

THE CONDUIT 2021



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WELCOME

With the end of 2021 just a few short weeks away, most likely you are flat out getting things wrapped up ahead of the festive season. CV is no different with a busy run into the end of the year across all of our businesses.

2021 has been an interesting year with the ongoing challenges arising out of the COVID uncertainties, the continuing strength of the housing market, demand for services in the trade sector, supply chain challenges and a tight labour market.

The growth in the trade sector has seen an increase in our team numbers with over 650 people including 140 apprentices proudly calling themselves 'Team CV' committed to delivering excellence across all of our offers. We have had a strong focus on development with close to 40 people from our leadership team undertaking a 12 week Scaling Up program based on the Verne Harnish Rockefeller Habits principles. You can read more about the program in this edition.

We have been privileged to work with great clients on some interesting projects in 2021. You will read about a few of these in this edition including assisting the health sector with a nurse call upgrade at the Brighton Health Campus, helping keep people safe through our fire services work with QBuild, keeping

the traffic moving with the Pacific Motorway upgrade works and doing our bit to keep up with demand for new houses.

In addition, CV has expanded our Electrical Construction offer with the establishment of a fibre and communications team and increased our signage capacity through strategic investments in new equipment.

Most importantly, we are proud of our exceptional CV team and their efforts in making sure we deliver what our clients need every time. Each year CV undertakes an extensive culture survey with our team and in 2021 we are pleased to announce that overall satisfaction levels have increased to over 90% across the team.

Thanks to all of our clients for choosing CV. We know you always have a choice and we appreciate your confidence in the CV team. All the best for a safe and happy festive season and best wishes for 2022.

Andrew McMaster
Executive Director

Ed Phelan
Executive Director



HOUSING GROWTH

ELECTRICAL CONSTRUCTION

Australia has been experiencing a housing construction boom despite the challenges the economy has faced as a result of COVID-19 impacts. Sparking the boom, the Federal Government's HomeBuilder grant incentivised home buyers to build rather than purchase existing properties. Since then a myriad of factors have continued to fuel new home construction despite the fact that migration, traditionally a key influencer of property growth, was at a standstill throughout the pandemic.

Two key drivers increasing the demand for homes have been the changing habits and needs of people during the pandemic, as well as good borrowing conditions with record-low interest rates. As a result of lockdowns and working from home, significantly more time is being spent at home, reducing spending habits. The increase in household savings has allowed more people to enter the property market who were unable to do so previously.

Since homes are being used more than ever (and for more purposes than ever), what people require from their properties has evolved. Most significant is a need for more space which has created a greater demand for detached dwellings rather than apartments or townhouses. With the pandemic conditions driving the desire to purchase a property, it has also been made even more appealing and achievable with record-low interest rates and a willingness from the banks to lend.

The increased call for properties has pushed house prices higher, exacerbated by fewer listings due to pandemic restrictions and a fear of missing out (FOMO) from home buyers. According to Corelogic, Australian house prices have increased by 18.4% in the last year, which is the fastest rate of growth in more than 30 years.

The CV Housing team has seen first hand the direct impact of the housing boom. To meet the heightened demand for new homes, our Housing team has grown by more than 50% in just one year. Over the past five years (FY16 - FY20), CV completed 826 housing jobs on average per year. In the last financial year (FY21), the team completed 1,257 jobs; an increase of more than 52% over the previous five-year average. In March 2021, CV started 171 new jobs, setting a record for the highest number of housing starts in a single month.

The Housing team continues to grow, expanding into new regions to assist builders with new developments. On track for another strong financial year, the team is expecting to complete 1,400 - 1,500 homes.

1,257

Jobs completed in
FY21

171

Record number of
new jobs in a month

84

Housing team
members

33

Vehicles

11

Builders across
QLD and NSW

FIBRE & COMMUNICATIONS

ELECTRICAL CONSTRUCTION

CV's Electrical Construction team is expanding their capability even further with a dedicated Fibre and Communications team. Delivering on-demand design, construction and maintenance services across Australia's fibre optic and communication infrastructure, the team provides a comprehensive solution.



End to end
network
construction



End-user customer
connections



Network
assurance



Proactive
maintenance



Network
remediation



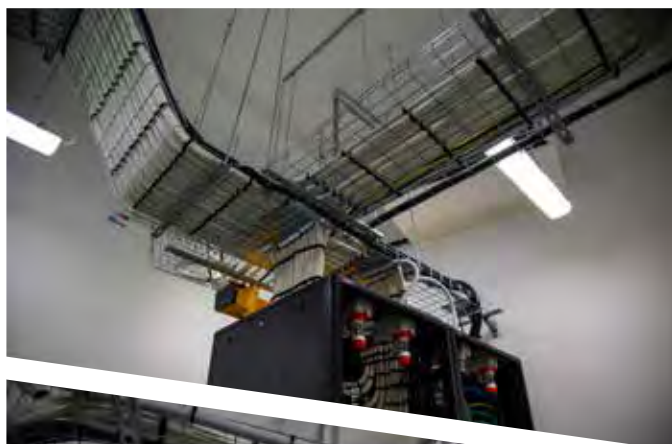
Network
relocation works

The Fibre and Communications team is headed up by Dale Clayson who is responsible for all business operations in this sector. Bringing a wealth of industry experience to the team, Dale provides strong leadership, overseeing the management of projects from concept through to completion.

Dale is backed by two dedicated Fibre and Communications Project Managers, Jason Margules and Kyle Morley, who are experienced in the telecommunications sector. Both Jason and Kyle have a strong technical background, placing them in an ideal position to lead CV's field teams. Managing the full project cycle from tendering and planning, through to delivery and completion, the team will ensure the most effective solution is delivered in line with the clients' desired outcome.



From left to right: Dale Clayson (Fibre and Communications Manager), Kyle Morley (Project Manager) and Jason Margules (Project Manager)



Our experienced field team is well-versed in delivering projects of varying sizes for Australia's telecommunication network providers.

From constructing state-of-the-art broadband networks to maintaining and upgrading existing networks, the team provides highly skilled field services, including:

- Fibre optic installation, splicing, termination, activation and commissioning
- Recoverable works
- Copper
- MDU installation
- FTTx
- Civil and pit & pipe
- Asset relocation services
- Network and end-to-end fault diagnosis and repair
- Dark fibre links
- Fast track orders
- Small cell installation
- Associated support and upgrade works



POWERING PORT OF BRISBANE INFRASTRUCTURE SERVICES

The Port of Brisbane plays a critical role in Queensland's economy, being the largest multi-cargo port in the state and one of the fastest growing container ports in Australia. Teys Australia has opened a new meat storage and distribution centre at the Port of Brisbane, joining approximately 70 existing tenants. As one of Australia's largest beef processors, this move puts Teys Australia in prime position to deliver for their customers with the company exporting to more than 60 countries world-wide.

CV provided a turnkey package for the Large Customer Connection (LCC) works required to supply power to the new Teys Australia meat storage and distribution centre.

Working closely with McNab Constructions on the project, CV delivered the design and installation of an Energex outdoor substation. Able to draw 4.5MVA of power, the substation provides the facility's HVAC system with the ability to maintain a temperature of around 10 degrees in the warehouse which is necessary for the storage and processing of meat to be exported.

The CV team delivered:

- Design and installation of an outdoor substation with:
 - 3 x 1.5MVA oil type transformers
 - 2 x ABB Safeplus RMUs
 - 1 x LV outdoor switchboard
- Design and installation of substation drainage
- Substation Environmental Management Plan



Coordination between CV, Energex and the Port of Brisbane was essential to ensure the new substation could be connected to the rest of the port's electrical system and be fully operational as soon as possible. The CV team was able to identify existing gaps in the civil and electrical network during the design phase which, having been identified early, meant the project was able to be completed on time.

CV achieved sign off from Energex for the civil works on the first inspection, which included construction of the physical substation room and installation of external conduit works. This allowed for all electrical equipment to be installed as soon as possible so that power could be connected on site without delay.

PACIFIC MOTORWAY UPGRADE

INFRASTRUCTURE SERVICES

The Pacific Motorway Upgrade from Eight Mile Plains to Daisy Hill forms Stage 2 of the Pacific Motorway M1 North upgrade project. The upgrade will deliver new transport facilities and significantly improve the overall efficiency of the 8kms of the Pacific Motorway (M1) situated between the Gateway Motorway and Watland Street.

The project will deliver five key improvements:

- Widening of northbound lanes to 5 lanes
- Widening of southbound lanes to 4 lanes
- Busway extension
- New bus station and "park 'n' ride"
- Completion of missing cycleway link

The project will deliver numerous benefits for commuters and the community. Drivers can expect a reduction in travel time and peak hour congestion from the increased capacity and traffic flow as well as better road access. Active transport will become a more viable option with cyclists benefitting from the completed cycleway link. All of these developments will contribute to an overall increased network efficiency as well as improved safety and flood resistance.

With the Eight Mile Plains to Daisy Hill upgrade being such a large undertaking, it was broken into four staged construction packages:

- Package 1 – Sports Drive to Gateway Motorway
- Package 2 – Pacific Highway early works
- Package 3 – Watland Street to Sports Drive
- Package 4 – Rochedale bus station and "park 'n' ride"

Construction is now close to completion on Packages 1 and 2 with Package 3 recently commencing and Package 4 in the detailed design phase.

For the entire Eight Mile Plains to Daisy Hill upgrade, CV is responsible for delivering all road lighting, traffic signals and ITS, including:

- Over 500 street lights
- 10 sets of traffic signals
- Over 100km of electrical cable
- 20km of fibre optic cable

Over 20,000 work hours have already gone into the upgrade with a total of 50,000 work hours expected to go into the project by its completion.





BRIGHTON HEALTH CAMPUS NURSE CALL UPGRADE ASSET SERVICES

The Brighton Health Campus plays a vital role in our health systems, treating patients with acquired brain injuries through the provision of a range of residential care and rehabilitation services. Catering for a variety of patients, the Queensland Health facility provides complex care for intellectual and physical disabilities, specialised care and high-level care for older residents. Patients are provided with a comprehensive range of rehabilitation services focused on increasing their capability to facilitate a return to home or a transfer to a residential care facility.

CV is currently delivering an upgrade to the Nurse Call System at the Brighton Health Campus which spans across three patient treatment buildings.

The CV team is working closely with Rauland to deliver the technically complex project which involves systematically decommissioning the existing Nurse Call System and installing a new enhanced system.

To make sure that the facility remains completely operational throughout the duration of the upgrade, CV is liaising with Queensland Health stakeholders to retrofit the necessary systems and equipment.

A major facet of the project is the addition of Real Time Location Service (RTLS) using Bluetooth Low Energy (BLE) technology which allows health centres to accurately map the location and behaviour of patients. The technology allows for close monitoring of patients, enabling faster and more appropriate care to be provided to patients based on their location.

Through the implementation of the new Nurse Call System, the CV team is proud to deliver a technology solution providing a positive outcome for the Brighton Health Campus and its patients.



QBUILD FIRE PROTECTION ASSET SERVICES

QBuild is the building and asset services arm of the Queensland Government. Managing procurement and contract services, this business unit is responsible for the construction, maintenance and operation of all buildings and assets owned by the Queensland Government, including schools, hospitals, housing, police stations, correctional facilities and ambulance stations. QBuild works to ensure the assets and facilities are safe and sustainable.

As part of the Queensland Government's investment in education infrastructure, the number of schools on the Sunshine Coast is continuing to increase with new schools opening each year. At the beginning of 2021, three new schools opened in the area: Palmview State Primary School, Palmview State Special School and Baringa State Secondary College. Opening soon will be a new state primary school for Caloundra South scheduled for 2022 and a new secondary school at Palmview opening in 2023.

CV was recently awarded a 5-year contract with QBuild to deliver all fire protection services to the Queensland Government's growing Sunshine Coast Schools portfolio. The contract includes the provision of fire protection maintenance and repair services to over 9,000 assets across more than 130 sites throughout the Sunshine Coast.

As part of the contract, CV's dedicated Fire Services team provides proactive and reactive maintenance for fire protection assets including:



Fire extinguishers
and blankets



Fire hydrants and
hose reels



Fire sprinkler
systems



Fire water storage
tanks and booster
pump sets



Fire detection and
emergency warning
systems





POWDER COATING INVESTMENT MEDIA & SIGNAGE

Last financial year was incredibly busy for CV's signage manufacturing business. The team had to rapidly adjust operational procedures in order to comply with COVID restrictions while also managing the increased demand for signage and a growing customer base.

With the Brisbane signage facility operating at maximum capacity, CV identified that upgrades were needed for the facility to increase its efficiency and continue providing customers with quality products within tight timeframes.

Having the right equipment to deliver is essential and the factory welcomed a new Powder Coat Booth along with an updated process for powder coating. The new machine is able to provide durable, high-quality finishes that can last over 20 years in the right conditions. This piece of equipment was a significant investment and will deliver a positive impact on the manufacturing process, ultimately providing strong benefits for our clients.

Streamlining the Hendra facility's entire operations, the new Powder Coat Booth has enabled CV to move all powder coating jobs and processes in-house. This has generated even better value for our clients with the ability to choose from a much larger range of high quality paint finishes. The team now has more control to ensure products are being delivered to the highest quality whilst also reducing the amount of time spent on the powder coating process.

Along with the countless advantages the new booth will deliver for our customers, it also has significant benefits for the environment. The powder coatings contain no solvents and release almost no volatile organic compounds into the atmosphere, enabling CV to reduce our environmental footprint.

Although the Powder Coat Booth is a relatively new addition to our factory, it is already a staple within our manufacturing process. With streamlined processes, added value for clients and environmental benefits, the team can't imagine our signage facility without it!

YAMANTO CENTRAL SIGNAGE

MEDIA & SIGNAGE

Opening earlier this year, Yamanto Central is a new shopping precinct servicing the Brisbane-Ipswich region. The precinct spans 25 hectares and is a much needed hub for the surrounding community which is expected to continue to experience strong growth over the next few decades.

Yamanto Central provides a range of essential facilities including supermarkets, department stores, and health and wellness services, as well as providing a place for the community to spend leisure time and socialise with a large outdoor dining area able to accommodate 300 people.

Yamanto Central has been described as the “benchmark for retail” and CV is proud to be the exclusive signage provider for the revolutionary precinct.

CV delivered a diverse range of digital and static signage to bring the new centre to life. The scope of the project saw the team delivering signage for both the precinct's exterior and interior.

DIRECTIONAL SIGNAGE

Due to the precinct's significant size, directional signage was key to provide clear wayfinding for patrons. The majority of this signage was installed at the different entrances, providing information and allowing for ease of access.

The directional signage included top of the line carpark location identifiers and digital wayfinding kiosks. CV also installed a range of directional wall and floor décor in the underground parking lot for a streamlined and effortless customer experience.

FABRICATED SIGNAGE

For the main Yamanto Central sign, which is the focal point of the shopping centre, CV delivered a stand out solution. Featuring internally illuminated letters with an opal acrylic finish, the sign is not only eye catching but also delivers a durable and easy to read outcome.

PYLON SIGNAGE

Due to the prime location of the shopping centre, a pylon sign was a necessity to draw attention and highlight Yamanto Central's core offerings. CV engineered, manufactured and installed a durable, LED based pylon in a strategic location to maximise the attention from drivers.

CV is proud to have been a part of this revolutionary project and provide a comprehensive signage solution to complement the state-of-the-art shopping precinct.





STRATEGY REFOCUS

Coming off the back of the COVID close-downs and impacts, CV was keen to refresh and invigorate our direction and focus to make sure we continue to grow and evolve. During the year, CV worked with two key thought leaders, one local and one global, to challenge our leadership team to think differently.

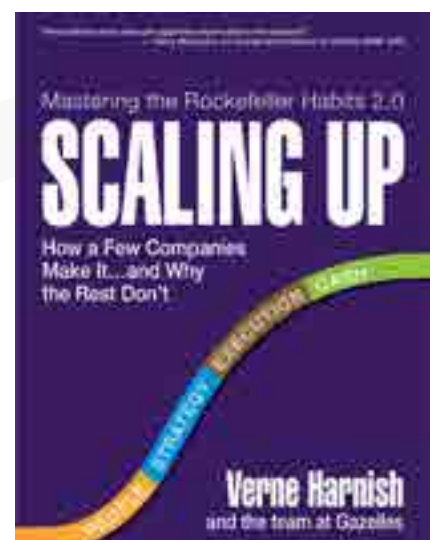
SCALING UP WITH VERNE HARNISH

Verne Harnish is the founder of the world-renowned Entrepreneurs' Organisation (EO), with over 16,000 members worldwide, and chaired for 15 years EO's premiere CEO program held at MIT, a program in which he still teaches today.

Founder and CEO of Scaling Up, a global executive education and coaching company with over 200 partners on six continents, Verne has spent the past four decades helping companies scale up.

He's the author of the bestseller *Mastering the Rockefeller Habits*; authored *The Greatest Business Decisions of All Times*, and wrote *Scaling Up (Rockefeller Habits 2.0)*. His latest book, *Scaling Up Compensation*, rocketed to the #1 HR book on Amazon.

While CV had been working with the Verne Harnish Rockefeller Habits principles for a number of years, this had primarily been at the Senior Leadership level. In 2021 we were keen to take the ideas and concepts to the next level by engaging our broader leadership team.





Photograph: scalingup.com

In July this year, close to 40 eager CV leaders enrolled in the Verne Harnish Scaling Up program. Over the next 12 weeks the team watched a weekly video, participated in a global weekly Scaling Up session, completed weekly homework assignments and were involved in regular masterclass sessions with global thought leaders across a range of areas.

During the program, each team progressively built their strategic plan using the One Page Strategic Plan (OPSP) model developed by Verne Harnish. The teams were challenged to think differently, set a bold vision, truly understand why their clients would choose them over our competitors, and to make sure they have the right people on the right bus on the right seats.

A few of the key elements of the Scaling Up program included:

- Clear purpose and values in words that resonate with the team
- A brand promise based on what our clients want and what makes CV different
- Meeting rhythms (daily, weekly, monthly) that are effective and create time instead of burning time
- Critical numbers that drive the business and that everyone can see
- A clear strategy that everyone in the business can articulate

All of this is embodied in the OPSP which becomes a living document with clear quarterly priorities (Rocks) and measurable outcomes.



Photographs: scalingup.com

The completion of the program is seen as the end of the beginning with the focus now on embedding the principles into how we do things and cascading the program across the broader CV team.

PLAY A BETTER GAME

ROWDY MCLEAN

Rowdy McLean has been a leader in the sporting arena, built a successful entrepreneurial start up, turned around a failing company, runs several companies, and mentors and works with world-class leaders from blue-chip organisations daily.

Recognised as an outstanding speaker on the global stage, Rowdy has delivered over 1,000 presentations to more than 400,000 people across the globe. His two best-selling books, "Play a Bigger Game" and "Leadability", have been published in seven countries.

In May, CV engaged Rowdy to talk to our team of frontline line leaders (Project Managers) about his "Play a Better Game" program. Rowdy then worked with our senior leadership team in June, setting the platform for the FY22 strategy and direction.

Rowdy's insights around turning up and taking responsibility resonated well with the team with everyone coming away from the session with a renewed sense of purpose.

The key messages that the team agreed would be their mantra for 2021 were:

- **Choices** – make your purpose clear
- **Leadership is the pathway to success** – take ownership
- **Grit** – stick it out
- **Control your attitude** – don't let circumstance control you



Photographs: rowdymclean.com

MEET THE TEAM



Dale Clayson

Dale is the Fibre and Communications Manager in the Electrical Construction business. Providing strong leadership and direction to the team, Dale ensures each project meets the clients' requirements.

Best advice you've ever been given? Had a lot of advice over the years but one of my favourites is – He who knows, does not speak. He who speaks, does not know.

What do you do in your down time? Extreme off-road motorbikes – but recovering from a couple (or more) injuries.

What life achievement are you most proud of? #1 family, but also strong enduring friendships from primary school days to current.



Riki-Lee Crane

As a Business Development Manager in the Infrastructure Services business, Riki-Lee drives business growth by building and maintaining strong relationships with clients and stakeholders as well as reviewing and submitting tender applications.

Best advice you've ever been given? Happiness can be found even in the darkest of times, if one only remembers to turn on the light.

What do you do in your down time? I love spending time with friends and family, doing DIY projects around my house (I'm not great but I give it a crack) and being a full time dog mum!

What life achievement are you most proud of? I'm proud of my outlook on life the most! No matter the challenges I've faced both personally and professionally, I have always approached everything with a positive view and tried to adapt and overcome any difficulties with a smile on my face.



Aidan Rice

Aidan is a Senior Business Manager in the Asset Services business. Working closely with each service line, Aidan works to build efficiencies with a focus on processes to drive continuous improvement and ensure a superior service is delivered to every client.

Best advice you've ever been given? To finish first, first you must finish.

What do you do in your down time? Running, gym, competitive sim racing (esports), taking my kids to the race track (cars).

What life achievement are you most proud of? Climbing in the Himalayas with my wife, Emily, and watching my three kids, Xander, Eli and Isabel, growing and developing.



Sarah Mansfield

As a Key Account Coordinator in the Media & Signage business, Sarah works closely with a dedicated team of Project Managers and Business Development Managers to ensure the expectations and needs of clients are met and delivered.

Best advice you've ever been given? Without new experiences, something inside us sleeps – seize opportunities presented to you.

What do you do in your down time? I like to trail run and paddle board for time out on my own and, as a family, we really enjoy eating out and watching family movies together. I love listening to music and dabble in playing piano.

What life achievement are you most proud of? It's the times that I've made a conscious decision to be brave and found the courage to keep going when at times it's been particularly difficult, that I consider my greatest personal achievements.