

FOCUS



THE REASON
WHY WE DO
WHAT WE DO

WHAT LIES AHEAD FOR UCG IN 2023

The experience gained in New Zealand has challenged us to think differently and to bring innovation to the table



REACHING A
BIG MILESTONE

FLEXIBLE
WORKING



DISRUPTOR

We pride ourselves on being the disruptor in the industry. We are an entrepreneurial organisation that seeks out challenges, then we research, develop, and deploy new technologies to overcome those challenges.





UCG**FOCUS** - SUMMER 2022 - EDITION 23

FOCUS

On the cover...

Christmas season in full swing in Brisbane's King George Square.

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EXECUTIVE CHAIRMAN'S MESSAGE

New contracts deliver significant scale to both our major markets

by Ralf Luna
Executive Chairman

We are now embarking on an accelerated mobilisation that will see our business more than double in scale



I can't believe that another year has come and gone, with Christmas now at our doorstep. I firstly want to wish all our staff, Delivery Partners, and stakeholders, the very best for Christmas, and for a safe and prosperous new year.

Along with our brand refresh, we have also decided to refresh the name and look of our quarterly magazine. This is first edition of Focus, which will continue to be the way we share what's been happening at UCG with all our stakeholders. I am delighted with the new, fresh look of our quarterly magazine, and I hope you agree that the new format is an improvement on our well-read, past editions of @UCG.

What a year it's been! New contracts have delivered significant scale to both of our major markets, and we are now embarking on an accelerated mobilisation that will see our business more than double in scale. This is an exciting time for all at UCG, and is just deserts for the hard work that we have all collectively put in to deliver service excellence to our clients, and to their clients.

This growth has not been without its challenges, brought about by the continuing impacts of COVID, the unusual weather events

caused by the ongoing La Niña, and the global labour shortage that continues to impact our ability to grow at the level that we, and our clients, require.

I ask you all to share your experiences in working with our great company, and help us to attract talented resources to help deliver our projected growth.

Next year brings change to our group, with a new CEO and CFO taking the helm and providing fresh leadership to our management team. I welcome Roger Crellin as our new CEO, and Michael Lock, who will be taking over as our new CFO. Both Roger and Michael have a long history with UCG. In Roger's case, as our long-standing Executive General Manager of our New Zealand business, and in Michael's case, as a founding shareholder, who is well-credentialed to assume the mantle of CFO. I and the Board are looking forward to working with both of them, and I am sure you will all support them and make them welcome as they assume their roles.

Enjoy your Christmas break, recharge, refresh and be ready for the exciting new chapter of our company. Merry Christmas all.



We welcome feedback and innovations that will make UCG more effective or a better place for employees or Delivery Partners to work.

Please email us at talk-to-us@ucg.com.au / talk-to-us@ucg.co.nz

COO MESSAGE

What lies ahead for UCG in 2023



The experience gained in New Zealand has challenged us to think differently and to bring innovation to the table.



by Dilip Kanji
Chief Operating Officer

As we enter the Christmas and New Year period, we reflect on what has been a challenging period where the poor weather across both New Zealand and Australia has impacted us on a number of work-fronts, as well as the growth in the New Zealand program.

The experience gained in New Zealand, with this being the first year of a multi-year O&M program, and undertaking a number of new programs in parallel, has challenged us to think differently and to bring innovation to the table. Projects too have been impacted by weather, which is best illustrated by the fibre deployment project across remote parts of NSW in Australia that was managed with great determination under regular flooding to the region.

These challenges, whilst difficult to navigate through, brings out the best in UCG. We have a great team and systems that allow us to break down problems, get to the fundamental root causes, and drive solutions using the 3 key brand

statements that define UCG:

- 1. True Partner – providing alignment and transparency**
- 2. Integrator – aggregate and manage resources**
- 3. Disruptor – first to deploy new technologies and challenge the status quo**

These 3 brand statements, which we live to, will continue to serve us well. In my previous updates I have mentioned some key focus areas around Program and Project Management as we continue to be more project orientated. This continues to evolve, and as we deploy the SIPOC 6-sigma model across the company, I have great confidence around our delivery to clients and the growth of UCG's staff.

This year will be quite different for us as we manage faults 24x7 for the large consumer base of Chorus NZ. Whilst we will have a number of people supporting the network, do make sure you take time out over the festive season and enjoy time with family and friends.

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AUSTRALIAN GM UPDATE

Closing out 2022 with an energised business ready for the challenges ahead



by Tony Scanlan
General Manager Australia

2023 is the onramp for our growth strategy, with a very busy year ahead for UCG Australia.

UCG Australia is closing out 2022 with a flurry of activity and an energised business ready for the challenges ahead. The last few months have seen many elements of our strategy come together and we are now most definitely in execution. 2023 is shaping up to be an extremely busy year with several major project wins moving into full scale delivery.

Air-blown-fibre deployment in regional New South Wales

September saw the execution of a major new design and construction project in regional New South Wales. We mobilised quickly into this new project which will combine several innovative solutions harnessed from across the wider UCG business to reduce cost, future proof and accelerate the deployment.

To ensure quality in delivery, we established a dedicated project group who will provide the delivery leadership and support quality and safety in construction. The project is led by an experienced Senior Project Manager and a range of experts and project

specialists.

We sourced and procured a range of specialist high tech equipment for the solution and have since developed a comprehensive suite of construction and technical documentation, training and installation guides which will ensure a quality and successful deployment.

We have also established a new UCG project office and warehouse, which is located in Queanbeyan, and will be the centre of the project delivery for the 12 month project duration. With the design phase initiated

and well underway, we are on schedule for commencement of the construction in late 2022, with our initial training developed and delivered to our construction Delivery Partners during November. This is a great example of how UCG can be nimble and innovate in network deployment, yet able to work at scale and muster an entire project organisation.

This is just one of the project opportunities which are shaping up for UCG as we move into 2023.



L to R: Scott Dunmore, Group Compliance Manager, Chris Howard, HSEQ Manager Australia, Andrew McKinnon, Field Manager, and Kate Quinlan, Project HSEQ advisor, at the UCG Queanbeyan office.



Ongoing projects – successes and updates

Essential Energy

Despite the persistent terrible weather conditions in western New South Wales, our major fibre network construction in West Wyalong was activated and became operational in early September. This major achievement was hard won, requiring a flexible approach to network construction to best match the prevailing conditions. In order to overcome the weather impacts, a number of temporary solutions, including using an aerial solution, were deployed in addition to changing underground construction techniques - which required construction of temporary raised islands to keep our plant and machinery out of the flood water.

These interim solutions were developed collaboratively with our Delivery

Partners, stakeholders and UCG's client, and will ultimately be remediated in the coming months when hopefully improving weather allows access and the final completion of all works.

Opticomm Velocity

Our Opticomm Velocity project is now firmly focussed on site activity and construction, having now largely completed the complex design phase. Construction continues apace with multiple concurrent build, acceptance and integration activities occurring across the network. These works will continue into early 2023.

Geelong Smarter Suburbs

During September, UCG was invited to

attend the Geelong Smarter Suburbs Launch Celebration, in recognition of our support into the initiative, both directly and in supporting ENE.HUB through the design and installation of both smart and tower nodes. UCG also delivered portions of the fibre network infrastructure at multiple locations across Central Geelong, the Kardinia Park Precinct and Corio and Norlane in the northern suburbs. With ongoing works in Geelong, we continue with the design and deployment of additional nodes to support this initiative.

Opticomm FTTR

November saw the build completion on a key MDU pilot project in Sydney CBD, where the team received great feedback on the delivery quality of the new infrastructure. In addition to our normal comprehensive completion activities, a more detailed lessons learned process was undertaken in order to share the lessons with our client and support continual improvements.

Reaching a big milestone



by Roger Crellin
Executive General Manager NZ

We've just reached a big milestone for UCG NZ: two years since the Chorus FSA tender kick-off meeting. Since that first meeting, our focus has been on winning - and then transitioning into - our field services agreement (FSA) with Chorus. A massive effort from the UCG team - and the NZ business has been through huge change as a result.

Now, with our Chorus FSA into BAU mode, we move into what we're calling our "go to green" phase: shifting our SLAs and KPIs into the green success ranking. We'll keep you updated.

Despite the heady transition, we've kept our community spirit, both within UCG and out in the community. The CMO, social club, and our Diversity Equity & Inclusion (DE&I) Committee have all been working hard to support important initiatives such as "Gumboot Friday" for youth counselling.



Our environment initiatives are up and running, with a 60% reduction in waste truck rolls combined with recycling of all packaging waste - cardboard, pallets, and plastic. The plastic is the most exciting as all our plastic is recycled into fence posts with our friends at Future Post.



The New Zealand business has grown exponentially this year and keeping pace with this we have restructured our Kiwi Leadership Team.

Our KLT charter:

For our stakeholders and NZ business	A clear and consistent strategic focus while driving agility and growth – keeping our customers and stakeholders at the heart of all decision-making.
For our people	Ensuring a positive, safe, inclusive, and high-performing culture for all our people, modelling best practice collaboration and behaviour
KLT's guiding principles:	<ul style="list-style-type: none"> • Driven by UCG values, we think and act like a shareholder: we do what is right for the business before our individual areas of accountability. • We encourage respectful debate, never speak ill of competitors, and work with integrity, transparency, and accountability. • We use data and logic to define and solve problems – and empower our people to do the same.

The members of the KLT are:

- Roger Crellin - EGM
- Andrew Clark – Operations
- Nanna Scrafton – People & Culture
- Thomas Williams – HSEQW
- Mark McClintock – Service Delivery

KLT accountability and measurement:

We will be meeting regularly, and have clear measures of success in place, including our business performance, and feedback from our clients and people. I hope this gives you an understanding of where our focus and commitment lies, and I look forward to keeping you updated.

Wishing you all a safe and happy Christmas / New Year period - and thank you in advance to those colleagues who will be working right through the holiday time.

Mere Kirihimete, Hei konā mai
Roger



Flexible Working



by Corey McCarthy
Group People & Culture Manager

Like its impact on many organisations in Australia, New Zealand, Philippines and around the globe, the COVID pandemic found UCG's office based employees working from home for safety reasons over much of the past two years. The work area for many was now just a short walk from the breakfast table, where the temptation of wearing a comfortable track suit during winter or a pair of board shorts and t-shirt during the warmer months often prevailed. Also, in the pursuit of safety, our field based employees found themselves undertaking risk assessments before entering a customer's premise, wearing face masks and undertaking other measures like using hand sanitiser to protect their and other's health. We shall never forget the COVID pandemic and how it has affected our lives. It too has brought about much change, some of which is likely to stay well beyond any declared end to the pandemic - whenever that may be.

One change that has impacted many of our lives is the development of new thinking and expectations around when and where we work. Before the pandemic UCG, like most organisations, wanted our employees to work from the office. However, two years of experience narrowed

the gap. Many organisations around the world, including UCG, now appreciate that working from home and working from the office each have their benefits, not only for the people but for the organisation itself.

Many people in roles which in theory can be performed at home or the office often like the convenience of working from home. It avoids the commute, which in itself generates a work life balance. Others like working from home because, when combined with a flexible approach from their UCG team leader or manager, they can accomplish non-work related things



during their working day, such as dropping kids to school or collecting them afterwards. Perhaps even taking the dog for a short walk. This can work well for both parties, providing productivity or customer service is not sacrificed. Honesty and trust are key.

Avoiding poor habits at home such as looking into a computer monitor for a sustained period of time is also very important. If you are unsure if your workstation is ergonomic, have someone take your photo whilst you are seated at it, and have your manager, a member of HSEQ or People & Culture examine your setup with you.

When considering what makes organisations truly successful many studies are increasingly pointing to the conclusion that teamwork and innovation simply flourish when teams of people work together in the same space. It is true that camaraderie, collaboration, and problem solving can occur when people work apart, the same as when people work from home,

but they absolutely can thrive when people work at the same location. Impromptu conversations can be very productive too. Bumping into, and talking with, team members who otherwise we would not, can lead to strong bonds throughout the organisation. In this way, people connect with different people, meaning teams connect with different teams.

Flexible working is actually available for everyone at UCG, including for field based workers. Often this can be a change of the weekly work schedule so a non work related activity such as a personal appointment or important errand can occur during the normal hours of work. As long as the work hours are made up, and operational requirements are not compromised, this can be a true win-win. The further spin-off is the preservation of annual leave for what it is best intended – your holidays and relaxation. That brings me to recognising that the Christmas and new year season is fast approaching. Please enjoy the festive season and your time away from work. Do take care of your personal wellbeing and take full advantage of your flexibility.

The reason why we do what we do



by Andrew Clarke
General Manager
Operations, NZ

One of the things I missed the most over the COVID period, was getting out and about in the field, meeting with our clients, and our end customers, as this is where you can really see how UCG makes a difference. The reason why we do what we do, really comes alive in the UCG values, and what I am about to describe links closely to two of our key values:

- Teamwork - we work together to achieve success

- Integrity - we do what is right, because it is the right thing to do

One of our clients, Chorus, as part of the fibre roll-out runs a session called "Shine the Lights", where the community is invited to get together and ask any questions they have around fibre, how to get connected, myth busting etc. UCG always attends these sessions, to help support our client, and more importantly, to help the end customer, by getting their problem solved.

Recently there was a Shine the Light on Waiheke Island - an island just off the coast of Auckland where UCG is now responsible for all fibre and copper provisioning, build work and fault restoration.

A lovely couple came along to this session and had some questions, as they liked to use e-mail to catch up with their family. They had been having some issues recently with their PC, and things were not working out as they would have liked. They didn't know who to ask for help, so when they saw the "Shine the Light" advertised, they were some of the first people in the door!

They explained their problems, and Chorus told them that they would log a ticket on their behalf to get a technician to go around and have a look in the next day or so. But the UCG team thought they could do even better. Led by Regional Manager, Usman Siddiqui, the UCG team on the island decided to go straight around to the customer's house and resolve the problem right away.

Long story short, the team went around

to the customer's property, fixed the fault, and the customer now also has a fibre order underway, so a win-win for everyone. The couple were so happy with the service provided they were adamant they wanted to get a photo with the "Chorus Angels" who had made their lives much easier:

The praise didn't end there though.



After the event the Chorus team sent this note to Usman and team:

"Just a note to say a big thanks again for the assistance you and your staff provided following our meeting at the 'Shine the Light' on Waiheke Island last Wednesday. When we met with her, the customer told us that her current copper DSL service was faulty, and that a fault man was due at her place within the following day/s to fix this. You immediately contacted the tech involved and arranged to have Melissa meet him on site within the hour. Since then, the fault has been fully restored and, when I spoke to her today, she expressed to me how very pleased she is with the results of the service she received."

My challenge to all of you who read this article, when you don't know the next step to take, or if you are very busy and don't know what task to do next, challenge your decision with the UCG values, and the impact on the end customer, and you will have made the right call.

HSEQ UPDATE

The very successful SAI Global ISO Certification audit has now been completed



by Chris Howard - HSEQ Manager Australia
and Thomas Williams, National HSEQW Manager NZ



Group update

The very successful SAI Global ISO Certification audit to the four standards has now been completed for Australia and New Zealand. The outcome was very positive, with the result being achieved through great effort and commitment from the employees. We thank you all for your commitment to performing your work to the approved processes and procedures, as well as your teamwork approach.

NZ operations

In line with the Group SAI Global ISO Certification audit performance, UCG NZ has now achieved a rating of 91% for the IMPAC prequal recertification, which IMPAC have acknowledged as a very high rating. IMPAC is the prequal company who issues UCG with the certification.

UCG NZ has transformed its business model with the advent of the new Chorus contract. This has posed significant challenges that required innovative thinking and

operationally diverse methods of delivery. We are pleased to announce that the transition phase is now complete, and fully integrated into BAU. To keep pace with the expansion of the UCG footprint and volume of work, new manned and unmanned Points of Presence have been opened in strategic locations. This has necessitated investment in further resources to support technicians in the field.

In line with the UCG Board's initiative of achieving zero carbon emissions by 2050, NZ operations have been creative in addressing this issue. The first shipment of 2 tonnes of cardboard for recycling has been collected. To achieve this milestone, baling machines for the Penrose facility were purchased and are delivering greater than expected results. There is a two-fold outcome from recycling. Firstly, a reduction in UCG carbon emissions, and secondly, credit notes are issued which reduces UCG's expenditure on waste removal.

AU operations

As we head into the end of 2022, a year that has thrown up challenges through the continued COVID-19 pandemic, wet weather, and



localised flooding events, UCG AU Operations has stepped up to manage these hazards,

implement revised controls, and maintained the safe delivery of all project works (albeit delayed in some cases). Additionally, we have continued to monitor our office working environment, maintained regular communications, and continued to update our COVID-19 controls to minimise the risk of transmission to fellow workers.

We have also taken the opportunity through our current project deliveries to maintain continual improvements within SiteTRAX, SiteTRAX Air, and the BI reporting systems, to improve HSE compliance, in field supervision and control, improved distribution of information and communications, and performance management visibility.

Also, a huge congratulations to the UCG AU operations with their ongoing support for our SAI Global ISO Certification, and also our Office of the Federal Safety Commissioner accreditation. We were successful in gaining re-accreditation for an extended period from our initial 3-year certification to a new 6-year certification period, which expires in October 2028. This extension is a direct result of our ongoing performance reports and successfully achieving a low-risk score for the organisation.



**+IMPAC
PREQUAL**
Identifying Safe Contractors

EMPLOYEE PROFILE

Verne Sulman - FTTP Systems Trainee



Verne Sulman, second from right, with colleagues at UCG's Gold Coast facility

Verne took a short break from his busy role to review his Certificate 3 Telecommunications Traineeship.

Verne why did you see the traineeship as a good opportunity?

I saw the traineeship as a good opportunity as had already taken interest in the industry prior to starting at UCG. The Certificate III in Telecommunications felt like the right choice to start gaining the knowledge and experience needed to achieve my career goals.

What are some of topic areas you have learned through your tertiary studies delivered by Aurora Training Institute?

I have covered various topics working through the course, from structured cabling, fault finding even through to customer service and job quotes.

What on the job experiences have you enjoyed or learned from the most?

The steps involved to get the job done and knowing what to expect is something I have enjoyed learning about for various jobs and work sites. I have learned about aspects of work that,

prior to starting at UCG, I would not have thought about.

What's the UCG team environment at your Gold Coast location been like?

I have found the Gold Coast team environment to be a positive environment that encourages me to achieve my goals. When facing any issues I have been comfortable working with the team to overcome the problem.

What have you done during your traineeship that you're most proud of?

I am mostly proud of the experience and familiarity I have gained with works in the telecommunications industry. I find that even when facing something that is new to me, I am able to apply skills and knowledge I have learned from the past to gain a better understanding.

Your traineeship ends in December of this year. What's next for you?

After I finish my traineeship in December, I am looking forward to keep striving towards my goals. I hope to gain more experience that I can benefit from to become a valued team member.

SOFTWARE DEVELOPMENT UPDATE

Establishing siteTRAX as a Digital Immune System

There has certainly been much to celebrate through 2022.



by Trevor Doorley
Chief Technology Officer



As we approach the end of another calendar year of substantial growth here in UCG our thoughts are already turning to 2023, and continuing fruition of our strategic technology objectives. However, it's equally important to reflect on our achievements throughout 2022 as we have continued our journey to establish siteTRAX as a Digital Immune System (DIS) which Gartner describes as follows:

"A digital immune system combines a range of practices and technologies from software design, development, automation, operations and analytics to create superior user experience (UX) and reduce system failures that impact business performance. A DIS protects applications and services in order to make them more resilient so that they recover quickly from failures."

Examples of intended benefits are to reduce the effects of software bugs and security

issues by making applications more resilient so that business continuity risks associated with such events are mitigated. There is also a need to provide secure and reliable operating environments, accelerate software deployment cycles and provide a consistent end-user experience. This provides our businesses with the ability to adapt and respond in fast paced and ever-changing business domains.

More than 18 months ago we embarked on a bold objective to establish siteTRAX and its supporting eco-system as such a platform. To support our growth trajectory, investment streams for people, technology and change were created to fuel the ambition. Pivoting on the bench strength of our internal talent we reorganised around five core disciplines - Product, Development, Software Quality Assurance (SQA), Platform engineering, and Software Services. The search then began for those who

would energise the drive as agents of change and as we approach the end of the year, we are now a highly capable team of 38.

On our journey we have founded a dedicated UI/UX competency in our Product team to complement our development capability across web, mobile and Business-to-Business (B2B) streams, invested in development effort to create value through initiatives such as a custom automation and business rules engine that drives efficiency of scale, and formed a highly skilled automation SQA team focused on continuous validation to drive quality and high performance throughout the asset base.

We also admire the level of professionalism and capability of our Cloud Engineering team as they migrated us to the cloud through the first quarter of 2022, supplying us with a host platform that supports automated deployments of siteTRAX and provides the availability, reliability, security, and scale to support our growth.

There has certainly been much to celebrate through 2022 and we look forward to breaking the achievement ceilings again in 2023.

siteTRAX UPDATE

A busy year for the software development team



by Grant Kilkolly
General Manager Software Development

It has been a busy year for the software development team as we continue to develop the siteTRAX product to support the New Zealand and Australian businesses and other key stakeholders. The team has been working across several key workstreams over this period and will continue to do so into 2023.

The FSA contract with Chorus continues to drive a number of changes to the way we work and how we use siteTRAX. Several new features have been implemented to support UCG operations, service and billing teams as well as our Delivery Partners. Changes have been made across our build, provisioning and assurance programs with supporting changes in siteTRAX Air.

One of the key achievements over the last few months has been the implementation of

the new By and Between functionality to support the new Between jobs required by Chorus and the retail service providers. We are now able to process jobs that need to be completed during a specified start and end time. Although this feature has been developed for Chorus, it will provide ongoing benefit to other programs that require this type of scheduling capability going forward.

The team has also been gearing up to support the needs of Opticomm in Australia. The Software Services team has been working closely with the Australian business to implement a new program of work for Opticomm as well as providing training and support services to make the onboarding of this client as smooth as possible. Several new features have already

Job ID	CRN	Commit Type	Appointment Time	Appointment End Time	Exchange	Site Name	Job Type
1234839	221109561523	BY	11-Nov-2022 18:15	09-Nov-2022 19:00	OAA	11A VICKERMAN STREET Otara MANUKAU 2023	CHS-INC-UP
1234836	22110950684	BETWEEN	11-Nov-2022 07:00	11-Nov-2022 11:00	HSN	21 LENDIC AVENUE Henderson WAITAKERE 0612	CHS-INC-UP

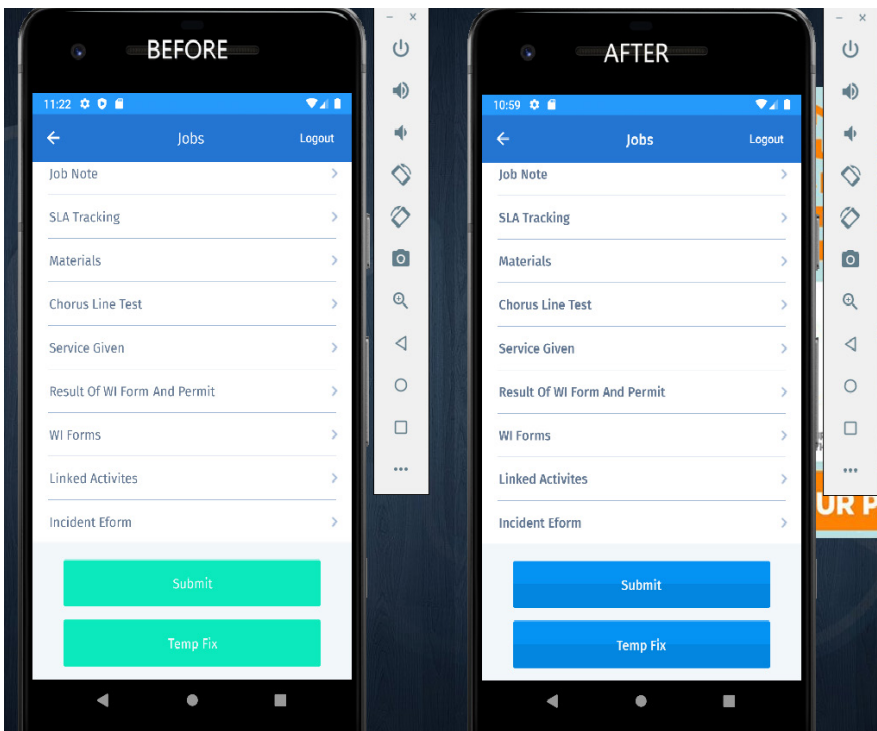
New By and Between functionality in the Advanced Schedulers View

been developed and several more are high in our development backlog.

The new Take 5 risk assessment will give our field crews the option of a simpler pre-job checklist for specific job types and will help reduce the overhead of this activity. Several changes have already been made to siteTRAX to build the foundation required to add Take 5 and other risk assessments in the future. The goal is to have this new assessment available in the new year.

siteTRAX Air is undergoing a facelift with a new theme being applied as part of our new User Interface/User Experience refresh.

New siteTRAX Air changes both Before and After screenshots



We are currently changing the base attributes (colours, fonts etc.) used across the mobile application and you may have noticed the new look login page.

We will continue to rollout new user interface features as we improve the look and feel of this product.

We continue to build and refine our SORs validation functionality with features designed to allow our delivery partners to add SORs while providing the appropriate approval process for these. We also continue to develop the integration between siteTRAX and our Sage financial system that will allow our finance team to access timely revenue and expense recognition information.

The team has recently demonstrated the auto-scheduling functionality that was first presented over a year ago. Auto-scheduling, as its name suggests, is designed to allow jobs to be automatically scheduled by the system - hopefully freeing up our scheduling team to concentrate on other important work. This feature is only a prototype at this stage and more testing and adjustments will be needed before it can be developed as a new capability within siteTRAX.

From a people point of view, we have expanded our team to include new team members including a new business analyst based in Queensland who will help us document the requirements of the Australian business and a new cloud engineer in the Philippines who will be key to deploying new changes to siteTRAX and providing infrastructure support outside of New Zealand and Australian business hours.

CIO UPDATE

UCG's vision is to ensure that core functions are resistant and resilient to cyber-attack



by Steve Alani
Chief Information and Digital Officer

UCG's vision is to ensure that core functions - from the delivery of public-facing and client-facing services to the operation of our teams – are resistant and resilient to cyber-attack. Achieving this aim will make UCG a difficult target for attackers as well as enabling us to protect UCG, client and customer data and operate without undue disruption. It will also ensure that the organisation is equipped to better respond to new and more sophisticated threats when they do arise.

The 5 pillars that we all should focus on are as follows:

Manage cyber security risk

To manage cyber security risk, we have developed processes and technologies enabling us to identify, assess, understand and mitigate cyber threats and minimise associated potential disruption. The foundation of this lies in understanding

our infrastructure and information assets, assessing their vulnerabilities and susceptibility to threats - whether internal to an organisation or emanating from its supply chain. Clear risk assessment and management accountability with robust assurance and testing ensures that risk owners are aware of the risks they have the responsibility to manage, and that they are doing so appropriately. This is demonstrated through many company policies and procedures including but not limited to IT policy, intellectual property policy and others. The UCG Risk Register sets out a list of the most likely threats, risks, management accountabilities and review procedures and is regularly updated.

Protect against cyber attacks

Proportionate cyber security measures are embedded in the technology we use, and are correctly designed, configured,

and managed. We have implemented a next generation firewall, EDR, IDS and IPS (Intrusion Detection and Prevention) Systems in addition to mail filtering and anti-malware detection to address common cyber security issues at scale, improving cyber security across the whole organisation as well as driving efficiency and value for money.

Detect and respond to cyber security events

Building on the foundation of risk management and commensurate protective measures, UCG developed its capability to detect cyber security events across every part of the business to ensure that risks can be mitigated before they critically impact UCG and/or client functions and services. This is demonstrated by a 24/7 SOC service agreement with our managed service provider "MSP" partner and a dedicated 8 person strong internal IT support team.

Minimise the impact of cyber security incidents

While effective risk management, appropriate and proportionate protective measures and enhanced detection capability will make UCG a considerably harder target, we will still be impacted by cyber security incidents. We are fully prepared and able to respond to cyber incidents with the capability to restore affected systems and assets and resume the operation of its functions and services with minimal disruption. This can be demonstrated by our backup schedule, restore points and failover tests that we do regularly and are embedded in our Recovery and Business Continuity Plans.

Develop the right cyber security skills, knowledge, and culture

Achieving UCG's vision will not be possible without cultivating the required cyber security skills and knowledge, as well as fostering a continuous improvement cultural shift in cyber security across the whole company. This

is demonstrated by our awareness training program, continuous reminders and phishing campaigns that run regularly to identify the weaknesses and strengthen our cyber security posture and maturity level. In almost all recent reported incidents of hacking in Australia and New Zealand, the breach was obtained through social rather than technical factors – staff and Delivery Partner awareness of threats and workplace behaviours are critically important in lowering the chance UCG's or our clients' data is compromised in a cyber attack. If any member of UCG receives a suspicious email do not click on any links and it should be reported to the IT Help Desk.

*... always be vigilant,
think before you click...*



Delivery Partner

PROFILES

This issue we get to know two of UCG's valued Delivery Partners.

Ace Telecom Limited from New Zealand and Southern Horizontal Boring Pty Ltd from Australia.



Harpinder Singh

Ace Telecom Limited



Harpinder Singh

Ace Telecom Limited is a telecom service-oriented company established a year ago, and they have been working for UCG since March 2022. The company started with the two crew members, and Harpinder Singh is an owner operator with 6 years' experience. They are currently working on SDU connections in the Auckland region, which involve scope, civil, install, and faulty network tasks on the fibre network. Harpinder said "It is a great opportunity to work with UCG. UCG is so reliable for allocating work to their Delivery Partners. UCG's staff is very amicable and cooperative, especially the Field Manager. They help us tackle every problem in the field". Ace Telecom's Technicians are capable of understanding the customer's needs, and they ensure they deliver a high quality service.

Southern Horizontal Boring Pty Ltd



Shane Southern

Southern Horizontal Boring has been in operation for 20 years, and is now a father and son team, utilising subcontractors when required. They have been carrying out work in Wyalong, NSW to deliver the primary network, and are on track for the secondary path. Conditions on the work site were less than ideal due to extreme weather patterns that Wyalong had encountered over the last few months. However, after many weeks of directional drilling they made great progress, which was also due to the UCG team being onsite to sort out any issues and questions that arose.

Southern Horizontal Boring has now created a fantastic working relationship with UCG, and Shane and Reece go above and beyond to meet UCG's needs.

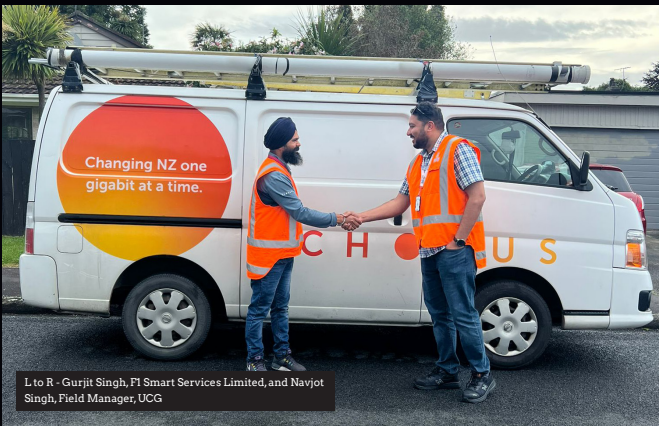


L to R: Shane Southern, Reece Southern, Southern Horizontal Boring, and Lance Parkes, UCG FM



Delivery Partner AWARDS

UCG has always recognised that its success is co-dependent on the success of its Delivery Partners. While it's a difficult process to select the recipients, for each UCGFOCUS publication a minimum of two Delivery Partners from both Australia and New Zealand are recognised for their great support of UCG and, ultimately, our clients and customers.



L to R - Gurjit Singh, F1 Smart Services Limited, and Navjot Singh, Field Manager, UCG

F1 Smart Services Limited



Gurjit Singh

Gurjit has been one of the most trusted and reliable technicians in CSA07, and is always ready to take an extra step in his work. He is very proactive and updates the stakeholders on time, which helps track the status of projects. He is truly professional, and is a great ambassador for UCG.



Robin Bali, MTC Communications

MTC Communications Limited



Robin Bali

Robin is a very reliable and capable Fibre Provisioning technician working in CSA03 Wellington. He is always willing to assist UCG out in the field, and often lends a hand to help with escalations.



Brenden Harrison

Twe12E Pty Ltd



Brenden Harrison

Since starting with UCG over 3 years ago on the NBN project, Brenden has become one of our most reliable civil contractors, working across multiple programs such as City of Gold Coast, Opticomm, Optus and NBN. Brenden's can do attitude, accompanied with his professionalism and high regard for safety, makes him a valuable resource for UCG and a pleasure to work with.



Ricardo De Almieda

Rad Communications Pty Ltd



Ricardo De Almieda

While Ric's company has only recently onboarded with UCG, he has become out most reliable fibre contractor in QLD. In the last six months they have built 50% for the Opticomm Velocity sites in regional and metro QLD, with excellent first time completions and handover. They have now onboarded as one of our fibre companies for City of Gold Coast, and the results have been applauded by the client. UCG is excited to work with such a professional company moving forward.

Social Club

Mini Golf Event



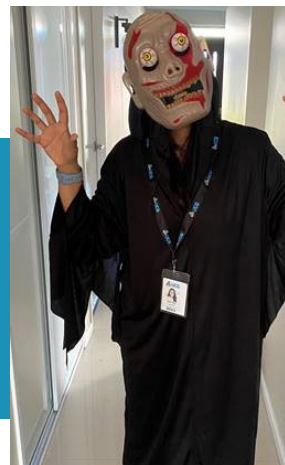
Fiji Day



Diwali

UCG AU Social Club – Ministry of Entertainment

UCG Australia's social club, aka the Ministry of Entertainment, has turned 2022 into a year with local and national social events and encouraged the whole team to get involved. In recent times Head Office staff in Brisbane had a lunch for Melbourne Cup day, a movie night to see Bullet Train, and a round of mini golf. Interstate team members have gone to local cinemas and also participated in their own events.



Congratulations to the winners of the best dressed competition...
Noelani & Vigin



Diwali



UCGNZ Diversity, Equity and Inclusion Committee

L to R: Ashlee / Ayesha - Halloween



Over the last quarter, UCG NZ Diversity, Equity and Inclusion Committee have hosted two important celebrations.

Fiji Day

In October UCG NZ celebrated, along with our Fijian workers, National Fiji Day. The day, which ends a weeklong celebration for Fijians, was celebrated by inviting employees to come to work dressed in Fijian inspired clothing, such as Bula shirts or Bula dresses.

Diwali

UCG NZ recently celebrated Diwali, a festival of lights that celebrates the triumph of light over darkness, good over evil and the human ability to overcome. Some staff came dressed in beautiful kurtas, dhotis and saris and a shared lunch of delicious Indian food was put on. Niru Parmar also made some delicious Indian treats for the Brisbane staff.

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