

THE CONDUIT

2019



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WELCOME

Welcome to our final edition of the Conduit for 2019 and the last one before we start the new decade. Our first edition of the Conduit was five years ago in May 2014 and back then we talked about the wiring we completed for the Primo Smallgoods factory in Wacol, had recently finished work for the Ipswich Motorway upgrade, were just awarded the BAC FM contract, and talked about the focus on digital signage as the way of the future. We had 350 people (now over 600) and our team worked around $\frac{1}{2}$ million hours annually (now over 1 million).

While a lot has changed since then, one thing has not changed, and that is our passion for delivering great outcomes for our clients. In this edition, we feature the ongoing work we are doing in the education sector with a new State High School at Mango Hill and electrical upgrade at the University of Queensland Gatton Campus. Our Media & Signage team have been partnering with AOSCo and Stockland to take digital billboards to the next level and the Asset Services team has been re-awarded the facilities maintenance contract with Brisbane Airport Corporation.

On the people front, we have worked with our team in improving mental wellness and resilience through our Be BETA program. We were fortunate to have one of our own (Jason Hope) share his amazing story with our team and hope you get something out of his message as well.

As we head into the festive season and look towards 2020 and the new decade, thank you once again for choosing CV. All the best for the Christmas break and best wishes for a great 2020.

Andrew McMaster
Executive Director

Ed Phelan
Executive Director

MANGO HILL STATE HIGH SCHOOL

ELECTRICAL CONSTRUCTION

The suburb of Mango Hill, north of Brisbane, is welcoming a brand new high school. With local schools already reaching capacity, Mango Hill State High School will be a welcome addition to the growing region.

Mango Hill SHS is being constructed as part of the Queensland Government Department of Education's Building Future Schools (BFS) program. The BFS Fund has dedicated \$1.3 billion to delivering expansions to existing schools and constructing new schools to service regions with the most demand. As well as the ability to cater to more students, the scheme will generate 1,500 jobs over five years.

The North Lakes and Mango Hill area is one of the fastest growing regions in Queensland, with its population growing by an average of 2,000 people each year since 2006. This rapid population growth is predicted to continue and reach 45,000 people by 2036. With the region's student numbers increasing as the population grows, the Mango Hill SHS capacity of 1,700 students will take the pressure off other local schools.

Located on Kinsellas Road East, the new high school is being built on a 14.1 hectare site. The facility will include a number of one to three storey buildings catering to different sections of the campus, including separate learning areas for Junior and Senior students. The school will include an administration building, junior general learning areas, central covered lunch area and canteen, as well as dedicated learning centres including information services, sports, and science with junior applied technology and hospitality facilities.



Looking forward, the future stages of the school's development will include a range of other centres including junior applied technology, food and hospitality, art and design, senior general learning, and performing arts, music and multimedia.

CV is proud to work closely with FKG to deliver Mango Hill State High School's electrical works. With up to 50 team members working on site during the project, CV is delivering the electrical package, audio visual package, security package, communications package and solar. This includes works on eight separate buildings plus out buildings, car park lighting, external boundary lighting to Kinsellas Road East and Richard Road, and the installation of a 99kW roof mounted solar system.

With the project undergoing its finishing touches before its completion mid-December, the new Mango Hill State High School will be ready for its first students in Term 1 2020.





UQ GATTON INFRASTRUCTURE SERVICES

The University of Queensland (UQ)'s Gatton campus is located in the Lockyer Valley, 87km outside of Brisbane. Its rural location enables UQ to house on campus research facilities in agriculture, animals, veterinary science and the environment. Already home to the Gatton Solar Research Facility, the largest photovoltaic (PV) research facility in the southern hemisphere, UQ is committed to introducing even more sustainable practices to the Gatton campus.

Energy management is a key area of focus for UQ. A large quantity of energy is required to support the more than 700 buildings, 25,000 computers, and 40,000 staff and students that make up UQ, with electricity consumption responsible for more than 90% of their carbon emissions.

UQ is committed to reducing energy consumption through a number of projects and initiatives, including on-campus renewable energy. To increase UQ Gatton's capacity for renewable energy, the campus is progressing an infrastructure upgrade project which will be completed over four stages.



CV worked alongside McNab Constructions to deliver Stage 1 which encompassed the upgrade of the Energex grid electrical connection to the campus. The existing 11kV primary electrical supply from Warrego Highway was upgraded to 33kV, which involved the development of a UQ-owned 33/11kV substation adjacent to the existing 11kV substation as the heart of a new central energy plant.

With renewable energy already at capacity through the previous 11kV electrical connection, the upgrade to a 33kV connection will support the predicted increase of the campus' electrical load and renewable energy generation over the next few years. This upgrade will support further development of the campus including new buildings and further increases in renewable energy, enabling the vision for UQ Gatton to become an energy neutral campus.

The UQ Gatton infrastructure upgrade project included:

Electrical demolition and enabling works:

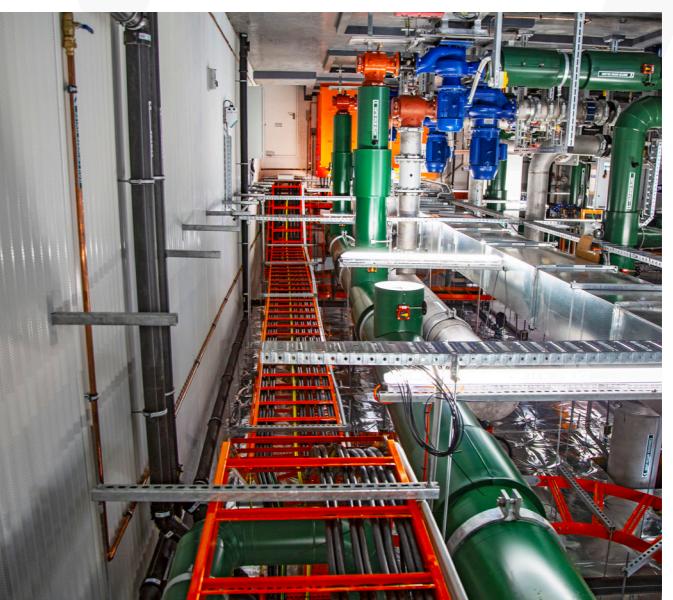
- HV 11kV cabling
- Telecommunications
- Low voltage reticulation

Installation and commissioning of the following HV system:

- 33kV mains supply
- 33kV Switchboard
- 5/8 MVA 33/11kV power transformer
- 11kV cable to existing switchgear in substation 0
- Associated protection, control and indication equipment including a new DC supply system
- Two 11/0.433kV transformers and associated Ring Main Units (RMUs)

Installation and commissioning of the following LV system:

- Low voltage reticulation
- Uninterruptible Power Supplies (UPS)
- Lighting and lighting control
- Emergency lighting
- Telecommunications and information technology services
- Building services
- Local Area Network
- Electronic security
- Earthing
- Lightning protection





BAC FM CONTRACT ASSET SERVICES

In 2014, we published Issue #1 of the Conduit. At that time, CV had recently been awarded the Facilities Maintenance Contract for Brisbane Airport Corporation (BAC) having worked as a contractor for BAC since the early 1980s. This was the first time BAC had moved from a direct contracting model to a facilities maintenance model. Now, five years later and after an extensive and open tender process, CV is proud to announce that we have recently been re-awarded the contract for another term.

BAC is the operator of Brisbane Airport, the largest capital city airport in Australia by land size and the third largest by passenger numbers. Brisbane Airport has been consistently recognised as a leading airport having won numerous awards. With more than 23.8 million passengers travelling through the airport in the last financial year alone, maintaining critical infrastructure is imperative for BAC.

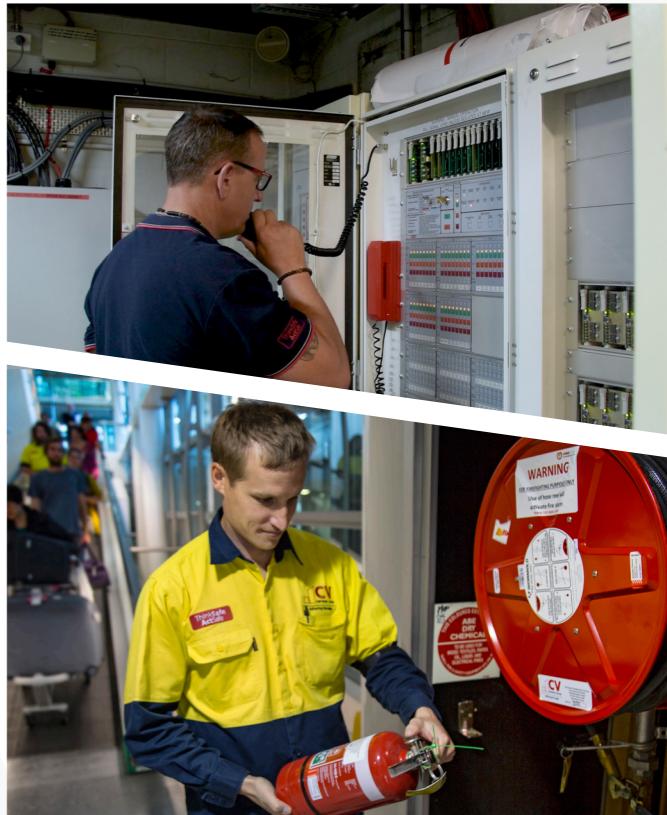
BAC has continued to build critical infrastructure through a range of projects including a new runway, new multi-level car park and walkway facilities, road terminal expansions, terminal redevelopments, road and cycling path upgrades, and new commercial buildings. With increased infrastructure and passenger numbers predicted to double by 2034, BAC wanted to ensure that the maintenance provided for their facility would be world class.

BAC's vision is to be world's best and the preferred choice for passengers, airlines, business and the community by adopting world-leading technologies, systems and practices - and their expectations for facilities maintenance practices are no different. Earlier this year CV underwent a rigorous tender process, with a strong emphasis on innovation, in an effort to once again secure the Facilities Maintenance Contract for Brisbane Airport.

Over the past five years, CV has worked closely with the BAC team to enhance the quality of facilities maintenance while also providing BAC with improved value for money. Completing over 48,000 orders throughout the course of the contract, CV has maintained BAC's assets without disruption to the operation of the airport during the five year contract period. With over 205,000 hours worked, CV recorded zero LTIs which is a testament to the team's commitment to safety.

CV worked closely with BAC to provide alternative solutions for delivery, procurement and management of services. Optimising asset life, we extended the effective life of airport assets and asset classes against industry standard metrics. In doing so, Asset Services significantly increased the number of preventative maintenances performed by 32% since the contract inception in 2014, preventing potential delays to the operation of this critical infrastructure.

As CV commences the new contract, the team is working with BAC on a structured joint innovation process to continue to provide industry leading asset management solutions that deliver on BAC's vision. As part of this process, we are currently working on a "big data" project. In response to our ongoing pursuit of continual improvement, we have identified the utilisation of data analytics as a prime component of our service delivery in the new contract. During the period of services delivery, we have amassed a significant amount of data and during that time, data analytic technology has advanced and become more available. This has allowed CV to incorporate data analytics into a repeatable managed process that will optimise our service delivery.



To provide a more effective maintenance strategy, data analytics technology will be utilised to provide a greater insight into how the 50,000 assets that we maintain within the airport precinct are performing. We have used the data set we have today as the base for our data lake that will enable us to use descriptive, prescriptive and, in the future, predictive analytics to help ourselves and BAC to make better informed decisions. Our data lake approach will also enable us to include data from various sources and enable us to progress our analytic capabilities as technology advancements continue in this rapidly evolving field.

After CV was reappointed, BAC's Executive General Manager Assets, Krishan Tangri, said "We are delighted to reappoint a Queensland owned and based business. With its proven track record, CV is well placed to undertake the vital task of ensuring that Brisbane Airport's critical infrastructure is proactively maintained, enabling us to deliver an industry leading airport offering".

CV has a longstanding relationship with BAC, having been maintaining assets at the airport for over 30 years. Our Asset Services team looks forward to continuing the relationship and providing the means to enable BAC to achieve its vision to be a world best and preferred choice airport. CV's Executive Director, Ed Phelan, said "We are very pleased to be reappointed and are excited about the opportunity to continue to work with BAC delivering innovative and leading edge maintenance programs."



AOSCO AND STOCKLAND DIGITAL BILLBOARDS MEDIA & SIGNAGE

The Out-of-Home (OOH) advertising sector has been experiencing rapid growth driven by digitisation and the unique advantages of OOH compared to other media channels. Instead of static format platforms, advertisers are increasingly opting for a digital experience.

At the core of the OOH advertising offer, billboards have been an integral part of the industry for a long time and are arguably one of the earliest forms of advertising. However, with the digitisation of the OOH industry, billboards are no longer the traditional media they used to be.

Like most OOH platforms, digital is the way of the future for billboard advertising. The OOH space is far less saturated than other forms of advertising and, when coupled with the benefits of a digital platform, this can create a powerful and effective advertising medium.

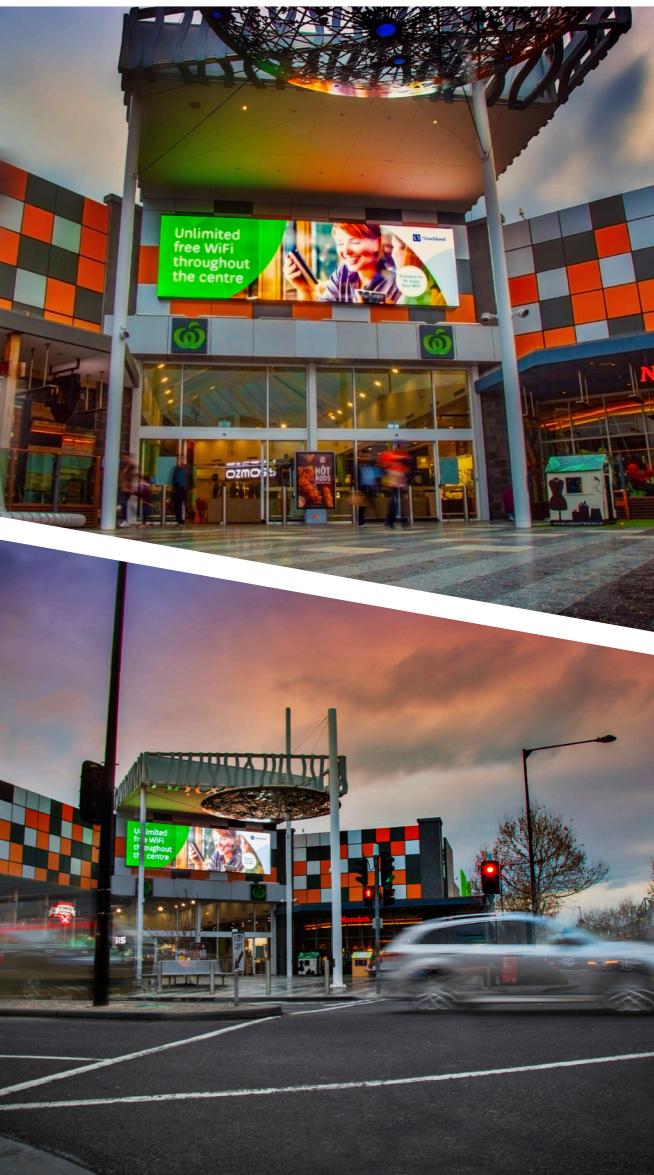
Engaging and eye-catching, digital billboards are versatile and adaptable, providing advertisers with more control and flexibility than ever before. Media & Signage have recently undertaken two major billboard projects, each delivering unique advertising opportunities for our clients.

Stockland Digital Billboard

Located in a strong population growth corridor west of Melbourne's CBD, Point Cook is one of Stockland's more unique shopping centres. Stockland identified a prime location for a digital billboard on the retail centre's elevated façade, which is positioned on the corner of a main intersection, facing traffic from multiple viewpoints.

Media & Signage worked with Stockland to design, engineer, manufacture and install the 9.6m x 2.7m P6 digital billboard, which would be displayed approximately 6m above the ground. The size and location of the screen required an engineer approved framework with the entire structure weighing approximately 750kg. Each in-house manufacturing team was then involved in the building of the structure including welding, routing, spraying, assembly and despatch. The installation of the billboard was completed at night time over a period of five days.

Stockland's digital billboard utilises Broadsign as its content management system, chosen due to the scalability and flexibility of the platform. With market leading scheduling and reporting capabilities, Broadsign allows Stockland to provide advertisers with a report of when, where and for how long each ad is played.



AOSCo Digital Billboard

Media & Signage worked with AOSCo to deliver their newest digital billboard, including design, engineering, manufacture and installation. Located in Mt Gravatt, Brisbane, the digital billboard is the only one of its kind in the area, providing a unique opportunity to advertisers.

Standing 7m wide x 12m tall with a 6m x 8m P6 LED screen, the billboard provides high resolution viewing to the average of 57,000 vehicles travelling on the road each day. Utilising our cloud-based content management system, the AOSCo billboard allows advertisers to instantly update content, enabling dynamic messaging based on real-time information such as weather and traffic.

The manufacture of the billboard was completed within six weeks, with the team completing the build and installation of the footings and structure in-house. Due to the size of the structure, it had to be broken into four sections for transport with the assembly completed at night. Delivered in line with AOSCo's vision, the digital billboard is now a prominent feature in the area.



BUILDING RESILIENCE NATIONAL SAFE WORK MONTH

National Safe Work Month (NSWM) is an initiative created by Safe Work Australia to encourage workplaces to commit to building safe and healthy workplaces for all Australians. For everyone at CV, the month of October is synonymous with National Safe Work Month.

CV has always strongly supported NSWM, taking the opportunity to highlight our health and safety programs, provide training sessions and deliver targeted Toolbox Talks to each of our businesses. In line with this year's "safety champion" theme, we also ran a team competition asking people to nominate their own CV safety champion - someone they admire or look up to for their commitment to safety.

As part of our Be BETA health and wellness program, CV put the spotlight on mental health for NSWM. With the construction industry experiencing high rates of suicide, there is still a long way to go in the area of mental health and wellbeing. With a worker's mental state also impacting the safety of themselves and their coworkers, positive mental health is imperative - particularly in the high risk industry we work in.

Jason Hope, Operations Manager for our Asset Services business, shared his lived experience in building resilience and coping mechanisms in times of stress. Almost a decade ago, Jason underwent the most stressful period of his life. Jason's parents were both diagnosed with cancer and passed away as a result. At the same time, Jason was also diagnosed with an aggressive cancer.

With the grief from the loss of both his parents, dealing with his own mortality, body image issues caused by the impact of chemo and the possibly of fatherhood taken away due to the radiation he underwent, mentally Jason was in a bad place. After a year of unsuccessful chemo treatment, Jason was given just 8 to 12 months to live.

This was the turning point for Jason - he decided to take personal accountability for his health, changed how he thought about himself and adjusted his belief structure in terms of eastern and western health. Through a combination of treatments designed to boost his own immune system, Jason found that the multiple tumours were beginning to subside to the extent that he eventually had options for surgery. Now Jason is in full remission and completely cancer free. Through practiced and taught coping skills, Jason built his personal resilience to have the mental strength to get through what was needed to be here today.

Jason said to the team, "We all have stress in our lives and when stresses start to build up, they can become too much for us to handle. Coping mechanisms are a way we can deal with stress and start to build resilience, so it doesn't keep building up and become overwhelming." He explained that everyone has a different way of responding to stress, whether positive or negative, but these are often just ways of distracting us from our worries by allowing us to focus on something else.

"Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant stress" Jason said. "It means bouncing back after difficult experiences. Being resilient involves behaviours, thoughts and actions that are learned and taught, and can be developed in anyone".

Jason's message to the CV team was that resilience can help protect you from various mental health conditions, such as depression and anxiety, and can help offset factors that increase the risk of mental health conditions. He advised that a good foundation to building resilience is having supportive relationships within and outside your family. Also having a number of coping mechanisms that work for you, will help to develop resilience.



Here are Jason's Top Ten Tips for coping and building resilience that he was able to use then and still uses in everyday life:

1. Recognise your signs of stress
2. Identify what causes your stress
3. Use problem solving to find the best solutions to what is causing you stress
4. Change the way you talk and think about yourself - turn negative self-talk into positive
5. Keep things in perspective - when stressed we tend to see things worse than they really are
6. Practice tackling stressful situations and imagine yourself successfully handling the situation
7. Practice relaxation and mindfulness techniques
8. Organise your time - set goals and prioritise tasks
9. Work/life balance - devote time to the important parts of your life
10. Look after your health - physical health can have a significant impact on your mental health



LEADERSHIP WITH PURPOSE – FELT LEADERSHIP

SENIOR LEADERSHIP VISIT APP

Creating a sustainable HSE culture is about making sure our leaders lead by example. What DuPont calls 'Felt Leadership', is a structured model for engaging with the teams and a model for leading them.

Leaders who embrace the Felt Leadership principles focus on influencing their teams to commit to thinking and behaving in ways that are consistent with what is important for the business and their personal safety - leading by example because they feel and believe in what they do.

For CV, Felt Leadership is a fundamental platform as we strive towards a zero-harm culture. Felt Leadership engages workers to come to work with the mindset of proactively preventing incidents rather than a mindset of just being safe.

A key plank in CV's HSE Fundamentals, Felt Leadership sits alongside our Think Safe Act Safe safety program, Be BETA health and wellness program and Line of Fire hazard avoidance program.



Felt Leadership

- Leading by example, walking the talk, demonstrating care and visibility at all workplaces
- Open doors and open conversations



Be BETA

- Preparing the mind and body to be fit at work
- Being in the moment
- Injury prevention



Think Safe Act Safe

- CV Non-Negotiables
- Not accepting unsafe conditions or acts
- No exceptions to following legislation and company policies, rules and instructions



Line of Fire

- Identifying and owning everyday hazards and risks
- Understanding what can hurt us
- Preventing injury and loss
- Staying in the moment



To make Felt Leadership work, CV needed to make sure that there is a tangible and measurable commitment to our senior managers being visible, being on site and to being on site with a purpose. Building on the success of the field apps, CV has built into the Felt Leadership program an app that our senior leaders can use to manage and monitor their site visits (Senior Leadership Visits or SLVs). The SLV app makes it easy for anyone visiting a site to record the visit, who they talked to, the purpose of the visit and the outcomes from the visit. In turn, CV is able to report on the SLVs and use the data to improve our HSE performance. Since the introduction of the SLV app in July 2019, CV has recorded 63 visits.

MEET THE TEAM



Tony Foster

Tony is the Electrical Engineering Design Manager in our Infrastructure Services business. With a wealth of industry experience, Tony leads the design team ensuring critical milestones are reached and project deliverables are kept.

Best advice you've ever been given? You can't fix stupid.

What do you do in your down time? I like to spend time with friends and family in the outdoors as much as possible.

What life achievement are you most proud of? I am extremely proud of the design team here at CV. We have come a long way and are constantly growing and achieving in new ways.



Simon Cushway

Simon is the Fire Services Manager in our Asset Services business, heading up our integrated wet and dry fire services. Bringing a wealth of experience, Simon is a Registered Competent Person with the Institution of Fire Engineers.

Best advice you've ever been given? Be the best that you can be - in every aspect of your personal and professional life.

What do you do in your down time? I enjoy martial arts, soccer and tennis, relaxing by the pool in summer, and relaxing by the fireplace with a glass of wine in winter.

What life achievement are you most proud of? My three beautiful children, Hunter (10), Eden (8) and Jesse (6).



Eric Alfaro

Eric is a Project Manager in our Electrical Construction business. Eric provides strong leadership to our site teams, whilst managing each project to ensure that it is delivered safely and to the client's expectations.

Best advice you've ever been given? "You're not smart enough to be a sparky" told to me by a teacher at school... so I became a sparky.

What do you do in your down time? Love camping, getting out to the country and on the beach.

What life achievement are you most proud of? My young family, and developing my career from site to office.



Duane Parnell

Duane is the HSE Advisor in our Media & Signage and Asset Services businesses. With a strong HSE background, Duane partners with the field teams to ensure they are safe out on site and in our signage factory.

Best advice you've ever been given? Harder you work, the luckier you get.

What do you do in your down time? Ironman, Ultra Marathons, mountain bike, travel and socialise.

What life achievement are you most proud of? When I look at my group of friends, I like the journey and stories we can look back on and what we are planning for the future. (Barcelona Ironman 2020).



delivering the edge



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