-based method); iii. Scope 3;	Downer 2024 Sustainability Report – page 71 (Assurance statement)
		b. additional requirements for the disclosure of GHG emissions (see paragraph 24);	Downer 2024 Sustainability Report – pages 66-70 (Assurance statement)
		c. GHG emissions methods, assumptions and estimation uncertainty (see NZ CS 3 General Requirements for Climate-related Disclosures paragraphs 52 to 54).	Downer 2024 Sustainability Report – pages 66-70 (Assurance statement)
NZ CS 3 Requirements	49. Methods and assumptions, and data and estimation uncertainty	An entity must: a. provide a description of the methods and assumptions used in the preparation of its climate-related disclosures where they are not apparent, including the limitations of those methods.	Downer 2024 Sustainability Report – pages 70-73 – NZ CS Climate-related disclosure Basis of Preparation Downer Sustainability Report Basis of Preparation – pages 4-21
		b. identify aspects of its disclosure (including amounts) that involve data and estimation uncertainty, disclosing the sources and nature of data and estimation uncertainties.	Downer 2024 Sustainability Report – page 30 Downer 2024 Sustainability Report – pages 70-73 – NZ CS Climate-related disclosure Basis of Preparation Downer Sustainability Report Basis of Preparation – pages 12-16, 18-21
	51. Scenario analysis methods and assumptions	a. the climate-related scenarios it has used, including: i. a brief description of each scenario narrative; NZ CS 3 13 ii. the time horizons considered, including endpoints and whether the endpoints are determined by a year or a temperature target; iii. a description of the various emissions reduction pathways in each scenario and the assumptions underlying pathway development over time, including the scope of operations covered, policy and socioeconomic assumptions, macroeconomic trends, energy pathways, carbon sequestration from afforestation and naturebased solutions and technology assumptions including negative emissions technology; iv. an explanation of why the entity believes the chosen scenarios are relevant and appropriate to assessing the resilience of the entity's business model and strategy to climate-related risks and opportunities; and v. the sources of data used to construct each scenario.	Downer 2024 Sustainability Report – pages 19-20 Downer 2024 Sustainability Report – pages 77-79 – NZ CS Climate-related disclosure Basis of Preparation

Objective	Category	Provision	Page Reference in Report
NZ CS 3 Requirements continued	51. Scenario analysis methods and assumptions	b. how the scenario analysis process has been conducted, including:	Downer 2024 Sustainability Report – page 20
		i. whether scenario analysis is a standalone analysis or integrated within the entity's strategy processes;	
		ii. the governance process used to oversee and manage the scenario analysis process, including the role of the governance body and management;	
		iii. if modelling has been undertaken, a clear description of what modelling was undertaken and why the model was chosen as the appropriate model; and	
		iv. which external partners and stakeholders are involved.	
	52. to 54. GHG emissions methods, assumptions and estimation uncertainty	52. An entity must provide a description of the methods and assumptions used to calculate or estimate GHG emissions, and the limitations of those methods. When choices between different methods are allowed, or entity-specific methods are used, an entity must disclose the methods used and the rationale for doing so.	Downer Sustainability Report Basis of Preparation – pages 7-21
		53. An entity must describe uncertainties relevant to the entity's quantification of its GHG emissions, including the effects of these uncertainties on the GHG emissions disclosures.	Downer 2024 Sustainability Report – page 30 Downer Sustainability Report Basis of Preparation – pages 12-16, 18-21
		54. An entity must provide an explanation for any base year GHG emissions restatements.	"Downer 2024 Sustainability Report – pages 28, 31 Downer Sustainability Report Basis of Preparation – pages 16-17
	55. to 56. Statement of compliance	55. An entity whose climate-related disclosures comply with Aotearoa New Zealand Climate Standards must include an explicit and unreserved statement of compliance. All requirements must be complied with for an entity to state compliance with Aotearoa New Zealand Climate Standards.	Downer 2024 Sustainability Report – page 16
		56. The statement of compliance must be presented prominently within an entity's climate-related disclosures.	Downer 2024 Sustainability Report – page 16

Appendix 2

Climate-related disclosures Basis of Preparation

Downer has prepared its 2024 Climate statement in accordance with criteria and methodologies laid out in this document.

Climate statement

Downer has prepared the 2024 Climate statement in accordance with the *Aotearoa New Zealand Climate Standards (NZ CS) 1-3*.

Key determinations, assumptions, judgements and estimates are laid out below:

Reporting entity/entities

Downer has reported climate-related financial information for Downer EDI Limited, inclusive of its subsidiaries, in 2024. Unless otherwise noted, disclosures have not been disaggregated to a subsidiary level, or a jurisdictional level.

Scenario analysis

Downer has chosen four scenarios to inform its scenario analysis in FY24, serving two key purposes:

- To satisfy the requirements of NZ CS 1 section 13 (i.e. how an entity has analysed, at a minimum, a 1.5°C climate-related scenario, a 3°C or greater climate-related scenario, and a third climate-related scenario
- To stress test Downer's strategy against potential impacts of physical and transition risks.

We used the following data sources in constructing our scenarios:

- NGFS Climate Scenarios¹
- Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report²

Time horizons used in scenario analysis were as follows:

Physical risks: Short term (2030), medium term (2050), long term (2070).

Transition risks and opportunities: Short term (2030), medium term (2040), long term (2050).

Full details on scenarios chosen, and the basis for these choices, were as follows:

Scenario [Risk addressed]	Temperature	Scenario narrative	Basis
Orderly, net zero 2050, NGFS [Transition Risks]	1.5°C	Global CO ₂ emissions reach or approach net zero in 2050 (with a medium reliance on carbon removals). Policy reaction is immediate, and technology change occurs at a rapid pace. Australia and New Zealand reduce emissions to net zero. A steady, but sharp increasing carbon price is experienced.	This scenario was chosen to model an economy where the world, including Australia and New Zealand, rapidly and uniformly decarbonises, to demonstrate potential high-end transition risk exposure to inform strategy.
Disorderly, delayed transition, NGFS [Transition Risks]	2°C	Countries stick to current policies and technologies until 2030. From there, policy change is rapid, while technology change occurs at a fast pace, although there is a high level of regional variation. Carbon prices remain stagnant through to 2030, and then rise rapidly but not uniformly across jurisdictions.	This scenario was chosen to model an economy where the world, including Australia and New Zealand, decarbonises but at a more fragmented pace, to demonstrate potential transition risks under a more moderate transition scenario.

1. <https://www.ngfs.net/ngfs-scenarios-portal>.

2. https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_LongerReport.pdf.

Scenario [Risk addressed]	Temperature	Scenario narrative	Basis
Medium-high climate change scenario, SSP 3; RCP 7.0 [Physical Risks]	~3°C	Limited emissions mitigation scenario, where CO ₂ emissions double by 2100, with incremental gains in renewable energy. Moderate-high physical impacts are felt, with technology change relatively slow, heavily focused on adaptation, rather than mitigation. A carbon price is present in certain jurisdictions, however this is fragmented and not sufficient to drive strong emission reductions.	This scenario was chosen to model Downer's exposure to physical risks under a moderate-high scenario where some decarbonisation occurs but significant temperature increases are experienced, and climate impacts are high.
High climate change scenario, SSP5; RCP8.5 [Physical Risks]	~4°C	Low emissions mitigation scenario, where CO ₂ emissions triple by 2075. No carbon price increases. High physical impacts are felt, with technology change slow primarily focused on adaptation to severe effects of physical impacts. No/negligible carbon price is present around the world.	This scenario was chosen to model Downer's exposure to physical risks under an extreme scenario where minimal to no decarbonisation occurs and climate impacts are severe.

Key terms in table:
NGFS = Network for Greening the Financial System.
SSP = Shared Socio-Economic Pathway.
RCP = Representative Concentration Pathway.

The scenarios are largely consistent in substance with those determined in conjunction with analysis by Deloitte in 2022. However, NGFS scenarios were updated in 2023, and Downer utilised the latest scenarios to perform its scenario analysis. Further, Downer replaced the SSP 2/RCP 4.5 scenario, previously utilised for analysis of physical risks, with the SSP 3/RCP 7.0 scenario. This adjustment acknowledges that the range of likely temperature changes has broadened since 2022. The previously used 2°C scenario (aligned with SSP 2/RCP4.5) no longer provides adequate insight into the potential physical risks faced by the business. Therefore, a 2°C scenario has been incorporated into the scenario analysis for transition risks, aligning with climate science predictions that suggest an increased likelihood of global temperatures exceeding a 1.5°C rise above pre-industrial levels.

Where financial values were derived from the scenarios, these were converted to \$AUD and adjusted for inflation for 2024. This informed the qualitative disclosure produced (risks were not quantified in accordance with NZ CS 2: Adoption Provision 1 and 2, which Downer chose to adopt in FY24).

NZ CS 2 Adoption Provisions table

Adoption Provision (NZ CS 2)	Adopted?	Explanation
Adoption provision 1: Current Financial Impacts	Yes	Downer did not disclose a quantification of current financial impacts in this year's climate statement due to resource constraints. During the period, Downer performed work to uplift its processes in readiness for quantitative disclosure requirements from FY25.
Adoption provision 2: Anticipated Financial Impacts	Yes	Downer did not disclose a quantification of anticipated financial impacts in this year's climate statement due to resource constraints. During the period, Downer performed work to uplift its processes in readiness for quantitative disclosure requirements from FY25.
Adoption provision 3: Transition Planning	Yes	Downer did not disclose a quantification of its transition planning process in this year's climate statement due to resource constraints. During the period, Downer performed work to uplift its processes in readiness for disclosure requirements from FY25.
Adoption provision 4: Scope 3 GHG Emissions	Yes	Downer has not disclosed data for Categories 9 or 11 in FY24, as insufficient evidence was able to be obtained to disclose this figure to a level which is materially accurate.
Adoption provision 5: Comparatives for Scope 3 GHG Emissions	Yes	Downer has not disclosed data for Categories 9 or 11 in FY24, as insufficient evidence was able to be obtained to disclose this figure to a level which is materially accurate. Therefore, Downer has removed comparatives relating to this category in FY24. Further, comparatives for Category 1, 2, 3 are being remeasured for disclosure in FY25.
Adoption provision 6: Comparatives for Metrics	Yes	Downer has adopted this provision because this is the first year of disclosure for a number of metrics and therefore Downer does not have comparatives.
Adoption provision 7: Analysis of Trends:	Yes	Downer has adopted this provision because this is the first year of disclosure for a number of metrics and therefore Downer does not have comparatives.

Scope 1, 2 and 3 emissions methods and assumptions

Scope 1, 2 and 3 emissions data has been prepared in accordance with the 2024 Sustainability Report (Energy and Emissions) Methodology (<https://www.downergroup.com/sustainability-report-2024>).

Information regarding the preparation of Scope 1 and 2 emissions is contained within pages 7-17. Information regarding the preparation of Scope 3 emissions is contained within pages 18-21.

GHG emissions reduction targets

Downer's emissions reduction targets have been prepared utilising the Science Based Target initiative (SBTi)'s Corporate Near Term Target setting tool, and the SBTi's Net Zero tool. Targets have not been validated with the SBTi and Downer makes no representations that its targets are fully compliant with the requirements of the SBTi Corporate Net Zero Standard.

References

Aotearoa New Zealand Climate Standards 1-3:
<https://www.xrb.govt.nz/standards/climate-related-disclosures/aotearoa-new-zealand-climate-standards/>

Intergovernmental Panel on Climate Change Sixth Assessment Report:
https://www.ipcc.ch/site/assets/uploads/2022/04/AR6_Factsheet_April_2022.pdf

Network for Greening the Financial System Scenarios Portal:
<https://www.ngfs.net/ngfs-scenarios-portal/>

Science Based Target initiative's Net Zero Standard:
<https://sciencebasedtargets.org/resources/files/Net-Zero-Standard.pdf>

Appendix 3

GRI Mapping of material issues to GRI Topics

Background

Downer conducted a materiality assessment in accordance with the GRI, and full details of this process and issues ultimately selected can be found here: https://www.downergroup.com/Content/cms/media/Reporting_Approach_and_Materiality_Assessment_-_Supplementary_Document.pdf.

Please see below a mapping of Downer's material issues through to GRI Material Topics (note, in some cases, GRI material topics map to multiple Downer material issues).

Downer Material Issue	GRI Material Topic
Business ethics	GRI 205: Anti-corruption GRI 206: Anti-competitive behaviour
Climate change resilience	GRI 201: Economic Performance GRI 302: Energy GRI 305: Emissions
Community engagement	GRI 413: Local Communities
Data privacy and cybersecurity	GRI 418: Customer Privacy
Economic value	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts GRI 207: Tax
Employee development and engagement	GRI 401: Employment GRI 404: Training and Education
Employment practices and labour rights	GRI 401: Employment
Governance and transparency	GRI 205: Anti-corruption GRI 206: Anti-competitive behaviour GRI 418: Customer Privacy
Greenhouse gas emissions energy	GRI 302: Energy GRI 305: Emissions
Health, safety and wellbeing	GRI 403: Occupational Health and Safety GRI 416: Customer Health and Safety
Inclusion and belonging	GRI 401: Employment GRI 405: Diversity and Equal Opportunity
Non-discrimination and harassment	GRI 405: Diversity and Equal Opportunity GRI 407: Freedom of Association and Collective Bargaining
Organisational transformation	GRI 201: Economic Performance GRI 203: Indirect Economic Impacts
Responsible procurement	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment
Sustainable products and services	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment GRI 416: Customer Health and Safety

Appendix 4

GRI Index

Statement of use Downer has reported in accordance with the GRI Standards for the period 1 July 2023 to 30 June 2024

GRI 1 used GRI 1: Foundation 2021

Items within the GRI Index refer to Downer's 2024 Sustainability Data pack, and Downer's 2024 Sustainability Report Basis of Preparation which can be accessed at: <https://www.downergroup.com/sustainability-report-2024>.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	a-d. Downer's Annual Report FY24 – page 195			
GRI 2: General Disclosures 2021	2-2 Entities included in the organisation's sustainability reporting	The Organisation shall: a. list all its entities included in its sustainability reporting; b. if the Organisation has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the Organisation consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	a-c. See Contents tab in Downer's 2024 Sustainability data pack - Sustainability reporting organisation details and boundary. Entities are also listed in Downer's Annual Report FY24 – Group Structure section – pages 142-146			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information; d. specify the contact point for questions about the report or reported information.				
GRI 2: General Disclosures 2021	2-4 Restatements of information	a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements.	a. Where relevant, Downer identifies and explains reasons for any restatements and their effects throughout our reports. No restatements have been made in FY24			
GRI 2: General Disclosures 2021	2-5 External assurance	a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the Organisation's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the Organisation and the assurance provider.	a. & b. Downer's Sustainability Report FY24 – PwC Assurance Statement – pages 66-70			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	a. report the sector(s) in which it is active; b. describe its value chain, including: i. the Organisation's activities, products, services, and markets served; ii. the Organisation's supply chain; the entities downstream from the Organisation and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	a. Downer's Annual Report FY24 – Operating and Financial Review – pages 15-50 b. i & ii. Downer's Annual Report FY24 – Review of Operations – pages 15-50, Downer's Modern Slavery Statement FY23 – pages 6-8 c. & d. See Organisation Details tab in Downer's 2024 Sustainability data pack			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-7 Employees	a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count full-time equivalent (FTE) or using another methodology; at the end of the reporting period, as an average across the reporting period, or using another methodology; ii. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; d. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	a. & b. i., ii., iv. – c. See People tab in Downer's 2024 Sustainability data pack d. Downer's Sustainability Report 2024 – People section – page 45			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	a. report the total number of workers who are not employees and whose work is controlled by the Organisation and describe: i. the most common types of worker and their contractual relationship with the Organisation; ii. the type of work they perform; b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.	See Omissions	GRI 2-8	The information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	a. describe its governance structure, including committees of the highest governance body; b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the Organisation's impacts on the economy, environment, and people; c. describe the composition of the highest governance body and its committees by: i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the Organisation; viii. stakeholder representation.	a. & b. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance c. i. - v, vii. - viii Downer's Annual Report FY24 - Directors' Report - pages 10-13			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the Organisation.	a. & b. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance https://www.downergroup.com/Content/cms/ST006_Nomination_and_Corporate_Governance_Committee_Charter.pdf			
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	a. report whether the chair of the highest governance body is also a senior executive in the Organisation; b. if the chair is also a senior executive, explain their function within the Organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	a. & b. Downer's Annual Report FY24 - Directors' Report - page 10			
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the Organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development; b. describe the role of the highest governance body in overseeing the Organisation's due diligence and other processes to identify and manage the Organisation's impacts on the economy, environment, and people, including: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes; c. describe the role of the highest governance body in reviewing the effectiveness of the Organisation's processes as described in 2-12-b, and report the frequency of this review.	a-c. Downer's Annual Report (Directors' Report) - pages 10-13 and https://www.downergroup.com/Content/cms/media/DG-CS-ST004_Board_Charter_v1.3_.pdf			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	a. describe how the highest governance body delegates responsibility for managing the Organisation's impacts on the economy, environment, and people, including: i. whether it has appointed any senior executives with responsibility for the management of impacts; ii. whether it has delegated responsibility for the management of impacts to other employees; b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the Organisation's impacts on the economy, environment, and people.	a. & b. Downer's Annual Report (Directors' Report) pages 10-14 and Downer's Sustainability Report 2024 - Climate Governance - pages 16-17 (Please note, this refers to the Board's role in Climate Governance only, and does not consider their role broader Sustainability)			
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the Organisation's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the Organisation's material topics, explain the reason for this.	a. & b. Downer's Annual Report (Directors' Report) - pages 10-14 and https://www.downergroup.com/Content/cms/media/DG-CS-ST004_Board_Charter_v1.3_.pdf			
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated; b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances.	a. & b. Downer's Annual Report (Directors' Report) - pages 10-14, 186 and https://www.downergroup.com/Content/cms/media/DG-CS-ST004_Board_Charter_v1.3_.pdf			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	a. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance b. Downer's Annual Report FY24 - Directors' meetings - pages 43-45			
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	a. Downer Sustainability Report FY24 - pages 16-17			
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the Organisation's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and Organisational practices.	a-c. Downer's Annual Report (Directors' Report) and https://www.downergroup.com/Content/cms/media/DG-CS-ST004_Board_Charter_v1.3_.pdf			
GRI 2: General Disclosures 2021	2-19 Remuneration policies	a. describe the remuneration policies for members of the highest governance body and senior executives, including: i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. clawbacks; v. retirement benefits; b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the Organisation's impacts on the economy, environment, and people.	a. & b. Downer's Annual Report FY24 - Remuneration Report - pages 54-55			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	a. describe the process for designing its remuneration policies and for determining remuneration, including: i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the Organisation, its highest governance body and senior executives; b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	a. & b. Downer's Annual Report FY24 – Remuneration Report – pages 51-77			
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	a. report the ratio of the annual total compensation for the Organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual); b. report the ratio of the percentage increase in annual total compensation for the Organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); c. report contextual information necessary to understand the data and how the data has been compiled.	See Omissions	2-21	The information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported at an organisational level. We are working to improve our disclosures in this area by FY26.
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	a. report a statement from the highest governance body or most senior executive of the Organisation about the relevance of sustainable development to the Organisation and its strategy for contributing to sustainable development.	a. Downer's Sustainability Report FY24 – Chairman and CEO message – pages 2-3			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-23 Policy commitments	a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: i. the internationally recognised human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the Organisation gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this; d. report the level at which each of the policy commitments was approved within the Organisation, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the Organisation's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.	Downer's website – Governance approach https://www.downergroup.com/sustainability-governance https://www.downergroup.com/Content/cms/Documents/Board-Policies/Standards-of-Business-Conduct.pdf Modern slavery – https://www.downergroup.com/modern-slavery			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: i. how it allocates responsibility to implement the commitments across different levels within the Organisation; ii. how it integrates the commitments into Organisational strategies, operational policies, and operational procedures; iii. how it implements its commitments with and through its business relationships; iv. training that the Organisation provides on implementing the commitments.	a. & b. https://www.downergroup.com/Content/cms/Documents/Board_Policies/Standards-of-Business-Conduct.pdf Downer's website – Governance approach https://www.downergroup.com/sustainability-governance			
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the Organisation identifies it has caused or contributed to; b. describe its approach to identify and address grievances, including the grievance mechanisms that the Organisation has established or participates in; c. describe other processes by which the Organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the Organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.	a. Downer's website – Governance approach https://www.downergroup.com/sustainability-governance			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	a. describe the mechanisms for individuals to: i. seek advice on implementing the Organisation's policies and practices for responsible business conduct; ii. raise concerns about the Organisation's business conduct.	a. Downer's website – Governance approach https://www.downergroup.com/sustainability-governance Our Voice service: https://www.downergroup.com/report-a-concern#:~:text=Our%20Voice%20is%20an%20independent,any%20actual%20or%20suspected%20misconduct			
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.	a. - d. Significant instances of non-compliance are split into the relevant material sections in the following sections: - Governance tab of Downer's 2024 Sustainability data pack - Environment and Climate Change tab of Downer's 2024 Sustainability data pack - Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack			
GRI 2: General Disclosures 2021	2-28 Membership of associations	a. report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.	a. Downer's Sustainability Report FY24 – Relationships section, partnering for sustainable development – page 57			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
General Disclosures						
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the Organisation seeks to ensure meaningful engagement with stakeholders.	a. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships			
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the Organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other Organisations.	a. See People tab in Downer's 2024 Sustainability data pack – Employees covered by collective bargaining agreement table			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritised the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics.	a. & b. Downer's Sustainability Report 2024 – Sustainability Snapshot – pages 6-7			
	3-2 List of material topics	a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	a. & b. Downer's Sustainability Report 2024 – Sustainability Snapshot – pages 6-7			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Please refer to each material topics approach			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Economic Performance						
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the Organisation's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance. Compilation requirements 2.1 When compiling the information specified in Disclosure 201-1, the reporting Organisation shall, if applicable, compile the EVG&D from data in the Organisation's audited financial or profit and loss (P&L) statement, or its internally audited management accounts.	a. i. & ii. Governance tab of Downer's 2024 Sustainability Data pack – Financial performance table and Downer's Annual Report 2024 – Consolidated statement of profit or loss and other comprehensive income table – page 82 b. Downer's Annual Report 2024 – Business performance – pages 94-111			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including: i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity.	a. Downer's Sustainability Report 2024 – pages 21-25			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Economic Performance						
GRI 201: Economic Performance 2016 <i>continued</i>	201-2 Financial implications and other risks and opportunities due to climate change <i>continued</i>	Compilation requirements 2.2 When compiling the information specified in Disclosure 201-2, if the reporting Organisation does not have a system in place to calculate the financial implications or costs, or to make revenue projections, it shall report its plans and timeline to develop the necessary systems.				
GRI 201: Economic Performance 2016	202-3 Defined benefit plan obligations and other retirement plans	a. If the plan's liabilities are met by the Organisation's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact	a. Downer's Annual Report 2024 – D. Employee benefits – page 131			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Economic Performance						
GRI 201: Economic Performance 2016	202-4 Financial assistance received from government	a. Total monetary value of financial assistance received by the Organisation from any government during the reporting period, including: i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. awards; v. royalty holidays; vi. financial assistance from Export Credit Agencies (ECAs); vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country. c. Whether, and the extent to which, any government is present in the shareholding structure. Compilation requirements 2.5 When compiling the information specified in Disclosure 201-4, the reporting Organisation shall identify the monetary value of financial assistance received from government through consistent application of generally accepted accounting principles.	a. Downer's Annual Report FY24 – B2. Revenue: Government grants – page 97 c. Downer's Annual Report FY24 – Substantial shareholders table – page 195	b.	This information is not available	Whilst this information has a footnote noting some of the subsidy schemes applicable by country, the total monetary value is not split into country. We are working to improve our disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Indirect Economic Impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Within relevant sections of the Sustainability Report			
GRI 203: Indirect Economic Impacts 2016	Topic management disclosures	The reporting Organisation should: 1.2 describe work undertaken to understand indirect economic impacts at the national, regional, or local level; 1.2.1 explain whether it conducted a community needs assessment to determine the need for infrastructure and other services, and describe the results of the assessment.	See Omissions	203	The information is unavailable.	The information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating project-level information into our approach by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission	Explanation
Indirect Economic Impacts							
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	See Omissions	203-1	The information is unavailable.	The information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating project-level information into our approach by FY26.	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	a. Examples of significant identified indirect economic impacts of the Organisation, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	See Omissions	203-2	The information is unavailable.	The information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating project-level information into our approach by FY26.	

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Procurement Practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 – pages 15, 63			
GRI 204: Procurement Practices 2017	204-1 Proportion of spending on local suppliers	a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The Organisation's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.	a. – c. See Relationships tab of this data pack – Supplier Profile table			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – d. Sustainability Report 2024 – Business ethics – page 10 a. – f. Downer's website – Governance approach https://www.downergroup.com/sustainability-governance			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Anti-corruption						
GRI 205: Anti-corruption 2016	12 Topic management disclosures	The reporting Organisation should disclose the following information: 12.1 The Organisation's risk assessment procedures for corruption, including the criteria used in the risk assessment, such as location, activity, and sector; 12.2 How the Organisation identifies and manages conflicts of interest that employees or persons linked to the Organisation's activities, products, or services may have. Conflicts of interest for the highest governance body are covered in Disclosure 2-15 of GRI 2: General Disclosures 2021; 12.3 How the Organisation ensures that charitable donations and sponsorships (financial and in-kind) that are made to other Organisations are not used as a disguised form of bribery. Recipients of charitable donations and sponsorships (financial and in-kind) can include not-for-profit Organisations, religious Organisations, private Organisations, and events; 12.4 The extent to which communication and training on anti-corruption is tailored to those governance body members, employees, business partners, and other persons that have been identified as having a high risk of incidents of corruption; 12.5 At which stage the training on anti-corruption for governance body members, employees, business partners and other persons that have been identified as having a high risk of incidents of corruption is provided (e.g., when new employees join the Organisation or when relationships with new business partners are established); and the frequency of the training (e.g., annually or biannually); 12.6 Whether the Organisation participates in collective action to combat corruption, including: 12.6.1 the strategy for the collective action activities; 12.6.2 a list of the collective action initiatives in which the Organisation participates; 12.6.3 a description of the main commitments of these initiatives.	12.1. – 12.5. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance	12.6.	The information is unavailable.	While Downer takes anti-bribery and corruption seriously, we do not participate in collective action to combat corruption. We will consider participating in collective action against corruption in future reporting periods and disclose this as appropriate.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Anti-corruption						
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment	See Omissions	205-1 a. – b.	The information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported. We are working to improve our disclosures in this area by FY26.
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	a. Total number and percentage of governance body members that the Organisation's anti-corruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the Organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the Organisation's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the Organisation's anti-corruption policies and procedures have been communicated to any other persons or Organisations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	a. & b. Downer's Sustainability Report 2024– Business ethics training – page 10 c. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance	205-2 d. & e.	The information is unavailable.	This is unavailable as the required information needs quality improvements for it to be reported. We do not have total numbers or breakdown via type of business partner and region at this time. We are working to improve our disclosures in this area by FY26.
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the Organisation or its employees during the reporting period and the outcomes of such cases.	d. Governance tab of this data pack – Business ethics table and Downer's Sustainability Report 2024 – page 10	a. – c.	The information is confidential.	Based on sensitivity of this information, this information is not disclosed due to confidentiality constraints.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Anti-competitive Behaviour						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. f. Downer's website – Governance approach https://www.downergroup.com/sustainability-governance https://www.downergroup.com/governance-ethics-and-compliance Downer's Sustainability Report 2024 – page 10			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the Organisation has been identified as a participant. b. Main outcomes of completed legal actions, including any decisions or judgements.	a. Downer's Sustainability Report 2024 and Governance tab of this data pack – Standards of Business Conduct Breaches table b. Sustainability Report 2024 – Governance section – pages 10-11			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Downer's website – Governance approach https://www.downergroup.com/sustainability-governance Downer's Annual Report 2024 – pages 107-108			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Tax						
GRI 207: Tax 2019	207-1 Approach to tax	a. description of the approach to tax, including: i. whether the Organisation has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the Organisation that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance; iv. how the approach to tax is linked to the business and sustainable development strategies of the Organisation.	Downer's website - Governance approach https://www.downergroup.com/sustainability-governance Downer's Annual Report 2024 – pages 107-108			
GRI 207: Tax 2019	207-2 Tax governance, control, and risk management	a. A description of the tax governance and control framework, including: i. the governance body or executive-level position within the Organisation accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the Organisation; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated. b. A description of the mechanisms to raise concerns about the Organisation's business conduct and the Organisation's integrity in relation to tax. c. A description of the assurance process for disclosures on tax including, if applicable, a link or reference to the external assurance report(s) or assurance statement(s).	Downer's website - Governance approach https://www.downergroup.com/sustainability-governance Downer's Annual Report 2024 – pages 107-108			
GRI 207: Tax 2019	207-3 Stakeholder engagement and management of concerns related to tax	A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including: i. the approach to engagement with tax authorities; ii. the approach to public policy advocacy on tax; iii. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders.	Downer's website - Governance approach https://www.downergroup.com/sustainability-governance Downer's Annual Report 2024 – pages 107-108			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Tax						
GRI 207: Tax 2019	207-4 Country-by-country reporting	a. All tax jurisdictions where the entities included in the Organisation's audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes. b. For each tax jurisdiction reported in Disclosure 207-4 a: i. Names of the resident entities; ii. Primary activities of the Organisation; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. c. The time period covered by the information reported in Disclosure 207-4. Compilation Requirements 21 When compiling the information specified in Disclosure 207-4, the reporting Organisation shall report information for the time period covered by the most recent audited consolidated financial statements or financial information filed on public record. If information is not available for this time period, the Organisation may report information for the time period covered by the audited consolidated financial statements, or the financial information filed on public record, immediately preceding the most recent ones.	Downer's website - Governance approach https://www.downergroup.com/sustainability-governance Downer's Annual Report 2024 – pages 107-109			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Tax						
GRI 207: Tax 2019 <i>continued</i>	207-4 Country-by-country reporting <i>continued</i>	Compilation Requirements continued 2.2 When compiling the information specified in Disclosure 207-4-b, the reporting Organisation shall: 2.2.1 reconcile the data reported for Disclosures 207-4-b-iv, vi, vii, and viii with the data stated in its audited consolidated financial statements, or the financial information filed on public record, for the time period reported in Disclosure 207-4-c. Where the data reported does not reconcile with the audited consolidated financial statements, or the financial information filed on public record, the Organisation shall provide an explanation for this difference; 2.2.2 for Disclosure 207-4-b-ix, include corporate income tax accrued in the time period reported in Disclosure 207-4-c and exclude deferred corporate income tax and provisions for uncertain tax positions; 2.2.3 in cases where an entity is deemed not to be resident in any tax jurisdiction, provide the information for this stateless entity separately.	Downer's Annual Report 2024 – pages 107-109			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Customer Privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-q) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website - Governance approach https://www.downergroup.com/sustainability-governance Downer's Sustainability Report FY24 – page 13			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Customer Privacy						
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorised by: i. complaints received from outside parties and substantiated by the Organisation; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. If the Organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient. Compilation requirements When compiling the information specified in Disclosure 418.1, the reporting Organisation shall indicate if a substantial number of these breaches relate to events in preceding years.	See Omissions	418-1	The information is confidential.	Based on sensitivity of this information, this information is not disclosed due to confidentiality constraints.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Environment approach https://www.downergroup.com/environment and Sustainability Report FY24 – Climate Change and Environment – page 16			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Energy						
GRI 302: Energy 2016	302-1 Energy consumption within the Organisation	a. Total fuel consumption within the Organisation from non-renewable sources, in Joules or multiples, and including fuel types used. b. Total fuel consumption within the Organisation from renewable sources, in Joules or multiples, and including fuel types used. c. In Joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In Joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the Organisation, in Joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	a. & b. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Energy consumption table c. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Energy consumption table Note: c. i. Heating consumption is split into the differing sources i.e. diesel, natural gas e. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Energy consumption table Heating consumption is split into the differing sources f. & g. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Energy consumption table footnotes	c. iii & c. iv. d.	This information is not applicable to Downer's operations. c. iii & c. iv. Steam and cooling is not used in our organisation in the reporting period. d. Downer does not sell energy sources.	
		Compilation requirements 2.1 When compiling the information specified in Disclosure 302-1, the reporting Organisation shall: 2.1.1 avoid the double-counting of fuel consumption, when reporting self-generated energy consumption. If the Organisation generates electricity from a non-renewable or renewable fuel source and then consumes the generated electricity, the energy consumption shall be counted once under fuel consumption; 2.1.2 report fuel consumption separately for non-renewable and renewable fuel sources; 2.1.3 only report energy consumed by entities owned or controlled by the Organisation;				

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Energy						
GRI 302: Energy 2016 <i>continued</i>	302-1 Energy consumption within the Organisation <i>continued</i>	Compilation Requirements continued 2.1.4 calculate the total energy consumption within the Organisation in Joules or multiples using the following formula: Total energy consumption within the Organisation = Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity, heating, cooling, and steam, which are not consumed (see clause 2.1.1) – Electricity, heating, cooling, and steam sold.				
	302-2 Energy consumption outside of the Organisation	a. Energy consumption outside of the Organisation, in Joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used. Compilation requirements When compiling the information specified in Disclosure 302-2, the reporting Organisation shall exclude energy consumption reported in Disclosure 302-1.	a. – c. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Scope 3 table			
GRI 302: Energy 2016	302-3 Energy intensity	a. Energy intensity ratio for the Organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the Organisation, outside of it, or both. Compilation requirements 2.5.1 calculate the ratio by dividing the absolute energy consumption (the numerator) by the Organisation-specific metric (the denominator); 2.5.1 if reporting an intensity ratio both for the energy consumed within the Organisation and outside of it, report these intensity ratios separately.	a. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – GHG Emissions table b. – d. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – GHG Emissions table footnotes			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Energy						
GRI 302: Energy 2016	302-4 Reduction of energy consumption	The reporting Organisation shall report the following information: a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions: whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used. Compilation requirements 2.71 exclude reductions resulting from reduced production capacity or outsourcing; 2.72 describe whether energy reduction is estimated, modelled, or sourced from direct measurements. If estimation or modelling is used, the Organisation shall disclose the methods used.	See Omissions	302-4	The information is unavailable.	Reductions are measured at the project and Business Unit level on an ad hoc basis and the information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating this information into our approach by FY26.
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.	See Omissions	302-5	The information is unavailable.	Reductions are measured at the product and Business Unit level on an ad hoc basis and the information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating this information into our approach by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Downer's website - Environment approach https://www.downergroup.com/environment and https://www.downergroup.com/environment - Sustainability Report FY24 - Climate Change and Environment section - pages 16, 25-26, 28,30			
GRI 305: Emissions 2016	1. Topic management disclosures	11 The reporting Organisation shall report how it manages emissions using Disclosure 3-3 in GRI 3; Material Topics 2021. 12 When reporting on GHG emissions targets, the reporting Organisation shall explain whether offsets were used to meet the targets, including the type, amount, criteria or scheme of which the offsets are part.	11-12. Downer's website - Environment approach https://www.downergroup.com/environment and https://www.downergroup.com/environment - Sustainability Report FY24 - Climate Change and Environment section - pages 16, 25-26, 28,30			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Emissions						
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	a. Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent. b. Gases included in the calculation: whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tonnes of CO₂ equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. – g. Downer's website - Environment approach https://www.downergroup.com/environment. Sustainability Report FY24 – Climate Change and Environment section - page 31 and Climate Change and Environment tab of this data pack - GHG Emissions table, Climate Change and Environment tab of this data pack - GHG Emissions table footnotes Downer's 2024 Sustainability Report Basis of Preparation - pages 7-21			
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO₂ equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tonnes of CO₂ equivalent. c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	a. – f. Downer's website - Environment approach https://www.downergroup.com/environment. Sustainability Report 2024 – Environment and climate change section - page 31 and Environment and Climate Change tab of this data pack - GHG Emissions table, Environment and Climate Change tab of this data pack - GHG Emissions table footnotes			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Emissions						
GRI 305: Emissions 2016 continued	305-2 Energy indirect (Scope 2) GHG emissions continued	e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.				
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tonnes of CO₂ equivalent. b. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tonnes of CO₂ equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. – g. Climate change and Environment tab of Downer's 2024 Sustainability data pack – Scope 3 table, Sustainability Report 2024 – Environment and climate change section – page 31			
GRI 305: Emissions 2016	305-4 GHG emissions intensity	a. GHG emissions intensity ratio for the Organisation. b. Organisation-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). a. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.	a. – g. Climate Change and Environment tab of Downer's 2024 Sustainability data pack – Scope 3 table, Sustainability Report 2024 – Environment and climate change section – page 31			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Emissions						
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tonnes of CO ₂ equivalent.	See Omissions	305-5	The information is unavailable.	Reductions are measured at the project and Business Unit level on an ad hoc basis and the information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating this information into our approach by FY26.
		b. Gases included in the calculation: whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all.				
		c. Base year or baseline, including the rationale for choosing it.				
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	d. Scopes in which reductions took place; whether direct (Scope 1), energy/indirect (Scope 2), and/or other indirect (Scope 3).	See Omissions	305-6	This is not applicable to Downer's operations.	Downer does not produce, import or export ozone depleting substances in its operations.
		e. Standards, methodologies, assumptions, and/or calculation tools used.				
		a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent.				
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	b. Substances included in the calculation.	See Omissions	305-7	The information is unavailable.	This information is measured and reported at the project and asset level and is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating this information into our approach by FY26.
		c. Source of the emission factors used.				
		d. Standards, methodologies, assumptions, and/or calculation tools used.				
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOx ii. SOx iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations	See Omissions	305-7	The information is unavailable.	This information is measured and reported at the project and asset level and is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating this information into our approach by FY26.
		b. Source of the emission factors used.				
		c. Standards, methodologies, assumptions, and/or calculation tools used.				

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;	a. – f. Downer's website – Health and Safety approach - https://www.downergroup.com/safety-health-and-wellbeing and Sustainability Report 2024 – Safety, Health and Wellbeing section – page 37			
		b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;				
		c. describe its policies or commitments regarding the material topic;				
GRI 3: Material Topics 2021	3-3 Management of material topics	d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts;				
		e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress;				
		iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures;				
GRI 3: Material Topics 2021	3-3 Management of material topics	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).				

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Occupational Health and Safety						
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. A statement of whether an occupational health and safety management system has been implemented, including whether: i. the system has been implemented because of legal requirements and, if so, a list of the requirements; ii. the system has been implemented based on recognised risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.	a. – b. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section – page 37			
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimise risks, including: i. how the Organisation ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals.	a. – d. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section – pages 37-40			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Occupational Health and Safety						
GRI 403: Occupational Health and Safety 2018 <i>continued</i>	403-2 Hazard identification, risk assessment, and incident investigation <i>continued</i>	c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.				
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimisation of risks, and an explanation of how the Organisation ensures the quality of these services and facilitates workers' access to them.	a. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section pages 37-39			
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, and consultation, and communication on occupational health and safety	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	a. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section pages 37-39			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Occupational Health and Safety						
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	a. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section – pages 40-42			
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	The reporting Organisation shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the Organisation: a. An explanation of how the Organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the Organisation facilitates workers' access to these services and programs.	a. – b. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing-and-sustainability-report-2024 – Safety, Health and Wellbeing section – pages 41-43			
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	a. A description of the Organisation's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products, or services by its business relationships, and the related hazards and risks.	a. Downer's website – Health and Safety approach https://www.downergroup.com/2023sustainabilityreport-healthandsafety and Sustainability Report 2024 – Safety, Health and Wellbeing section – page 37			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Occupational Health and Safety						
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	a. If the Organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the Organisation, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the Organisation, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the Organisation, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies and assumptions used.	a. – c. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing *Partial disclosure – our Health and Safety management systems apply to all relevant Downer employees and subcontractors however we do not have total numbers or a breakdown of this data.			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission	Explanation
Occupational Health and Safety							
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work- related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the Organisation: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work- related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimise risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies and assumptions used.	a. i. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Fatalities table a. ii. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Critical Risk Activity table a. iii. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Total recordable injury frequency rate table a. v. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Lost time injury frequency rate footnote c. i. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Critical Risk Activity table footnote c. ii. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Critical Risk Activity table c. iii. & d Sustainability Report FY24 – Health and Safety section e. – g. Safety, Health and Wellbeing tab of Downer's 2024 Sustainability data pack – Lost time injury frequency rate footnotes	a. iv. b.	This information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported. We are working to improve our disclosures in this area by FY26.	

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission	Explanation
Occupational Health and Safety							
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the Organisation: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. actions taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls. d. Whether and, if so, why, any workers have been excluded from this disclosure, including the types of worker excluded. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies and assumptions used. Compilation requirements When compiling the information specified in Disclosure 403-10, the reporting Organisation shall include fatalities as a result of work-related ill health in the calculation of the number of cases of recordable work-related ill health.	See Omissions	a. – e.	This information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported. We are working to improve our disclosures in this area by FY26.	

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Customer Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Health and Safety approach https://www.downergroup.com/safety-health-and-wellbeing Downer's Sustainability Report 2024 – page 37			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	See Omissions	416-1	This information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported. We are working to improve our disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Customer Health and Safety						
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the Organisation has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient. Compilation Requirements When compiling the information specified in Disclosure 416-2, the reporting Organisation shall: 2.1.1 exclude incidents of non-compliance in which the Organisation was determined not to be at fault; 2.1.2 exclude incidents of non-compliance related to incidents related to labelling which are reported in Disclosure 417-2 of GRI 417: Marketing and Labelling 2016; 2.1.3 if applicable, identify any incidents of non-compliance that relate to events in periods prior to the reporting period.	See Omissions	416-2	This information is unavailable.	This is unavailable as the required information requires quality improvements for it to be reported. We are working to improve our disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Local Communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a - f. Downer's website - Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 - pages 57-60			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Local Communities						
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	See Omissions	413-1	This information is unavailable.	The information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating project-level information into our approach by FY26.
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations	See Omissions	413-2	This information is unavailable.	The information is not aggregated at the Group level for reporting purposes. We hope to be able to improve our disclosures by integrating project-level information into our approach by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Supplier Environmental Assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 – page 63			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	a. Percentage of new suppliers that were screened using environmental criteria.	See Omissions	308-1	This information is not available	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Supplier Environmental Assessment						
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	See Omissions	308-2	This information is not available	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts;	a. – f. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 – page 63			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Supplier Social Assessment						
GRI 3: Material Topics 2021 <i>continued</i>	3-3 Management of material topics <i>continued</i>	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Downer's website - Relationships approach Downer's Sustainability Report 2024 - page 63			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	a. Percentage of new suppliers that were screened using social criteria.	See Omissions	414-1	This information is not available	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	a. Number of suppliers assessed for social impacts. b. Number of suppliers identified as having significant actual and potential negative social impacts. c. Significant actual and potential negative social impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.	See Omissions	414-2	This information is not available	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Downer's website - Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 - page 45			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	a. People tab of this data pack - Employee new hire table b. People tab of this data pack - Employee turnover table			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Employment						
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	a. Benefits which are standard for full-time employees of the Organisation but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'. Compilation requirements When compiling the information specified in Disclosure 401-2, the reporting Organisation shall exclude in-kind benefits such as provision of sports or child day care facilities, free meals during working time, and similar general employee welfare programs.	a. - b. Downer's website - Relationships approach https://www.downergroup.com/our-approach-to-relationships			
GRI 401: Employment 2016	401-3 Parental leave	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	a. - e. People tab of this data pack - Parental leave table			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Training and Education						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. - f. Downer's website - Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 - page 45			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Training and Education						
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	a. Average hours of training that the Organisation's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	a. i. People tab of this data pack – Training hours table	a. ii.	The information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	a. Downer's Sustainability Report 2024 – People – page 49	b.	The information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	See Omissions	404-3	The information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Diversity and Equal Opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 – pages 45-55			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Diversity and Equal Opportunity						
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	a. Percentage of individuals within the Organisation's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	a. & b. People tab of Downer's 2024 Sustainability data pack			
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	See Omissions	405-2	This information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26. Note, Downer has disclosed this externally as part of Workplace Gender Equality Australia (WGEA) reporting at disaggregated levels of the business. Refer to https://www.downergroup.com/Content/cms/media/WGEA_Gender_Pay_Gap_Statement_2024.pdf for Downer's position on its 2024 WGEA submission.

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Freedom of Association and Collective Bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the Organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the Organisation's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	a. – f. Downer's website – Relationships approach https://www.downergroup.com/our-approach-to-relationships Downer's Sustainability Report 2024 – page 47			

GRI Standard/ Other Source	Disclosure	Requirement	Location	Requirement(s) omitted	Reason	Omission
Freedom of Association and Collective Bargaining						
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the Organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining.	a. ii. Downer's Modern Slavery Statement FY23 – pages 8-13 *Partial disclosure as this does not cover Downer's suppliers	a. i. & b.	The information is unavailable.	The information is unavailable due to constraints in collecting this information. We are working to improve our data collection capacity and disclosures in this area by FY26.



Downer