

FOCUS



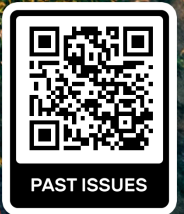
TELECOMMUNICATIONS
CONNECTIONS
FOR RENEWABLE
ENERGY PROJECTS

OVERCOMING ANY OBSTACLE

*"Your response to this crisis has
been first class; we could not
have asked for more."*

CELEBRATING
THE SUCCESSES

THE ART OF
PAYING ATTENTION



INTEGRATOR

We pride ourselves on being the integrator between businesses and communities. We do this by running a unique operational model that aggregates and manages resources as an end to end service.





UCG**FOCUS** - AUTUMN 2023 - EDITION 24

FOCUS

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CEO'S MESSAGE

Business is growing and overcoming any obstacle

by Roger Crellin
Chief Executive Officer



Hello and welcome to this edition of FOCUS, with our growing ecosystem now in Australia, New Zealand, the Philippines, and the Federated States of Micronesia.

Our Australian business is growing nicely, our NZ business has shown that they will overcome any obstacle, our Philippines office goes from strength to strength, and our Micronesia client-colleagues are highly committed.

As you'll be aware, our Kiwis have had a rough start to the year. Cyclones and flooding have devastated livelihoods, homes, and peace of mind for many people, including some of our

own. This crisis has put huge pressure on our New Zealand infrastructure, and in turn our ecosystem - which rose to the challenge.

Recent feedback from our client, Chorus, summed it up: *"Your response to this crisis has been first class; we could not have asked for more."*

Indeed, as I enter my third month as CEO, I can say without hesitation that I am very proud of you all, and the way you step up each day to serve and support our clients, their customers, and your colleagues and peers.

Please accept my gratitude and acknowledgement for a job well done.

On the finance front

I am pleased to formally welcome my new executive partner, Michael Lock, as our Group CFO and Company Secretary. Michael is an outstanding financial strategist, a solid baseball player, and will be a fantastic steward through the current global macro-economic challenges. Welcome Michael.

Rising above

I recently had the benefit of sitting in on our ISO27001 internal audit - from ISO to PreQual to OFSC to Worker Welfare, it's no secret that we are immensely proud of our multiple cross-border certifications and compliance. We arguably stretch ourselves

more than most when it comes to compliance, for the good of our eco-system and commitment to transparency. And our Compliance, HSEQ, and Welfare teams are best in class.

Empowering each other

In our UCG ecosystem, we are each accountable: to look after one another, to respect each other, to do our jobs and to step up when we need to. By the same standards, you each have the right to work in a safe, inclusive, and success-motivated environment, and to receive respect and support without judgment or conditions.

Put another way, this means I want you each to:

- **Look after yourselves and each other.**
- **Respect all.**
- **Perform to your utmost every day.**
- **If you are struggling, hold up your hand without concern.**
- **Go safely home each night to your family and friends, proud of what you have achieved that day, knowing you are contributing to something important.**

In closing, a special thank you to Ralf Luna, the UCG Board, and my executive colleagues for their unwavering support as we all work together in such a great organisation as today's UCG. Team, we've got this!



We welcome feedback and innovations that will make UCG a more effective and 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

Working towards our long-term goals of growth and success



by Dilip Kanji
Chief Operating Officer

Whilst we have had a challenging period with some extreme weather events in New Zealand, and undertaking positive scaleup in Australia, I wanted to take a moment to update you on our company's strategies for standardisation, best-in-class delivery, and scaling profitability.

As you know, these are key areas of focus for us as we work towards our long-term goals of growth and success. We believe that by adopting best practices in these areas, we can build a strong foundation for sustainable growth and profitability.

Our ultimate goal is to build a business that can scale profitably over the long term.

Standardisation

We are committed to standardising our processes, systems and procedures across all of our operations. This will help us to reduce costs, increase efficiency, and improve our overall performance. We have already begun implementing standardisation measures in areas such as governance, reporting, program management and back-office support of our main programs of work, and we will continue to roll out further initiatives in the coming months.

Best-in-class delivery

We understand that our customers expect the highest level of service from us, and we are committed to delivering on that expectation. We are investing in new processes and tools to improve our delivery times, increase order accuracy, and enhance the overall customer experience. We are also working to develop new capability that will help us to meet the evolving needs of our customers.



Scalable profitability

Our ultimate goal is to build a business that can scale profitably over the long term. To achieve this, we are focussed on developing a lean, efficient operating model that can adapt to changing market conditions. We are also exploring new business models that will help us to build a more resilient business.

These strategies are critical to our success, and we are committed to delivering on them. We believe that by focussing on standardisation, best-in-class delivery, and scalable profitability, we can build a business that is resilient, sustainable, and successful in the long term.

Thank you for your continued support as we work towards these goals.

NEW ZEALAND EGM UPDATE

Celebrating the successes



by Andrew Clarke
Executive General Manager NZ

As I write this article, the first from an EGM perspective instead of a sole Operations perspective, it is a great opportunity to reflect on what has happened in the last two months, and to celebrate in some of the successes we have had as a team.

The first point to note of course has to be Cyclone Gabrielle. The cyclone caused catastrophic damage to New Zealanders' homes, businesses, and caused the loss of life in NZ. This is the first major event that UCG have had to deal with since taking over the FSA contract, and has been a mammoth effort from all involved to get New Zealand back on its feet. I would like to personally thank all the team that has helped in the recovery effort - both UCG staff, and our Delivery Partners, but also their families who have been supporting the overtime as we have banded together to really deliver on restoring New Zealand.

I would also like to show appreciation for the many volunteers that are part of UCG. Many staff volunteer for NZ Fire Service, St



Johns, Civil Defence, the list goes on. These people have been juggling their UCG work, the contribution they make to the community, their families, and themselves! Thank you to everyone.

It has not been all about the cyclone though. During this time, UCG has made some other great strides in performance in many other areas of the business, but there are two I would really like to call out.

Firstly, our Service Delivery team. Kirsti Grima has taken over as GM of Service Delivery, and the team have recently got together and transformed the back office. The productivity of our Fibre Connect crews has gone back up to 1.6 jobs per day due to clean tickets, great jeopardy management, and of course the support from the FMs and HSEQ teams in the field. The fact

Build Handover which is a great sign of things to come.

All of the above really does make me proud to lead the New Zealand team, and I am very thankful for the opportunity that Roger Crellin, Ralf Luna, and the UCG Board have given me. Which brings me onto the focus for the next quarter.

That focus is consistency. In what was a challenging first 9 months of transition, moving into optimisation we saw the UCG performance go two steps forward and one step back. The leadership team is committed to driving this consistency, which means we have to be operationally excellent in all areas. For everyone reading this, that means we want to do the very best we can on the job we have to do. Schedule well, treat escalations with the importance



we have transformed this function, while at the same time managing a state of emergency, really shows the resilience, dedication and skill of the UCG team.

In a similar vein, the Build Program has also taken off. In February, Build contributed the largest share of UCG NZ revenue, at a time where we had to "take the foot off the gas" due to conflicting priorities. This also shows the great strides taken last year to get this program humming, and it is also showing a green KPI for

they deserve, recruit more technicians into the ecosystem, keep the safety of our ecosystem top of mind, and communicate professionally with our clients. Own your area of the business, and be the absolute best you can be.

I look forward to sharing the results of this hard work with you all in 3 months' time as we wrap up the first full year of FSA.

HSEQ UPDATE

Rallying together in response to a challenging climate



by Chris Howard - HSEQ Manager Australia
and Thomas Williams, Head of HSEQW - New Zealand

NZ operations

The preceding months have been challenging and unprecedented for UCG NZ. Climatic conditions, coupled with the impacts from Cyclone Gabrielle, have created the perfect storm in several regions that have meant operating conditions day-to-day have required an incident team to be created to manage the sheer volume of fault responses and the ongoing installations for new customers. Issues outside of business as usual have been both red and yellow stickered homes that cannot be entered to reconnect services, high volumes of medical reconnections, access to locations, multiple locations underwater, preventing cabinets being accessed for repair, helicopters having to be used to fly in assets, disease through sewage leakages and unsafe

drinking water, no water available in some regions, shortage and/or no supplies of food, and COVID-19 resurfacing in one region. Despite these issues, the response team have risen to the occasion and gone the extra mile in their endeavors to meet and/or exceed expectations with daily throughput.

Both UCG staff and Delivery Partner employees have been dramatically affected by Cyclone Gabrielle. Homes have been lost and personal welling has been an issue. Contacting all workers has been very challenging, with limited or no connectivity still existing in some regions. UCG staff have personally driven into devastated regions to check on the wellbeing of all and provide much needed supplies and support to both staff and technicians alike.





Devastation after Cyclone Gabrielle

UCG staff have rallied as a family to support each other through these trying times. A fundraiser has been held and, with the assistance of the social club matching funds raised, a sizeable donation has been sent to assist in the aftermath of the devastation.

AU operations

Welcome to 2023! What was a busy end to the previous year and with the teams taking a well-deserved break over the Christmas and new year period, 2023 has started at a quick pace with teams immediately picking up where they left off in the field and the AU Operations preparing for additional new works in the coming months.



Returning from holiday's can be challenging for some workers (depending on how well their holiday went) who may not yet have switched gears or their mindset back into "safety mode", however with support from the Team Leaders, Field Managers, and the HSEQ team, we have continued the new year with no reported serious incidents and the maintenance of safety compliance by the teams both on site and within our SiteTRAX system. Well done to all.

Throughout the last half of 2022 the business took the opportunity to further develop and introduce additional Mental

Health First Aiders (MHFA) across multiple business units and regions. In Australia, UCG now has six trained MHFA team members that can be utilised to support staff where needed, and with potential for additional resources to support our growth in other regions where required. To find out who your local MHFA contact might be, they will be identified on your local office HSEQ notice board. Look out for the MHFA symbol in their signature block, or contact either the P&C or HSEQ team if needed.

One Team, working together to achieve success



by Nanna Scrafton
Head of People & Culture NZ



Over the years UCG's teams have grown more and more diverse, dynamic, agile and dispersed. We now collaborate across three countries, with multiple time zones and cultures.

Building a high performing and successful team is about more than simply finding professionals with the right skills or experience. It is about developing a culture of innovation, collaboration, and purpose.

We believe that the six characteristics of a successful team are:

- 1. Effective communication between all team members.**
- 2. A diverse group that brings various perspectives and skills.**
- 3. Willingness to learn new things and adapt to change.**
- 4. Understanding the company values and culture.**
- 5. Having a leadership style that encourages accountability and support.**
- 6. A goal-oriented mindset, where everyone is working towards the same goal.**

Our teams in Australia, New Zealand and the Philippines understand our company's goals and what we strive to achieve as a group. Our leaders embrace the diversity of thought and how each individual can play a part in UCG's success, independently from where they are geographically located.

Having a shared vision is key to knowing where we are heading, standardised structures and practices allow us to navigate complex problems more easily, and the right technology allows us to stay connected and communicate effectively.



"Coming together is a beginning, staying together is progress, and working together is success." - Henry Ford.

Our people, in all three countries, can also access similar benefits and rewards including our recognition programme or quarterly awards, wellbeing incentives and mobility opportunities. Our success is shared and celebrated equally.

We understand the importance of creating space for open and honest dialogue which in turn allow us to make faster, more innovative decisions.

As our company grows, we will continue to leverage experience and knowledge from different teams in different locations who can contribute to new tenders, new projects, new initiatives, and client interactions – making us stronger as a business.



Teamwork

PEOPLE & CULTURE UPDATE

The art of paying attention



by Corey McCarthy
Group People & Culture Manager

I have three kids, and it's quite normal for them to be playing an online computer game, whilst at the same time having a separate app open to chat with a handful of friends. On another monitor they'll possibly have what appears to be a random YouTube video blaring, or maybe a sport playing such as the latest NBA basketball game. In parallel, their mobile phone is likely to be within reach as well and in use for something else! I shouldn't be surprised that when I speak with my children that I find myself needing to repeat what I have said. "What's that, Dad?"

Like my children's competing priorities (and if you have children, probably theirs too), at work we face the same temptations and demands. Quite often we give into them with the good intention of doubling down on our productivity. But are we, and what are we saying to the persons we should be fully engaging with?

At UCG we want to create a connective and psychologically safe environment for our employees and Delivery Partners to work and thrive in. A small but essential part of this is for our people to be present in the moment for each other. This means giving our full attention to the person or persons we are meeting with, including during phone or teleconference calls via our PCs or laptops. During a half hour meeting, particularly if our video is turned off, it is a particularly tempting situation where we can be drawn into multi-tasking, such as reading and responding to emails or instant messages.

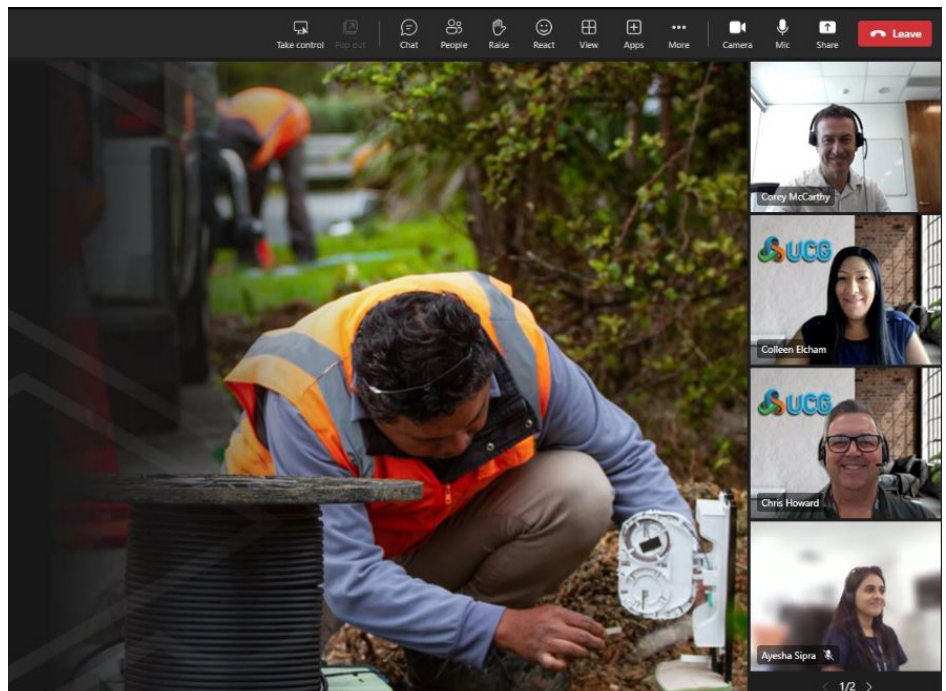
Honing the art of being present means giving our full attention to the persons we are meeting with. They deserve it. It demonstrates we are interested in them and their content. It builds rapport, and it shows we value their time as much as our own. On the other hand, when people feel we are only half listening to them they can feel disrespected and of less importance.

We all have an opportunity in meetings and other conversations to learn and understand the big picture, and if we don't capitalise on this it can be an opportunity lost. Whatever steals our attention, it means we are not actively participating in the conversation. Our colleagues or customers can tell when this happens. The convenor of a meeting has probably put significant time and effort into preparing a presentation or planning what they want to cover, and if they sense that others in the conversation are distracted this can leave them feeling disheartened.

Losing focus is natural, and in our increasingly technology driven world our focus is being tested more and more. Aside from the impacts of technology, scientists say we have over 5,000 thoughts every day and some of these will be intrusive. The challenge is to push them aside when engaging with others. This will help us create good working relationships, and make the people around us more productive, and indeed

ourselves. The truth is our brains can only process one complex matter at a time. If we think we can read and comprehend an email (and let's face it, most probably we've already begun mind mapping our response to it) whilst participating in a discussion with others, we will fail one or both the things we are doing. Reading an email and engaging in a conversation are both complex situations, it's true.

I am of the view paying attention is not a science. It's more of an art form. It's something we all need to work on every day. I challenge everyone at UCG to believe in our ability to do exceedingly well at one thing at a time, and to consider the importance of resisting the temptation to work on something in the background when communicating with others. If we all live in the moment and genuinely engage in our conversations, our colleagues, Delivery Partners and customers and clients will all positively notice.



BUSINESS DEVELOPMENT UPDATE

Telecommunications Connections for Renewable Energy Projects



by Nicholas O'Brien
Manager Sales & Business Development

As demand for renewable energy projects in Australia continues to grow, power utility companies are discovering new opportunities to utilise their spare dark fibre, resulting in the provision of fibre connectivity to renewable energy projects, local governments, businesses, and residents in regional and remote communities.

Power companies build fibre connectivity throughout their power networks, allowing them to operate and monitor network performance. However, not all the fibre capacity is used, presenting an opportunity for power companies to resell their spare dark fibre. Power utility companies in Australia are increasingly providing fibre connectivity to renewable energy projects, such as solar and wind farms, as well as to local governments, businesses, and residents in regional and remote communities.

These projects offer multiple benefits to local communities. Firstly, as the fibre

cables are already running through the area, extending the network becomes more affordable, making it easier for customers to access fast internet speeds. Additionally, regional and rural communities are offered access to fast fibre connections, allowing them to live, work, and play with similar opportunities as those in big cities.

This development marks a significant shift in the availability of fast fibre connectivity for renewable energy projects and local communities in regional and rural areas. By providing efficient and effective deployment of dark fibre, UCG can support renewable energy projects and contribute to the development of regional communities. In this space, we have recently completed the West Wyalong Fibre Communications Pathway for Essential Energy, which involved installing over 100 kilometres of new pit and pipe and 10 km of ADSS aerial cable. The 96-core fibre connection creates a

communications service for the solar farms recently constructed on the edge of West Wyalong in regional NSW.

2023 continues to bring new opportunities. As new renewable energy projects are greenlit across Australia, the demand for fibre networks to these resources is increasing. Power Utility companies have seized the opportunity to on sell their spare network capacity and UCG is playing an increasing role in this space. It's an exciting opportunity for UCG as we continue our strategy to design, build and maintain telecommunication networks for clients beyond the traditional telecommunications industry, particularly supporting renewable energy projects.

UCG can support renewable energy projects and contribute to the development of regional communities.



TECHNOLOGY UPDATE

A busy start for the software development team



by Steve Alani, Chief Information & Technology Officer
and Grant Kilkolly, General Manager Software Development

It has been a busy start to the year for the Software Development Team as we continue to support the New Zealand business, while also supporting the growth and diversification within the Australian business.

Over the last quarter, changes have been made to siteTRAX Air offline mode and the Job Pre-Start process to ensure that Delivery Partners are able to use this application when working in areas without mobile coverage. This helped us recently during Cyclone Gabrielle and the flooding of the North Island in New Zealand, in addition to remote areas through the Gig State program and the wider Australian business.

In New Zealand, several large features relating to the automation of the Chorus Work Request Management interface have been delivered this year and further features will be delivered throughout the rest of the year. These features implement both UCG and RSP initiated reschedules, and automate the interaction with Chorus to support these processes. The process to automate Chorus putting in flight jobs on-hold, was not part of the original interface when it was developed last year. This now needs to be delivered, and the team is currently working through this. Other changes include support for Spark Network Operation Centre related incidents and Chorus HyperFibre requests.

The Australian siteTRAX instance has now been moved from our Australian datacentre to the Azure cloud, alongside the New Zealand siteTRAX instance. Most of our non-production environments have also been moved to the

cloud and are protected behind our new cloud-based firewall. Moving these environments to the cloud helps to improve performance while providing the flexibility to better manage the environments on which siteTRAX runs.

As technology continues to advance, security threats are becoming more complex and sophisticated. The following are some of the latest security trends that we should be aware of:

Cloud Security

Cloud computing has become increasingly popular, but it also introduces new security challenges. We have implemented multiple layers of controls to ensure that we maintain proper security measures, such as data encryption, access control, and monitoring.

Zero Trust Security

This approach to security assumes that all network traffic is potentially malicious and requires authentication and verification before allowing access. This ensures that even if an attacker gains access to the network, they cannot move laterally and access sensitive data. The segregation of our environment, plus the enforcement of MFA is a must to avoid any malicious attacks.

Cybersecurity Awareness Training

Human error is still the biggest threat to any organisation's security. Therefore, it is essential to provide regular cybersecurity awareness training to employees to ensure they understand the latest threats and how to avoid them. We continue to roll new training modules every week.

In addition to the latest security trends, there have also been updates in agile methodology in software development. Agile methodology has become increasingly popular because it allows teams to work collaboratively and respond to changing requirements quickly. The following are some updates in agile methodology:

DevSecOps Security

DevSecOps is the integration of security practices into the agile development process. This ensures that security is built into the software from the beginning, rather than being added as an afterthought.

Agile At Scale

Agile was initially designed for small teams, but it has now been adapted for large organizations. This involves breaking down projects into smaller (Features), more manageable pieces (User Stories), and using agile methodologies to manage each piece.

Agile Testing

Testing is an essential part of agile development. However, traditional testing methods can be time-consuming and delay the development process. Therefore, we are planning to adopting automated testing tools that can quickly and accurately test software.

In conclusion, by staying up-to-date with the latest security trends and updates and implementing these practices, we can continue to improve our software development processes and protect our, and our clients', data from security threats.

BUSINESS INTELLIGENCE UPDATE

Empowering UCG employees through data democratisation



by Phil Braz
Group Business Intelligence Manager

The UCG BI team is in transition!

Currently the UCG BI team responds to requests to create Power BI reports to meet specific requirements from the business. While the reports that are created fulfil a need, they rely on a BI team member, and the reports' usefulness is limited to the specific process or scenario they are created for.

If you could find the data you need, when you need it, without the need to involve a BI team member, would it make you more effective in your role?

Organisations around the world believe the answer is yes, and are embarking on a journey to democratise data.

"Data democratisation means that everybody has access to data and there are no gatekeepers that create a bottleneck at the gateway to the data. The goal is to have anybody use data at any time to make decisions with no barriers to access or understanding," says Bernard Marr, bestselling author and futurist.

"Data democratisation means that everybody has access to data and there are no gatekeepers that create a bottleneck at the gateway to the data. The goal is to have anybody use data at any time to make decisions with no barriers to access or understanding"



NZ BI team. L to R - Aline Pereira and George Xu

The UCG BI team is in the process of engineering what we call "data sets". Data sets are more generalised themed sets of curated data that you can easily access using familiar tools. The first data set will be "Sites and Jobs", bringing together much of the site and job related data from siteTRAX, thereby giving access to everyone to slice and dice as required.

These data sets will be published to a new Power BI workspace where they can be accessed through Power BI or directly from Excel. A training program is under development

to show how to access the data sets, and to introduce anyone who is interested to developing their own Power BI reports. A course schedule will be made available in April.

The process to democratize data through self-serve access will be iterative. We will work closely with data consumers to develop data sets and ways to access. If you are keen to learn more about how you can access data or to suggest a data set, please reach out to a BI team member and let them know.

Delivery Partner PROFILES

This issue we get to know two of UCG's valued Delivery Partners.
Hypewire Limited from New Zealand and Complete Power Solutions from Western Australia.



L to R: Ar Jay Santos and Christopher Torizo

Hypewire Limited

Christopher Torizo



Chris Torizo has worked as a Delivery Partner for UCG for the past four years, and recently has formed Hypewire Limited. Along with Ar Jay, he continues to work for UCG around the Auckland area.

Their work mostly involves SDU provisioning, greenfield, faults, and faulty network. Chris appreciates the support and help received from UCG's Field Managers, and the time they take to ensure Hypewire have all the equipment needed to complete their jobs.

Hypewire take the time to confirm the proposed scheduling with the customer, and if necessary, to reschedule due to unforeseen circumstances. They are looking forward to extending their resources throughout 2023, and to be involved in providing efficient broadband services to their customers.

Complete Power Solutions (WA Based Team)



John Townsend

Complete Power Solutions provide design and installation of TEBA superstructure construction and power supplies at Telstra sites and have been working with UCG since late 2021 across Australia. Originally known as CPS National, they have been in operation since 2000 and continue since 2018 under ownership by Ampcontrol Group.

Their main challenges include occasional tight, unforgiving site specifications and they look forward to continuing in 2023 to solve any of these issues if they arise, while providing excellent customer service.

Working with the UCG team of Melinda Piper, Nitilux Satayakitkajorn, Andrew Hayhoe, Complete Power Solutions find it beneficial having local UCG staff to liaise with, who provide support as required.



John Townsend

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 UCG**FOCUS** publication, Delivery Partners from both Australia and New Zealand are recognised for their great support of UCG and, ultimately, our clients and customers.



Palwinder Singh, MR Communications Limited



Kolinio Toduadua, Kaytee Communications Limited

MR Communications Limited

Palwinder Singh

After FSA, Palwinder has upskilled himself in BCJ splicing, OTDR testing and splitter commissioning and activation, which has been crucial in assisting other Delivery Partners.



Kaytee Communications Limited

Kolinio Toduadua

Kolinio has played a key part during the recent flood response for Auckland in the incident/fault space, and went over and above his role in order to assist affected customers.



L to R: Robert Fernandez, Jacob Fernandez, Ronald Fernandez

Ferntel Technologies Pty Ltd t/as Dezitec

Ronald Fernandez, Robert Fernandez, Jacob Fernandez

Dezitec displayed absolute dedication and commitment on completing all fibre works on the West Wyalong project (End to End), including the splicing and testing off all Fobots and joints over 120km of new network. The quality of the build, as-builts and deliverables were outstanding.



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Social Club

Diwali



Chinese New Year



Chinese New Year

Diwali

SPCA Cupcake Day

UCG NZ Social Club

Over the last few months or so, the UCG NZ Social Club have run a couple of fundraising cake sales, celebrated Halloween, Chinese New Year and Diwali. Casual January was also back.

Fundraising

UCG NZ Social decided once again to run a cake sale for SPCA Cupcake Day which was very successful and there were lots of very tasty treats to indulge in. We also recently ran another bake sale, and all funds raised went to a charity supporting the animals affected by the devastating Cyclone Gabrielle which has decimated areas of the North Island of New Zealand.

Diwali

A wonderful celebration of colour and food was enjoyed by all in the Auckland office and treats were sent out to the satellite offices.

Chinese New Year

The office enjoyed a sumptuous feast of Chinese cuisine consisting of dumplings, noodles, rice, amongst other things to celebrate Chinese New Year - The Year of the Rabbit.

UCG**FOCUS**

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