



RFP Response

## **State Road Network Maintenance Services – North West Region**

Contract No.: 2422 | 21 November 2017





# 1 ATTACHMENT I: TASMANIAN INDUSTRY PARTICIPATION PLAN

The Tasmanian Government has implemented a local benefits test for all procurements with a value of more than \$50 000. The test requires:

- suppliers to provide, as part of their response to procurements, information on the impact on local industry should they be awarded the contract; and
- Government entities to take that information into account in the evaluation process through the inclusion of a specific evaluation criterion.

Agencies are required to provide an executive summary of the Tasmanian Industry Participation Plan (the Plan) to Treasury for publication. The successful Proponent:

- must complete a Plan prior to signing the Conditions of Contract if not submitted with its Proposal; and
- agrees to the publication of an executive summary of its Plan.

The response is to be provided in the Plan template that is included in the RFP and submission of the information is voluntary. However, a Proponent that fails to submit the relevant information in the Plan will be allocated a score of zero against this criterion.

The degree of a Proponent's achievement against this criterion will be based on the information that the Proponent provides in the Plan. The evaluation committee will allocate the score (or scores) to a Proponent for this criterion based on the information submitted in the Plan. In doing so, the evaluation committee will, along with all of the matters identified in the Plan, consider the degree to which the Plan in its totality demonstrates a Proponent's commitment and capability in respect of meeting the requirement stated in Clause 53 of the Conditions of Contract.

The Tasmanian Government is committed to maximising opportunities for local SME<sup>1</sup> businesses to compete for and win Government procurements. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan:

- For all procurements with a value exceeding \$5 million;
- For nominated procurements (at the discretion of the procuring Government entity) greater than \$2 million and up to \$5 million; and
- For private sector projects valued at over \$5 million that receive support, including in-kind support, valued at or greater than \$500 000 from the Government.

This Plan is your opportunity to demonstrate how your Proposal will positively impact on the local industry/economy. You do not need to answer all of the questions below and your Proposal may not necessarily be limited to these issues (which are provided as prompts). You will need to ensure you can verify the information you submit and where possible should provide actual numbers of staff (full-time equivalent)/values of goods and/or services.

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<sup>1</sup> Local SME are Australian and New Zealand businesses employing less than 200 people.

For procurements, the Tasmanian Industry Participation Plan is an essential part of your Proposal and will be used by the procuring entity to evaluate your Proposal. In these circumstances, the Plan will contribute a minimum of 10% of the procurement evaluation. Proponents that fail to submit a Plan will receive a zero score in relation to this criterion.

This template was specifically developed for procurement. Where a Tasmanian Industry Participation Plan is required for a private sector project, the template should be adapted to suit the specific circumstances of the project.

**Procurement details**

<b>Procurement Reference No.</b>	2422
<b>Procurement title</b>	STATE ROAD NETWORK MAINTENANCE SERVICES – NORTH WEST REGION
<b>Name of Responsible Agency/Entity</b>	Department of State Growth

**Supplier details**

<b>Name of supplier</b>	Downer EDI Works Pty Ltd
<b>Contact details for supplier</b>	Marcus Stephens General Manager – Operations (Road Network Management) Mobile: +61 417 705 124 Email: Marcus.Stephens@downergroup.com Level 10, 567 Collins Street Melbourne VIC 3000

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## 1. Executive Summary

Downer will create 27 full time jobs as part of its mobilisation on the State Road Network Maintenance Services - North West Region contract, with Tasmanian's being employed in each of the delivery roles.

Downer will pay these employees \$5.32 million on a per annum basis and \$53.2 million over the 10 year performance period (unindexed).

Downer estimates it will subcontract approximately 54% of work on a revenue basis to local industry which translates into \$8.4 million in spend on an annual basis and \$84.2 million over the 10 year performance period (unindexed).

Downer will create a graduate engineering role, employing a student from the University of Tasmania, a traineeship and a cadetship with each role to be filled by Tasmanians.

Downer will use disadvantaged worker employment agencies, such as Equity Labour Services, to provide services and assist in the creation of employment for disadvantaged workers, with approximately \$750,000 needing to be spent on services they can deliver in the first year of the contract and \$7.5 million over the 10 year performance period.

To up-skill and develop local industry, Downer will assist in key delivery areas such as safety and quality and if they desire, assist them to grow their businesses interstate, leveraging upon Downer's nation-wide business and opportunities.

Downer will not have bias towards any of its supply chain in the subcontracting of works. When procuring works, we will give every opportunity for local industry to participate and contribute to positive network outcomes for North West Tasmania. Downer proposes to develop a procurement strategy seeking DSG feedback upfront to ensure transparency and a level playing field in the procurement process. We will satisfy clause 53 of the Conditions of Contract (Compliance with TIPP).

Our Tasmanian team are local members of the community, as are our contractors and suppliers who have been working in the local community for over 50 years. Whilst we belong to a larger organisational family, our regional and state operations are made up of locals who are proud to be part of improving the road infrastructure for their local communities.

**Downer spent over  
\$40 million on Good  
and Services in  
Tasmania** (FY 2016/17)

**Downer total wages  
spend in Tasmania  
in FY 2016/17 was  
\$28.1 million**

## 2. Local SME industry impact

What is the direct local impact of your business? *Examples: Are you a local SME (how many people do you employ, where is your business located, what is the ownership)? How many people do you employ in Tasmania? Would any new SME jobs be created by the proposed contract – how many?* **Proponent response:**

Downer employs over 190 Tasmanians across the state within two main businesses, Downer Tasmania and VEC.

Downer Tasmania has been operating for over 50 years providing a diverse range of State-wide services to clients. Downer Tasmania employs 49 staff and operates from locations such as Austins Ferry, Flagstaff Gully, Invermay, Mowbray and Copping. The Downer Tasmania business directly employs staff across 5 divisional interests within the state of Tasmania: Maintenance, Construction, Pavement Services, Asphalt 'Manufacturing and Waste Management.

VEC is based in Ulverstone and has over 54 years of experience in design consulting throughout Tasmania. VEC directly employs 142 people within Tasmania with the head office located on the North West Coast in Ulverstone. VEC was founded in Tasmania in 1994 and continues to work closely with the local community. Since Downer purchased VEC in 2014, VEC has employed an additional 90 people in Tasmania, including an additional 40 short term contract roles in North West Tasmania.

Downer understands the critical importance of local employment in North West Tasmania for the benefit of the local economy and community, and to harness local knowledge to deliver better outcomes. To realise these benefits, our local approach to delivering this contract includes:

- Establishing a new contract office at Ulverstone to manage the day to day operations of this contract;
- Establishing a new customer service team to work with the community through a partnership approach to meet community needs;
- Establishing new site depots at Ulverstone and Queenstown, enabling Downer to work with and support local communities and sub-contractors; and
- Subcontracting 54% of the work on a revenue basis to local North West Tasmanian businesses.

We estimate that 27 new full time jobs within Downer would be created for Tasmanians from the award of this contract.

These roles as referenced in Figure 1 on the following page provide a great opportunity for talented Tasmanians to find local work where they can develop their skills. Downer understands the value of developing local talent and will seek to provide work experience for an undergraduate student from the University of Tasmania, during their studies. Downer anticipates that this opportunity will lead to ongoing employment once the successful applicant has graduated.

**Contract C2422  
North West Tasmania**

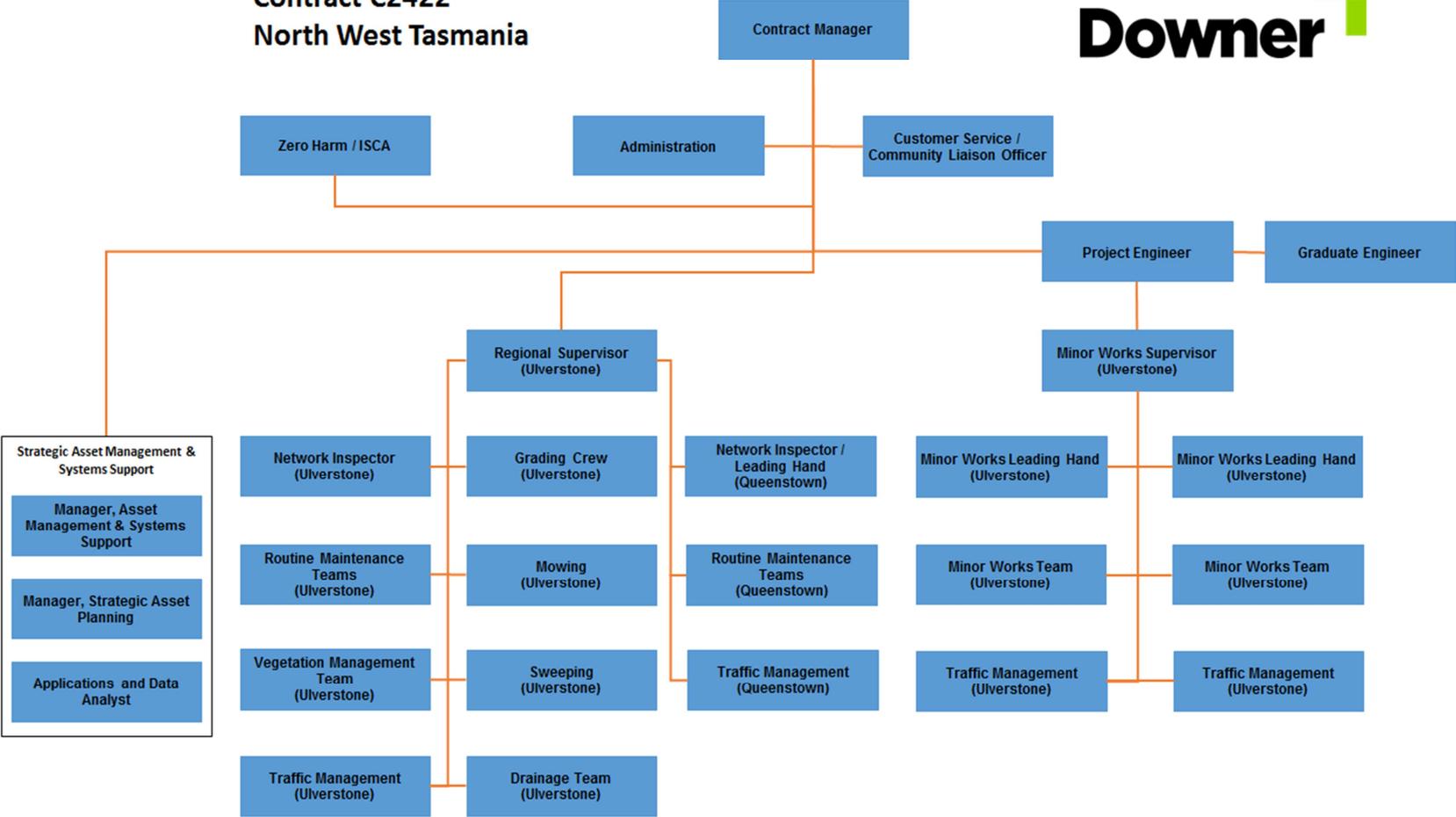


Figure 1: Downer Organisation Chart for State Road Network Maintenance Services – North West Region Contract

### 3. Goods and services to be utilised in the contract

#### **Goods and services to be utilised in the contract**

Identify the goods and/or services you expect to purchase in order to complete the contract and provide the requested information in relation to same, where known. **Proponent response:**

Identified goods or services	Total estimated value across life of contract	Name of supplier anticipated to be used	Labour component as an approximate percentage of total estimate value	If supplier not yet determined, is there a local SME market for same? (Yes / No)
Rock Supply	\$800k	Hazell Bros Group	5-15%	YES
Rock Supply	\$800k	Gaspersic Contracting Pty Ltd	5-15%	YES
Cold mix/Emulsion/ Hot Mix Supply *	\$2.3mil	Downer Tasmania	5-15%	YES
Signs/Posts Supply	\$1.4mil	Deneefe Signs	5-15%	YES
Sweeping and Jetting Services	\$2.87mil	Veolia	50%+	YES
Septic Cleaning Services	\$85k	Kelly Waste	50%+	YES
Mowing and Rest Areas Services*	\$8.3mil	Equity Labour Services (Wise Employment Ltd)	50%+	YES
Line Marking Services	TBC	Supalux Line marking	50%+	YES
Guardrail/ Fencing/ Guideposts Supplier	\$4mil	Geotas P/L	5-15%	YES
Mowing Services*	\$6.5mil	AW Slashing	50%	YES
Miscellaneous	\$400k	Local Supplies	TBD	YES
Workwear	\$80K	Maverick Clothing (Ulverstone)	TBD	YES
First Aid training and employee development training	\$100K	St Johns, A.E.S (Australian Employment Services) (Ulverstone)	TBD	YES
Office Supplies	\$150K	Complete Stationary Office National (Ulverstone)	TBD	YES
Printing	\$25K	Fuji Xerox (Ulverstone)	TBD	YES
IT support, supplies and programs	\$50K	Complete Stationary Office National (Ulverstone)	TBD	YES

\* Downer will likely subcontract these services to the listed supplier. All others Good and services open to tender

As listed in the table above, Downer expects to procure a broad range of goods and services to deliver this contract. For example, due to the size of the North West Tasmanian road network, pavement renewal teams, engineers and minor works crews will be required to spend consecutive days away from their home bases. These crews will utilise short term accommodation and food and beverage services across the region, contributing to the long term sustainability of local economies.

By sourcing goods and services locally, Downer will stimulate flow on economic benefits for North West Tasmania, as shown in the figure below.

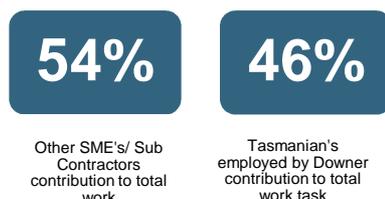


Figure 2: Flow of Financial Benefits into Local Tasmanian Communities

## 4. Opportunity for local SME involvement

Will you source components of your offer from other local SME companies/sub-contractors or is there new work to be undertaken locally as a result of you fulfilling the contract or workers travelling to the local area to undertake the work? How much? **Proponent response:**

Downer will use a combination of Tasmanian SME companies as sub-contractors and newly created Downer teams employing staff from the North West of Tasmanian to deliver the total work based on revenue under this contract. An estimate of work completed by the two groups would be;



### Other SME companies /subcontractors

As referenced in goods and services table earlier in the Tasmanian Industry Participation Plan, Downer Intend to subcontract to local SME's key maintenance services of;

- Mowing – AW slashing/ Equity Labour Services
- Sweeping
- Drainage
- Guard fence maintenance
- Rest area maintenance
- Sign maintenance
- Bridge maintenance

### Work undertaken by new Tasmanian Downer Employees

Downer will create 19 new roles out of a head office/depot at Ulverstone and 8 new roles out of a field office in Queenstown. Downer value employees/teams invested in their local community with detailed local knowledge and diverse backgrounds. We will seek to recruit by advertising locally.

### Locals travelling across the North West of Tasmania

The North West of Tasmania is a large region with the road network requiring minor and periodic maintenance that will require Downer employees to travel and stay overnight to complete road network improvements across several days. While works will be allocated to specific crew that are close to home. Goods and services will be purchased by our Tasmanian teams to complete this work. The table below provides an estimated spend that will directly benefit the local economy.

Identified goods or services	Estimated value across life of the contract	Service Supplier/Supplier
Accommodation	\$550K	Various in North West Tasmania
Café/Foods	\$300K	Various in North West Tasmania

### Market Identification and Engagement

*Detail how you intend to identify and engage with sub-contractors and/or other SMEs in relation to the delivery of the contract including your supply chain, noting that it is a mandatory requirement for 20% of the contract works by value be sub-contracted to entities not connected to your company to ensure that possible high levels of vertical integration by the Head Contractor does not disadvantage local suppliers. Use of existing supply chains, advertising of sub-contracting or supply opportunities, liaison with industry groups, etc.* **Proponent response:**

Downer understands the knowledge sharing advantages to be gained when using local SME resources. We have extensive experience in working with local industry to invest in local communities, improving local skills and safety outcomes.

Downer will look to leverage off local SME knowledge to provide excellent customer service when delivering minor work programs. In particular, Downer will work together with local SME when scheduling works as local SMEs will have insights about how to minimise disruptions to customers.

Downer has already identified and contacted a preliminary list of North West Tasmanian subcontractors to establish proposal costing for this submission. Downer has a good working relationship with the pre-qualified subcontractors contacted, which we have developed from working together on past projects and are ready to go when called upon.

From our preliminary engagement with local industry, we will sub-contract at approximately 54% of works by value to entities not connected to Downer.

Despite Downers existing relationships with subcontractors, prior to contract commencement and shortly after award, we will hold an industry session so that our team and local SMEs can meet. This will initiate regular dialogue with local industry. To ensure we maintain this dialogue, our communication plan involves engaging with local industry. This includes engagement through local industry briefings and advertising whenever there is opportunity to be heavily involved in the delivery of this contract.

**Downer will source subcontractors through an open process that will not disadvantage any local SME.** Downer will tender services out to subcontractors based on being DSG pre-qualified, their location; their ability to meet Downer's stringent safety, environmental, quality standards; and their capacity to deliver the works. Advertising locally and emailing SME's directly who have expressed an interest in previous work task will ensure that all local SME's will have the opportunity to be involved in new parcels of work, above and beyond our established extensive network of local SME's.

### No local SME disadvantage

*Detail the process that you are to undertake to ensure that local SMEs are not to be disadvantaged where competing with other suppliers in the provision of goods or services to be used as part of this contract (ie unpacking of procurements into smaller components so that local SMEs can compete more effectively etc).*

**Proponent response:**

**Downer has no bias towards its own supply chain.** Downer commits to competitive procurement of all required supplies and works. We will run a competitive procurement process with consultation with DSG that is transparent to the suppliers. We will advertise all procurement locally and directly notify our list of sub-contractors. In this way, Downer will ensure that vertical integration with our own business and VEC will not disadvantage local suppliers.

Downer understands that an open and competitive process is not sufficient in itself to ensure local SMEs are not disadvantaged in the provisions of goods or services. How works are packaged can also have an effect.

When procuring works, Downer will design works packages that are appropriate in size and scope for local SMEs. They will not be so large that they exceed the capacity of local SMEs or too small so that local SMEs cannot realise the benefits of economies of scale. Nor will they be bundled so as to make the scope out of reach for SMEs.

Downer understands the importance of cash flow to small businesses and for this contract, commits to payment to local SMEs within 30 days end of month for base services. In specific circumstances, Downer will work together with local SMEs to establish alternate payment terms to best meet their cash flow needs.

We will work collaboratively with industry to ensure that all our sub-contractors have the necessary skills and qualifications to undertake services safely and to the performance standards. This will ensure all sub-contractors have the qualifications they need to deliver the services safely and to quality. SMEs will benefit from this through increased capability; local industry will benefit from a more skilled workforce; Downer will benefit from a more competitive market and everyone will benefit from improved safety. In addition, Downer requirements meet the standards expected from any client in Australia. Therefore, by upskilling the local industry in North West Tasmania, we will ensure local SMEs have the skills and accreditations required to expand nationally.

Downer will use industry sessions to confirm or update our current knowledge of local SME's. Understanding the supply chain and its capacity will allow us to appropriately structure packages for local SMEs.

## 5. Broader economic opportunities

Are there any other impacts that your business and/or this specific supply will provide to the local/regional economy? *Examples: Your supply may lead to: new skills being developed locally; trainees/ apprentices being appointed; cross transfer skills to a local SME partner/sub-contractor; your company (if you are not a local SME) setting up an office/employing local staff; scale for you to take your products/services interstate/overseas; local community sponsorship etc.*

Throughout this contract, Downer will have a positive impact upon local communities through the following initiatives.

- **Investment in local SME skill development** - Cross transfer of skills to a local SME partner/sub-contractor.
- **Broadening local SME opportunities** - Working with local SMEs to identify the ability for them to provide their services for other parts of Downer, including other states in Australia. We will actively support their expansion interstate.
- **Local employment** opportunities, career and skillset development
- **Increased local employment** opportunities for disadvantaged people by utilising labour hire company, Equity Labour Services
- **Supporting Women** in Road Maintenance and Construction
- **Downer Investment in Tasmania**
- **SES Sponsorship and Support Initiative**
- Reinvest in Road Safety

### Investment in local SME skill development

Downer has developed long and valued relationships with local SME partners such as ELS and sub-contractors in all geographies through sharing our intellectual property in areas such as

project management, utilising technology to achieve process efficiency and a focus on innovation and safety. Downer understands that our sub-contractors are an extension to our business and we place a high priority on sharing new skills and processes to the benefit of all. We are dedicated to taking the time and providing the opportunities to up-skill local SMEs with whom we or others in the industry may work with again in the future. Downer takes pride in passing on knowledge and skills which will enable the local SMEs to grow and develop within their community.

**Improved Business Processes:**

Downer works alongside our SME suppliers to achieve best project outcomes. Exposure to industry best practice in project management, particularly planning processes and allocation of resources has time and again upskilled SME's.

**Technology and Data driving SME development:**

In a technology and data driven industry, SME partners cannot always adopt or support industry leading software or hardware due to prohibitive costs. Downer's support through sharing technology capability and IT support regularly creates a jump in SME capability leading to productivity gains to the benefit of the project. A number of SME's supporting the North East Maintenance Alliance have benefited from iPad connectivity into and training with Downer's IMS along with access to historical data to increase productivity in managing their maintenance tasks.

**Downer's approach to Zero Harm and quality systems**

*We have always aimed for a high quality of work and safety, but being only a 9 year old business and young ourselves, it's sometimes difficult to come up with new ideas to improve.*

*Since working with NEMA we have learnt a great deal about safety and Improvements to ensure at the end of the day we all can go home to our families.*

*Dwane O'Loughlin (MD, O'Loughlin Excavators) Downer SME supplier in NE Victoria*

**Innovative Safety Approach:** In 2016, Mission Possible - Safe Position is my Mission (Red Zone) safety road show was run nationally by Downer to eliminate People vs Plant Injuries in our business. The Red Zone Solution, (which creates 10 metre "no go" zones for all persons on foot near moving plant.

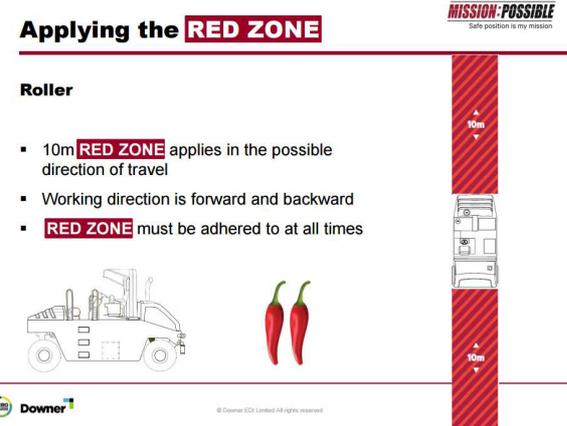
Invited to these events were employees, supply chain partners and clients with a dedicated Mission Possible 1 session run in Hobart in 2016. Our Tasmanian SME suppliers and several sub-contractors attended this session signing a register of attendance.

A similar program was held in 2017 focusing on uncontrolled plant movement.

What has since followed has been a chain reaction of other companies getting on board with the Red Zone and therefore improving workplace safety right across the industry.

As a result of the success of this program, Downer has been given industry awards by the Australian Asphalt Pavement Association and National Safety Council of Australia

Downer will run future Mission Possible or similar events annually in the North West of Tasmania to ensure our SME's servicing the contract are exposed to this and each subsequent



Mission Possible themes. Downer would aim to have a minimum of 75% of SME businesses attend to benefit from the safety forum.

### Broadening Local SME Opportunities

Downer utilise a Workplace Relations Management Plan (WRMP) as part of managing Downer employees and SME's that help to service the contract. Part of the WRMP is to develop SME competencies that can prequalify them e.g. selection, induction, and performance management to work for any Downer business across Australia if they wish to expand their operations interstate.

Downer will facilitate interstate knowledge sharing trips for Tasmanian SME's that express and interest to identify expansion opportunities.

The WRMP also details workforce capability and development, verification of competency, and maintaining training records for both SME's and waged employees. For example; new safety skills/training achieved through industry award winning programs such as Mission Possible 1 and 2 can be referenced by SME's as safety skills above industry standard.

### Local Employment Opportunities, Career and Skillset Development

Downer has introduced a new structure around how we recruit and manage talent internally to determine career pathways. This is developed through a capability framework that will be implemented across recruitment, performance development reviews, development plans and succession planning for the NW road network maintenance contract.

This will improve our ability to address employment requirements, attract and retain talent and develop our existing talent.

Downer's employment capability framework enables our business to expand internal opportunities for employee development; overcome the perception of limited career opportunities; build structure to determine the best course of site based training; and support local management to look for and support employee talents and development needs.

### Bringing back Highly Skilled Tasmanians

Downer always looks for opportunities for our

own experienced personal to bring back the knowledge, talent and experience they have gained throughout their careers to their local communities. For this Contract, Downer

welcomes the opportunity for Dwayne Williams to be the Contract Manager. Dwayne is a local Tasmanian and is keen to realise this opportunity to use his specialised skills to deliver outcomes to his home region of North West Tasmania.

### Upskilling the workforce - Downer Employee Training

Downer understands the growth of a company cannot occur without the growth of its employees. For this reason, a great deal of emphasis has been placed on providing opportunities for local employees to acquire skills. Last financial year, Downer funded local providers to deliver training in, first aid, traffic control, white card and other critical skills required

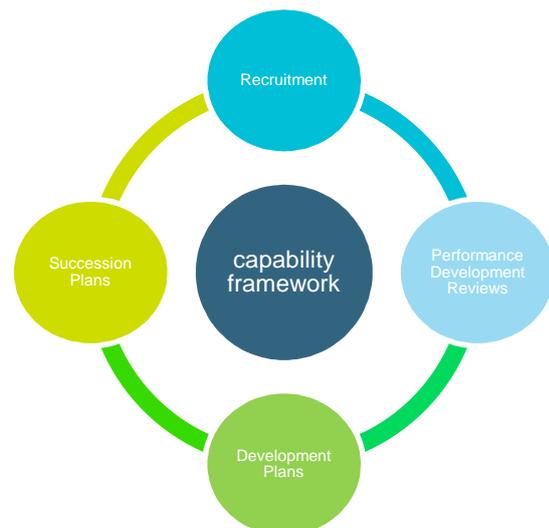


Figure 3: Downer's Employment Capability Framework

to safely work in a traffic environment. Local service providers will benefit from delivering some of these services.

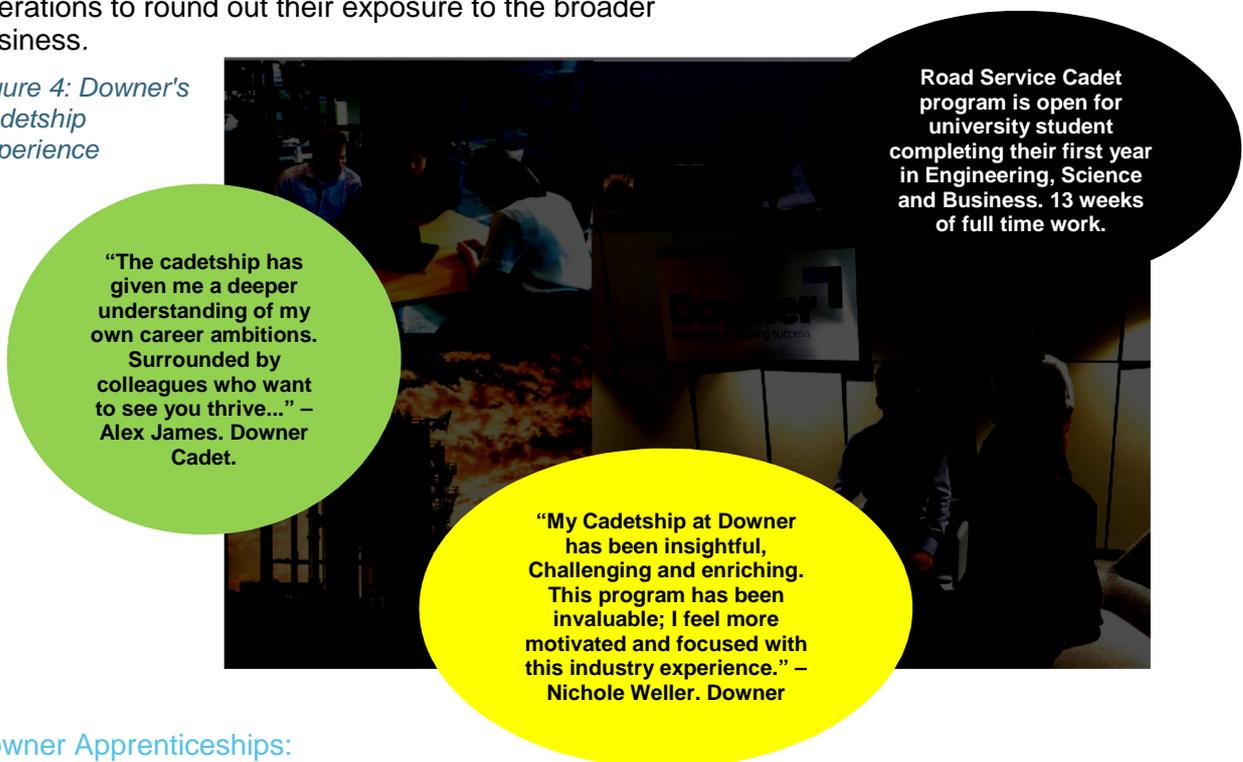
The Roads Services business within Downer currently has over 100 employees who are currently being upskilled through an apprenticeship and traineeship. Downer also provides a catalogue of internal courses focusing on Project Management and Leadership skills.

This brings with it a strong work culture where employees and Downer management work are focused on their development and success.

#### Downer Cadetships:

Downer is committed to developing young Tasmanian talent and providing financial and work based experience across multiple divisions and working environments to fast track them into the Roads and construction industry. Tasmanian students who enter the Downer Cadet program will spend time within Tasmania with the VEC business focusing on bridge and road construction, gain exposure to asphalt manufacturing with Downer Tasmania in Hobart, support operations for the Road Network Maintenance team in NW Tasmania and spend time in the Victorian operations to round out their exposure to the broader business.

Figure 4: Downer's Cadetship Experience



**“The cadetship has given me a deeper understanding of my own career ambitions. Surrounded by colleagues who want to see you thrive...” – Alex James. Downer Cadet.**

**“My Cadetship at Downer has been insightful, Challenging and enriching. This program has been invaluable; I feel more motivated and focused with this industry experience.” – Nichole Weller. Downer**

**Road Service Cadet program is open for university student completing their first year in Engineering, Science and Business. 13 weeks of full time work.**

#### Downer Apprenticeships:

An established recruitment pathway that Downer will look to utilise is apprenticeships. Downer has employed 13 apprentices in Tasmania since October 2014 and will look to employ more Tasmanians in 2014.

#### Employment Opportunities for Under Represented Groups

Equity Labour Services (ELS) is a social enterprise that provides commercial labour hire services for vegetation management, cleaning and large scale mowing/slashing, landscaping and general maintenance. Established in 1999, ELS commenced operations in Ulverstone, North West Tasmania and has since extended its services across all regions of the state.

ELS train and find work for people who face barriers to gaining and retaining employment. Downer and ELS have developed a strong relationship across previous contracts in Tasmania. Downer sees ELS as a trusted supplier and will support them to not only get the job done in a

timely, efficient and professional manner, but to also make a real difference in the community. ELS look forward to the opportunity of working together with Downer in NW Tasmania.

### Downer Support of Employment Diversity

Downer is committed to ensuring we have a diverse and inclusive workforce which fulfils our employees', customers' and shareholders' expectations, while building a sustainable future for our business. Downer has a Diversity and Inclusiveness Policy, which captures this commitment and has a variety of commitments, some of which are listed below to ensure a more diverse workforce.

At Downer, we recognise that we can best service the diverse group of road users by having a diverse workforce at all levels of the business. In practice, this means we implement innovative recruitment practices to increase the number of women and indigenous Australians working as part of our organisation. Downer Infrastructure Services has set aggressive targets to have 20% female employees, 12% female managers and 3% Aboriginal & Torres Strait Islander employees by 2020. Experience in setting bold measures coupled innovative recruitment practices and sponsorships of organisations that encourage women once they enter the workforce have shown that we can make a real difference.

### Supporting Women in Road Maintenance and Construction

To increase the number of women employed in Downer crews, we will specifically market our recruitment processes to women. We will design our job advertisements to appeal by explicitly stating personality characteristics required that are traditionally valued by women. For example, a road traffic management position would be advertised as requiring someone to "look out for the safety of others" and "interact with the public". In our advertisements we will clearly outline the training we provide to encourage applications from people who have not traditionally worked in the road maintenance field.

## Downer's Ongoing Investment on Tasmania

In 2016 Downer invested over \$4 million in the redevelopment of the Flag Staff Gully Asphalt plant in Tasmania. Downer is committed to a long term future in Tasmania and looks to grow local employment opportunities on the back of future investment

*"We welcome Downer's intention to continue investing in Tasmania, as it reflects the growth in business confidence under this Government," said Hon Rene Hidding MP, Tasmanian Minister for Infrastructure.*

*"The redevelopment of their Flagstaff Gully asphalt plant will require up to 25 local contractors and, once complete, will be run by a team of five employees and support an asphalt laying crew of 10 Tasmanians."*

Downer has and will continue to invest in Tasmania.

## Sponsorship Local SES Support Initiative

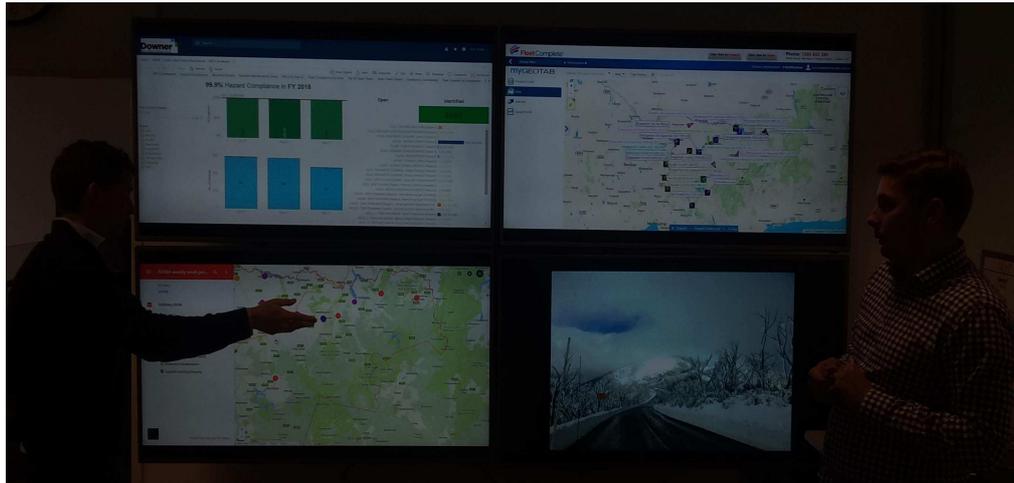
Downer, as part of our broader proposal submission, is looking to support the SES network in North West Tasmania by offering to become an extension to the SES. In the time of greatest community need Downer intends to support the SES by the following initiatives.

- Expand SES capability by providing manpower to support the overall task and work to keep road networks open;
- Provide SES with access to utilise Downer's planned operations centre in Ulverstone and technology capabilities including the multi-screen Network Display (example below).
- Improve response times to emergency events and coordinate Downer and SES crew movements in response to a large scale emergency through GPS tracking and real time updates.
- Draw on Downer's experience in supporting the community through a significant emergency event. In 2013 the Downer Team worked tirelessly to support Tasmanian Emergency Services and cut fire breaks during the Dunalley Bush Fires. (Tasman Peninsula 2013).



Figure 5: Bicheno (East coast) and Forcett Fires (Tasman Peninsula) 2013

- Host community events, celebrating SES work.
- Contribute to retrofit SES vehicles without geo-tracking capabilities.
- Build skills, knowledge and capability within the SES, the benefits of which will be ongoing, long after the contract.



*Figure 6: Downer Team members assessing the status of Road Network Operations (VicRoads/ Downer NEMA 2017)*

### Reinvest in Community Safety

As part of Downer’s alternate offering to DSG, Downer will work collaboratively with DSG to achieve its goals of improving safety on the road network. Downer understands that the Tasmanian community strongly supports road infrastructure treatments such as audible edge line markings and sealed road shoulders to reduce the risk and seriousness of head-on and run-on-road crashes. Downer will work with DSG, key stakeholders and the community to identify high priority locations to deliver these improvements with cost savings from the proposed accelerated works program and reinvestment of the performance bonus. A greater level of detail regarding this reinvestment opportunity is outlined within the Management Approach.

### Supporting Local Community Events

North West Tasmania hosts several fast growing and iconic events across each and every year. To support the community and Tasmania’s brand Downer will commit to programming and performing work in advance of the event to ensure the network is in best condition prior to key events.

In consultation with DSG and local North West Tasmanian event organisers, Downer will create a calendar of critical event dates to be built into our yearly works program.

An example of key events and Downer's commitment is outlined below.

Event	Commitment prior to event
<b>Targa Tasmania</b>	This Iconic Road Race will require special advanced works programmed to ensure the network is in best possible condition for the race in February.
<b>Peaks Challenge</b>	This 235 km riding event that runs in November each year offers cyclists the unique opportunity to ride from Cradle Mountain to Davenport and back. To ensure the event is run as smoothly as possible, Downer will increase inspections prior to the event to identify and repair dangerous potholes before the event.
<b>Burnie Ten</b>	Between 3000 - 5000 participants tackle the Burnie Ten along the Emu Bay in October every year. Downer commits to street sweeping the course just prior to the event and ensuring a clean and safe road environment for the competitors

**Note:** Where determined appropriate by the procuring entity, the supplier's obligations under this Plan are to be captured in the contract and monitored as part of the contract performance.

**Completed and endorsed (Proponent)**

Marcus Stephens

General Manager – Operations (RNM)

Downer EDI Works Pty Ltd.



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21/11/2017