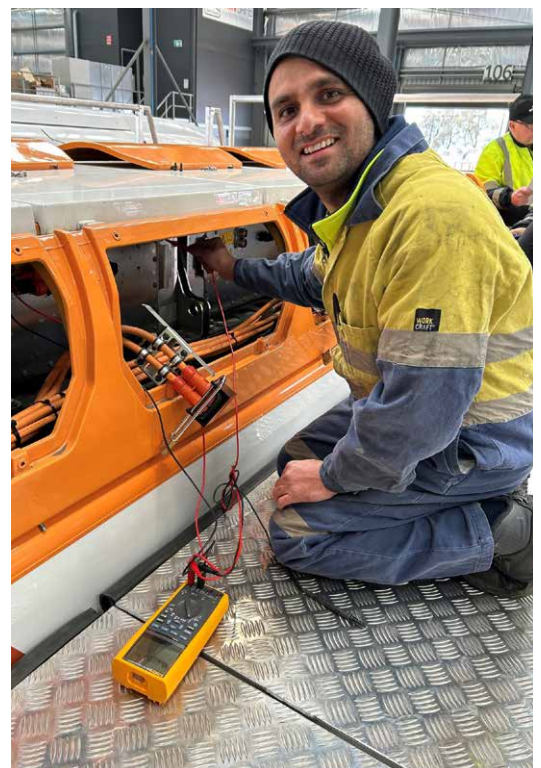


UNITE!

NEWSLETTER
ISSUE 36 | JANUARY 2024
SUMMER EDITION

CDC VICTORIA'S QUARTERLY NEWSLETTER FEATURING UPDATES, DEVELOPMENTS AND THE PEOPLE WHO DRIVE THE BUSINESS.



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WELCOME ONBOARD TO ALL OUR NEW EMPLOYEES

Amanda Hazell, Daniel Hasnat, Glen Gamble, Gurvinder Singh (BALLARAT), **Gurpreet Singh, Karthick Murunganantham, Michael Foord, Kasadoruge Shihan Mithila Perera, Muhammad Sulman Mohsan, Tyron Knight, Beverley Santos (GEELONG)**, Samiullah Gharzai, Gennady Kuperman, Jerome Isaacs, Kalpa Epitakaduwa Gamage, Konstantinos Loukas, Peter Ghobrial, Weineng Qiu (OAKLEIGH), **Vong Bui, Fawaz Osman, Trung Hieu Nguyen, Kulwinder Singh, Rakhjit Kaur (SUNSHINE)**, Andrew Capicchiano, Balpreet Singh, Gurwinder Multani, James Robertson (TULLAMARINE), **Helen Whiteman, Anna Finau (HEAD OFFICE)** Ravijot Kaur (WYNDHAM)

CEO'S MESSAGE



Happy New Year everyone. Best wishes for your health and prosperity for you and your loved ones.

It is 2024 but unfortunately, COVID-19 is still around. This is a constant reminder to keep our defences up with COVID-19 vaccines and even flu vaccines. Scheduling an annual health check might be another way to stay on top of your health.

We have some exciting business updates; the Ballarat team delivered a successful Spilt Milk. The trial services for Mildura & Broken Hill have been extended by another year – great news. However, the truth is we do not win every tender. Last year we missed out on the Christmas Chadstone Shopping Contract and in Ballarat, we missed out on the Ballarat Health Service Contract. This also reminds us about the competition in the industry we face to win new contracts and retain our existing contracts.

It has been more than a year now since we successfully defended our Ballarat, Geelong and Midura contracts and to do this we had to recognise that we needed to seek improvements and promise a better value-for-money proposition for the Government. This means we need to challenge and change how we do things, and this can have an impact on the spread of hours and our roster cycles. It is always our intention to minimise the disruption to staff.

We are currently facing our biggest challenge for many years as we are currently tendering for all our Metropolitan contracts in an open competitive environment. The new contracts require the electrification of our depots and full electrification of all fleet by the end of the 10-year contract term. These are big bickies

and high stakes. We will do everything we can to present our best case. Our service performance and commitment to safety has always been first class and these factors matter in these bids. Our on-time running, early running, number of safety incidents, at-fault motor vehicle accidents and lost time injuries, all the metrics we strive to improve are all tested in this competitive process.

And of course, our price and our value for money will be tested as well. Like with our Regional contracts, we will need to challenge how we do things, how do we reduce the non-value-added time that our customer does not want to pay for? No doubt this will require a change from the status quo and as we promise to put our best foot forward, we promise to work through any change with the respective roster committees to minimise the impact on every staff member.

Thank you to everyone who completed the staff engagement survey, this feedback is invaluable for management to review your concerns and recommendations and seek actions and improvements to our working environment. We cannot promise that we can fix every concern, and this is impossible because we do get situations where one employee will want more of one thing and another will want less of the same thing (short shifts come to mind). It is all about balance and we promise to try and find the most appropriate balance in everything we do.

I would like to mention a couple of staff achievements. John Ludviksen retired after 34 years of incredible service. Many employees have learnt so much from John and best wishes for his retirement up north in Nagambie or as he tours on his one-of-a-kind Ocean Liner Style Bus.



Big thank you to Ashlee Loveridge for her services and a great example that women can do anything at CDC. We want more women in our business so please tell your wife, daughter, sisters, and friends, CDC is a great place to work.

Also, congratulations to Abdul Atik for being a finalist for the ComfortDelGro PASSION! Award 2023. It's a huge achievement to be recognised globally.

Once again, my favourite lunch is the 25-year lunch and the opportunity to meet and listen to the stories of staff completing an important milestone of 25 years of service. Congratulations to Param Siwan, Mursel Filiz, William Jonathan Bossence, and Peter Stephen Bullen.

While we are on the topic of food, I am so pleased that as a company we can support the Salvation Army Wyndham Food Bus, during these hard times and for less fortunate people. It is a small effort but can go a long way.

The other side of the coin of eating and the Christmas BBQs is the health checks conducted by NPT and how we may need a change in diet to ensure we are fit and healthy to enjoy our families.

Well done to all of you for raising funds and awareness for Movember. As always, Victoria led the leaderboard but more than anything hopefully this initiative created more awareness about men's mental health.

Our commitment to the environment was strengthened with another project with Parks Victoria. We have contributed to the ongoing development of a special Sensory Garden at Serendip Sanctuary in Lara. We are very proud of our partnership with Parks Victoria and the work they do for the environment.

Congratulations to all the staff milestones, and no doubt the champions of our business are our drivers, mechanics and support staff who put our buses on the road day in, and day out.

Keep the big wheels rolling and safety first!

Best wishes,
Jeff Wilson

FROM YOUR SERVICE DELIVERY MANAGERS

CDC MILDURA & BROKEN HILL

Summer is upon us, and the heat is moving in, summer has started with high 40+ degree days and we are all feeling it out here in the desert.

Movember was a huge achievement here, all staff were involved and enjoyed the Movember activities. Mildura staff made their hike to Broken Hill to attend and organise their Movember activities day, with much fun and laughter all had an awesome time. All up CDC Mildura and CDC Broken Hill raised over \$1500 for Movember donations. None of this could have been achieved without Bernadette Loveridge and Jane Welsh also being there for the team and support in all organisations of all events.

As most are aware now Ashlee Loveridge resigned, her last day was on the 17th of November. Ashlee worked here for over 16 years and was a massive influence on all here. Ashlee will/is truly missed, and we all appreciate everything Ashlee has accomplished. We wish Ashlee all the best on her next Journey.



Broken Hill Depot has seen a very busy 3 months in charters with most schools taking advantage of the good weather and going on small and large excursions before Xmas break. Broken Hill Charter Business is seeing a big increase in demand so hopefully next year we will be better.

CDC Broken Hill recently had a visit from the NSW Transport Bus forum where the feedback was very good and pleasing to see we are hoping to see extra runs in the future.

We would like to take this time on behalf of Mildura and Broken Hill and say Merry Xmas and happy New Year to everyone and look forward to working together in 2024, stay safe and enjoy the holidays.
Kind Regards,

Chontelle Wait and Adrian Rouse at CDC Mildura & Broken Hill

TULLAMARINE



As we commence our new year and recap in 2023, it is terrific to see what we have achieved as a team, and it demonstrates the resilience and cooperation of everyone in our depot. Well done to all.

We had a considerable turnover of staff during the year, with 16 departures and 18 new starters. Thanks for introducing yourselves to the new additions and welcoming them into our team.

Our charter growth has been significant and to meet this increase in demand, Anita with the Operations team produced an outstanding effort. A special thanks also to our driving team, who continued to support Operations with their flexibility and provide great service to our customers.



Our experienced maintenance team provide safe and dependable vehicles each day and your efforts do not go unnoticed. To meet our operating needs, your timely attention to service and quality enables us to provide the necessary vehicles every day. Likewise, our yard team have delivered well-presented buses for our driving team to operate each day.

We enjoyed numerous events together, which will conclude with our end-of-year get-together in December. Thanks to all who contribute to these days and for your participation which ensures their success.

On our roads, 2023 was a challenging year with the increase in traffic volumes and major roadworks impacting our On-time performance which will continue throughout 2024. Remember to always adjust to the conditions and keep safety as your priority when driving.

Thanks to you all for a great year and we look forward to what 2024 has in store for us. Stay safe and keep looking out for each other.

David Hutton, SDM at Tullamarine Depot



BALLARAT

Hello again from Ballarat, Ballarat had a big December with the Spilt Milk event held on Saturday 2nd Of December and was truly a great day for all involved over the 3 days. Once again, a big thank you to all the Drivers, Mechanics, and operational staff that made the day possible.

Would like to also add a special mention and thank you to Roger Henstridge who put in a large amount of time and planning for the event day and the individual contributions of his wife, Donna and daughters Emma and Claire on the Event Day.

The Aus Cycling National Road Championships will be held in Ballarat and Buninyong during 3rd to 7th of January. This is another great event that highlights Ballarat Buninyong and Mount Helen and the Sturt Street precinct to a national audience.

We welcomed to the Ballarat team Amanda Hazell, Daniel Hasnat and Gurvinder Singh and thanks again to all our driving Mentors who assisted our new drivers with their initial on road experience training.

Goodbye, Randall Walton, who has officially retired and decided to move on to the next chapter in life. Randall was with CDC for almost 17 years and has been a mainstay of CDC Ballarat. For those who know Randall, he will be missed dearly and has made some lifelong friendships which no doubt will continue outside of CDC. Randall will continue to do more sightseeing in the country, whether driving or flying since obtaining his pilot's licence just recently. Best of luck to Randall in your endeavours and thank you from everyone for your service to CDC.

As we look forward to 2024, I would personally like to thank each and every employee at Ballarat for their efforts over the past year. Thank you to the entire team of Drivers, Mechanics, Yardies, Wash and Operational teams at Ballarat. You all do a fantastic job.

To all, have a merry Christmas and enjoy your time with family and friends.

Until the next edition, keep safe everyone.

Andrew Wilson, SDM at Ballarat Depot



GEELONG

Welcome to the summer edition of Unite, I hope everyone is well and truly in the Christmas spirit. In the spirit of giving,

I hope everyone feels proud of our Movember fundraising, which has been our biggest ever!! Congratulations to our raffle prize winners, 1st Bhupinder, 2nd Chucky, 3rd Scott M.

We need to recognise the efforts of everyone involved and I'll start with Chucky who I think had a hand in every aspect, special thanks to Torey (Mrs Chucky), who went out and bought the items and created our beautiful hamper, I'm sure the Bhupinder's family enjoyed it. As always, we thank our chefs, Dave and Greg and lastly a shout out to Judy and Monique, for the chocolates and our outstanding Christmas decorations.

We managed our way through the tank removal and concrete works, everyone adapted well to the changing environment and the works went ahead smoothly. We then moved straight into asbestos removal, which proved to be more disruptive, however, you were very positive and adapted well to the NTP relocation.

Our maintenance team have been battling with staff shortages, however, they were still able to complete an entire year of BIC inspections, will 100% success, great effort by all of your team Paul. However, it doesn't finish there for the maintenance teams, out Panel Shop has completed a brilliant job of altering the roof structure to gain the necessary height clearance, for when the service pit is filled and replaced with a hoist.

Lastly a very warm welcome to our newest employees; Shihan Perera, Muhammad Mohsan, Tyron Knight and Beverley Santos please make them feel welcome. Stay Safe!

Neil de Silva, SDM at Geelong Depot



SUNSHINE

Hi from Sunshine, Firstly on behalf of the Operations team at Sunshine I

would like to thank all the wonderful and professional drivers at Sunshine for a fantastic year. Together as a team, we have achieved many great things this year, from achieving contract targets to a stellar year in Charter. We celebrated the taste of harmony once again and raised

funds during Movember towards men's mental health. I really want to highlight the great work our drivers, maintenance staff and operations team do daily, no matter what the challenge is, without fail we step up and overcome it, to deliver the highest quality service delivery to our community.

I wish everyone a very merry Christmas and a safe and joyful new year and look forward to a bigger better 2024.

Shaun Lawson, SDM at Sunshine Depot



OAKLEIGH

It has been an exciting and challenging last 3 months here at Oakleigh with new rosters and new Journals being

implemented in October and the 606 coming over from Wyndham to our depot in November.

A big thank you to all our drivers and operations team that had to work together to learn a new route in a short time frame and we look forward to further changes and improvements in 2024. A special shout out to 2 of our drivers Andrew and Ashraf who were our 606 experts and trained the remainder of the driving group.



WYNDHAM

New and fresh start to the new year, hope all enjoyed the festive season and were able to share and enjoy time with their friends and family.

We reflect on another successful year gone alongside the challenges that were faced, but with resilience, we were able to overcome all of them. Special thanks to all the driving staff for embracing the ongoing route changes with the aim of continuous improvement. There is more streamlining of routes/rosters planned with a new roster to start in the first school term Jan 2024.

As we head into the first term of the school year, I wish to remind all staff about the challenges that we all handle as there will be new school students needing your support and experience whilst they learn the public transport, navigate, and settle in their daily journey plans. Traffic on the roads will be greater as offices return with school traffic as well. Your continuous concentration, defensive driving techniques alongside vigilance are going to be the key elements to avoid any mistakes and collisions whilst we provide route service alongside customer service.

I acknowledge the effort of all staff, especially workshop staff's effort despite the challenge of staff shortage that has been placed during the last year. I look forward for another year of collaborative effort to achieve success as a team.

Ravneet Walia, SDM at Wyndham Depot

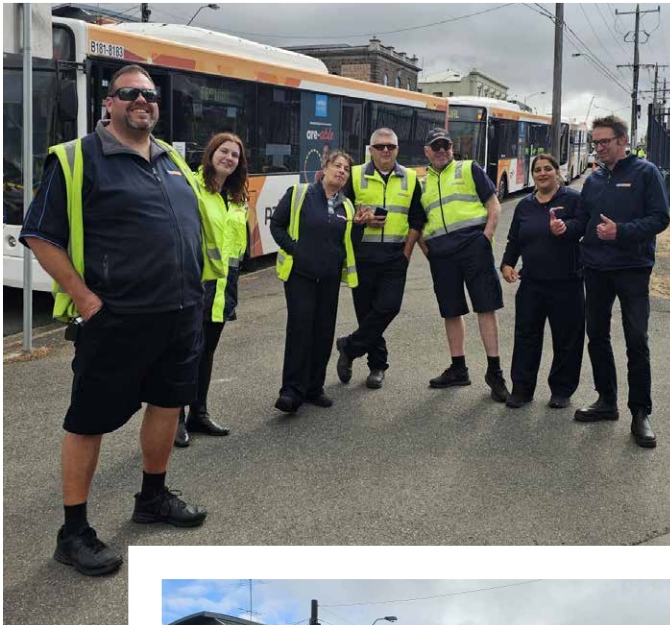
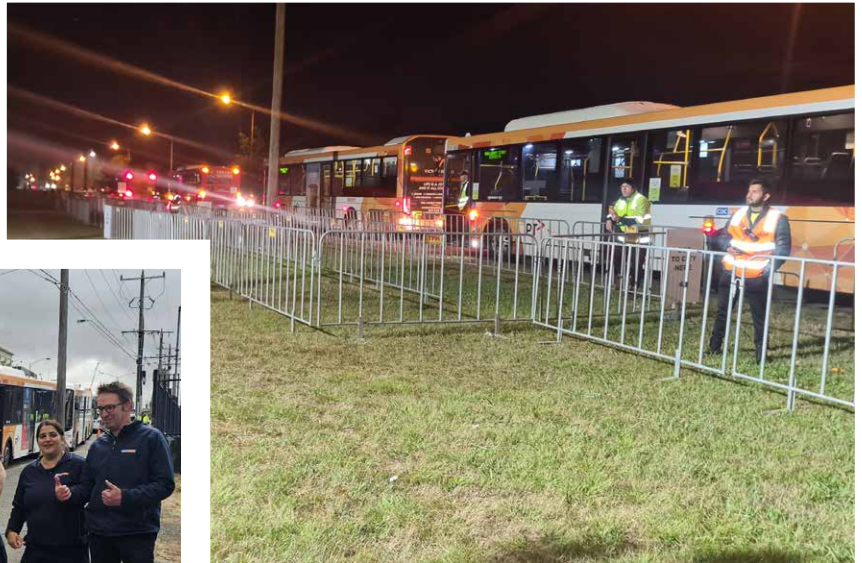


We have an incredibly busy December at Oakleigh with busy weekend rail work confirmed and the Chadstone shuttle coming at the end of the month. For all those on leave during the holidays I hope you have a fantastic and well-deserved break and for us still working during the period hopefully a nice quiet January as the roads go quiet.

Wishing you all a Merry Christmas and a Happy New Year.

Looking forward to 2024!

Virgil Incata, SDM at Oakleigh Depot



MOVING THE MUSIC LOVERS!

Our Ballarat team transported more than 40,000 music lovers to the world-famous Spilt Milk Music Festival in Ballarat. The festival was hosted by the City of Ballarat.

Our incredible team at the Ballarat depot transported around 12,500 passengers from the event at Victoria Park into the city. They had 30 buses on the job with 36 drivers round the clock covering bus routes from almost all directions of Ballarat.

A fantastic effort by the whole team for successfully managing this massive operation!

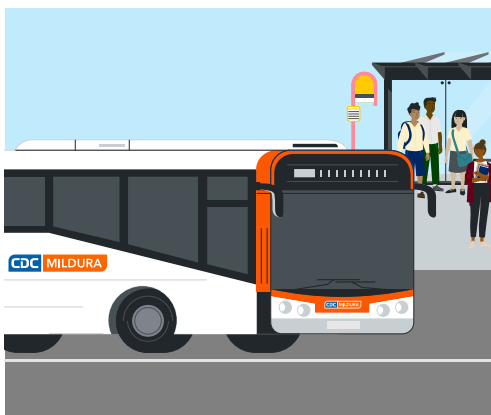
MILDURA & BROKEN HILL SERVICES EXTENDED

Our Saturday trial services in Mildura and Broken Hill have been extended by another 12 months by the Transport of NSW.

In December 2022, a few trial services for Saturday were introduced – Wentworth to Mildura, Broken Hill - Menindee and Broken Hill – Wilcannia. These trial services

aimed to provide better accessibility to passengers for shopping, medical and entertainment purposes.

After a review of 12 months, the government has extended these services for another year till December 2024. Well done to Mildura and the Broken Hill team for delivering efficient services.



MECHANIC TRAINING FOR ELECTRIC AND HYBRID BUSES

Each year we have an annual maintenance program for our fleet on top of the regular maintenance. This is to ensure the highest safety and performance standards.

In November, our mechanics attended intensive training for our Electric and Hybrid buses. In a rigorous four-day session, our staff gained electromobility certification, focusing on Hybrid and Electric buses' specific maintenance needs. The emphasis

was on battery decommissioning, ensuring safety protocols and adherence to top-tier service standards.

This training covered product updates, procedural changes, and software advancements in electromobility, ensuring our team remains at the forefront of industry practices.



NEW SCHOOL SERVICE FOR BALLARAT

We started a new school bus service in Cardigan Village, Ballarat. In November, we had some distinguished guests: Gabrielle Williams, Minister for Public and Active Transport, along with MPs Juliana Addison, Michaela Settle, and Martha Haylett at our CDC Ballarat depot and we showcased this new service.



THIRD ELECTRIC BUS IN SERVICE NOW!

We now have 3 electric buses in service from our Oakleigh depot! The third electric bus went into service in December last year. With all 3 electric buses on the road now, we are saving more CO₂ emissions and delivering cleaner public transportation.

MO MO MO! IT'S MOVEMBER!

Movember has become a part of our tradition here at CDC Victoria.

Like each year, every depot did their bit to fundraise and generate buzz towards the cause of men's mental health. We take pride in saying that CDC Victoria topped the National leaderboard with a generous offering of **\$5931.30** fundraised in total towards Movember 2023.

Here's a snapshot of all other happenings across all depots and head offices for Movember 2023.

HEAD OFFICE FUNDRAISER

Head Office raised a small but significant \$338 in total through an amazing fundraiser that saw every department come together to raise funds for this noble cause. Some put up their items on sale, while others purchased those items and a few others anonymously donated. There was a range of items up for grabs from speakers to baked goods, bags, and games for children. Silvia Blazanin from Finance won the second spot by winning a family ticket for Wyndham Carols. Mohsin Khan from IT bagged the first prize and won a \$300 Prezzy voucher.

We thank everyone's contribution, however big or small in making this fundraiser a valuable one.



BBQ'S GALORE



We take our food very seriously! Multiple depots hosted BBQs to raise funds for Movember.

While Wyndham's attractions were the tandoori chicken and raffle, Geelong, Tullamarine, and Oakleigh cooked away its sausages to glory as drivers and other staff made their way to the BBQs across these depots with hungry stomachs and generous wallets.

Sunshine had a bake sale, Mildura and Broken Hill did games and even had a walkathon!

It was amazing to see depots have such a clear sense of identity towards what their depot stands for and the causes we support.

MOVEMBER

 MOVEMBER® 	
DEPOT	AMOUNT DONATED
WYNDHAM	\$ 1,843.00
MILDURA	\$ 1,389.35
GEELONG	\$ 690.00
OAKLEIGH	\$ 486.95
SUNSHINE	\$ 450.00
BALLARAT	\$ 350.00
HEAD OFFICE	\$ 343.00
TULLAMARINE	\$ 217.00
BROKEN HILL	\$ 162.00
TOTAL	\$ 5,931.30



MO'S FOR THE WIN!

Our buses proudly flaunted the Mo stickers all through November. Check out how amazing our fleet looks with the Mo's on proud display.

The depots worked hard to have these installed in the right manner and as much effort as it is to install, it is equally tedious to have these wiped down. A special mention to all staff at depots and Suda, who lovingly call the 'Sticker Man' for ensuring this task was undertaken seamlessly.



We also had a few drivers/staff across depots sport an actual Moustache in support of the cause.

One of them is Mildura-based Phil Green who has been with us for 8 long years and wanted to do something special to support an initiative that CDC Victoria has been so passionately associated with for many years.

We asked Phil what prompted him to sport a Mo this time and he thought it would be fun to get into the act and join in the cause for Movember.

Phil also added it is high time we pay attention to men's mental health as this is the need of the hour just like other medical issues and it certainly deserves to be spoken about.



A SENSORY GARDEN FOR THE COMMUNITY

We are proud to be a part of the ongoing development of a special Sensory Garden at Serendip Sanctuary in Lara.

This is a part of our environmental partnership with Parks Victoria and the project was kicked off last year in September by the Environment Minister, Ingrid Stitt.

This extraordinary sensory garden will be a place where people can truly connect with nature in the heart of Wadawurrung Country. It will be a space designed for everyone, young and old, to explore, discover, and awaken their senses amidst the wonders of plants, wildlife, and ecosystems.

The park is currently in its design stage and is being co-designed with disability groups and local schools, ensuring that it's a space that welcomes everyone.

CDC Victoria along with CMV Truck & Bus, and Volvo Bus Australia have donated \$45,000 towards the project.

RAISING FUNDS FOR A CAUSE

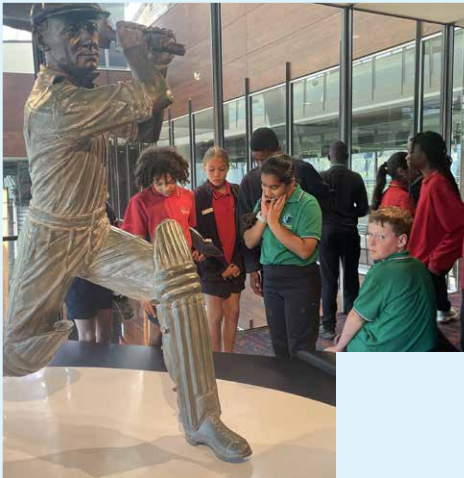
Taking on our stakeholder relationship forward; Western Chances, our loyal Community Engagement partner invited us to be a part of the Good Business Forum 2023 held at the Melbourne Convention and Exhibition Centre in October.

The forum is known to inspire a vast network with 350 + leaders from business and government and helps raise funds to support Western Chance's scholarship program which empowers talented and motivated young people from Melbourne's west to thrive against the odds.

There was so much to learn from such insightful minds doing wonders in their field. Doug Nyman even ended up winning a gala prize as part of the raffle announced which certainly helped increase the cheer and applause on the CDC Victoria table.

CDC Victoria takes pride in being able to do its bit in a noble initiative such as this one to help young minds thrive within our community!





SCHOOL CHAMPIONS TO FUTURE LEADERS

In October we hosted our flagship event School Champions Day in collaboration with our community partner, Werribee Football Club (WFC), and students from schools in the suburbs of Western Melbourne. We hosted this event on two separate days as we had participation from four schools.

Young primary school minds were among a selected few school champions who showed great promise of being future leaders.

They were introduced to the concepts of 'leadership' by coaches Michael Barlow and Majak Daw at Werribee Football Club who spoke about their journeys followed by a grand tour of the facility by the Community Development Manager Majok Ngong who we fondly call Shaggy. The students marvelled at the sight of the locker rooms and were quite amused with the ice bath and viewing boxes.

To break the ice, we also engaged in an impromptu Q&A with the students quizzing them on what we offered as a company while briefly touching upon the School Champions Day initiative and our goals to work with the young minds of tomorrow such as themselves.

Students got treated to a very engaging almost bootcamp style skills and drills session organised by the trainers at WFC followed by a scrumptious meal before they left for their tour at the MCG.

They also received CDC Victoria and WFC branded footy balls and drink bottles besides other exciting stationery as part of their takeaway goody bags which the students were very stoked about.

We had an exclusive private tour organised as teachers and children were left awestruck at the sheer expanse of what we proudly call the MCG. The curious minds of students had lots of questions about the MCG and its history which the guides very patiently answered. They explored various facets of the ground, locker rooms, member's privileges, press rooms and all the adrenaline that came with being an avid sports follower.

The teachers were quite impressed with the work CDC Victoria does in the Community Engagement space including the etiquette and discipline our drivers adhere to. The students thanked CDC Victoria for their efforts in bringing together such an unforgettable experience.



THANK YOU FOR YOUR SERVICE, ASHLEE!

In November last year, we bid farewell to Ashlee Loveridge, who served as the Service Delivery Manager for Mildura and Broken Hill during CDC's ownership of these businesses. Ashlee concluded an impressive 17-year journey in the transport industry.

Throughout her tenure, Ashlee accomplished notable achievements, contributing significantly to our operations. To say thank you, the depot staff organised a morning tea for her.

Ashlee, thank you for your outstanding service and best wishes for your future endeavours!

Also, a mention to Hanna Nixon, the charter/administration at Mildura depot. Hanna went on maternity leave in November last year. Her colleague Chontelle says, "Hanna has been an amazing employee and would 100% keep her in mind when hiring for the office."



CDC AT BUS INDUSTRY CONFEDERATION



Kaz Abdulrahman, our GM for Assets, took the stage as a speaker at the Bus Industry Confederation (BIC) in Adelaide. The BIC is a premium annual event that provides BIC Members, government representatives and the greater industry, with an opportunity to come together to network and hear about National and International issues within the Bus and Coach Industry.

Kaz's session was about "Building Innovative Driver Safety into Our DNA." He passionately discussed how we are continually integrating cutting-edge technologies to elevate safety across our extensive bus network.

CELEBRATING 25 GLORIOUS YEARS OF SERVICE

Four of our incredible employees completed 25 years of service in 2023. Param Siwan and Mursel Filiz from the Oakleigh Depot, William Jonathan Bossence from the Geelong Depot, and Peter Stephen Bullen from Wyndham Depot all completed 25 glorious years of service.

We thank you all for your remarkable achievement and cheers to many more years together!



OUR PEOPLE



JOHN LUDVIKSEN RETIRES, LEAVES A LEGACY BEHIND



*John from the year 1992
as a workshop foreman at
the Sunshine Depot*

We bid farewell to John Ludviksen after his incredible 34 years of service! With over 51 years of invaluable experience in the bus industry, John's legacy is unparalleled, and his work will always be referenced.

John's journey was nothing short of remarkable—he started as a coach captain, later excelling as a workshop foreman, and then ascended to the position of Fleet Maintenance Manager. His expertise and dedication earned him a seat in the executive team as a GM for Fleet Management. John is a true authority in buses and is widely respected in the industry for his immense knowledge and unwavering commitment.

The CDC team thanks John for his service and wishes him the very best for his retirement.



COMFORTDELGRO PASSION! AWARD FOR ABDUL!

ComfortDelGro PASSION! Award highlights the outstanding achievements of the company's employees across the globe since 2011.

We are so proud that CDC Victoria's employee Abdul Atik was a finalist for the 2023 ComfortDelGro PASSION! Award.

Despite a shortage of mechanics at his workshop, Abdul continued to organise and schedule the necessary work, ensuring that vehicles were serviced on time

and defects were attended to in an efficient and timely manner.

On the home front, Abdul's father was also battling severe liver cancer, and Abdul had to take almost every second Monday off to bring his father for chemotherapy.

Despite this, Abdul did his best to balance his home and work commitments.

Thanks to his efforts and that of his workshop team, the fleet continued to be fully operational



and achieved 100% compliance with the annual road safety inspections required by the Bus Safety Act.

Thank you, Abdul, and congratulations on this very well-deserved recognition.

THANK YOU FOR YOUR FEEDBACK!

EMPLOYEE ENGAGEMENT SURVEY RESULTS 2023

Last year in October we kicked off our Employee Engagement Survey which ran through the whole month of October. Due to popular demand, we extended the survey period until the first week of November.

The results from the survey have become our benchmark and we are committed to improving from here.

Our key message for this survey was to "Have Your Say". The feedback provided in the survey will allow us to identify key trends, data, and information. This will support us in identifying what matters to our employees most and what we need to do to improve the employee experience.

The most highlighted topic throughout the Employee Engagement Survey 2023 has been - **Rosters**.

"More sociable shifts."

"Roster changes saw a massive jump in productivity..."

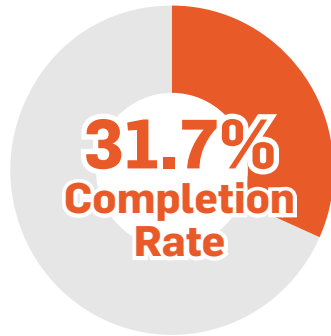
"Make rosters more driver-friendly."

"Company needs to review some journals."

"Make the track shifts better. Some are too long some are too short."

The other 3 topics trending the most throughout the Employee Engagement Survey feedback have been:

- ▶ **Earnings** – *"Better award structure."* *"Work less and pay more money."* *"Increase wages, decrease hours."* *"Employees want a good work environment and a decent wage to support their families."*
- ▶ **Communication** – *"Better communication with their employees..."* *"Listen and act to the problems and frustrations that drivers have."* *"...listen to drivers about how management decisions affect us..."* *"Encourage open communication with an open-door policy."*



Communication



3.5 ★
average rating

ComfortDelGro communicates effectively with me

Speaking Up



3.4 ★
average rating

ComfortDelGro's culture provides me with the ability and confidence to 'speak up'

- ▶ **Culture** – *"Opportunity to express and consider views."* *"Mandate Exit Interviews."* *"As drivers, we feel like we are just numbers on a sheet that provide CDC with an income."* *"More recognition of achievements."*

As we work through the survey results, we would like to mention our commitment leading from what we understand so far from the Employee Engagement Survey 2023:

- ▶ Encourage a higher participation rate in our next survey.
- ▶ Understand the data and identify our strengths and challenges.
- ▶ Maintain transparency and integrity of the survey data.

Health and Safety



3.4 ★
average rating

ComfortDelGro provides me with an environment that supports my safety and wellbeing

Diversity and Inclusion



3.9 ★
average rating

ComfortDelGro is a diverse and inclusive employer

Place to Work



3.5 ★
average rating

I would recommend ComfortDelGro as a place to work

- ▶ Communicate the analysis of the survey data.
- ▶ Work with employees to improve the employment experience with CDC Victoria.

2024 is going to be an exciting time as we continue to delve into the survey results and work through how we improve the CDC Victoria employee experience and be a leading employer of choice in our industry.





SUPPORTING A YOUTH LEADER

Meet Millie Collins, voice of the youth, community activist and an advocate for the less privileged.

We are proud to be a part of Millie's journey partly sponsoring her trip to the recently concluded United Nations Youth Aotearoa Leadership Tour in New Zealand where Millie represented Australia.

Millie identified her calling for helping the community and those in need through the onset of COVID.

Despite studying, working, and wearing multiple hats, Millie has been part of major initiatives and programs in the Ballarat and wider community landscape including council-led events, food drives, and climate change initiatives, alongside heaps of volunteering work.

Millie has also won the 2023 Young Citizen of the Year award as well as bagged 2 awards as part of the coveted Ballarat Youth Awards in the 12 to 17-year-old's Major Award alongside the compassion and care awards.

Not only is she a role model to the youth, but being the daughter of one of our drivers at CDC Victoria gives us an immense sense of pride in being a part of this stellar young mind's journey.

As CDC Victoria, it helps reinstate our belief that we are not just another 'bus company' but we also recognise the potential in being able to invest in our community and our youth.

We wish Millie the very best for her future endeavours and hope to continue supporting her where we can.



SALVOS FOOD BUS

A new life for our bus & a hope for many

CDC Victoria is always on the lookout for ways to engage with the community in meaningful ways and one such association is with the passionate team at the Salvation Army in Werribee.

In 2022 we donated a bus to the folks at Salvos. The Salvos team refurbished the bus and created it into a Food Bus that serves food and groceries to people in need.

The Food Bus serves close to 200 people in the community every Friday night at the Werribee station. The Food Bus serves fresh sandwiches & wraps, and soups alongside tea and coffee.

The Salvos team also generously help families with fruits and veggies for the week ahead.

A shout out to Captain Phil Abrams who efficiently leads the Salvos Werribee team and to Timothy Kite, the driver steering this amazing cause on wheels.

The Salvos Food Bus would love to run more than one day a week where possible and help more people in need. If you wish to contribute and help Salvos achieve this goal, you can do so by using the QR code below.

You can also visit their website for information on how to volunteer: salvationarmy.org.au/get-involved



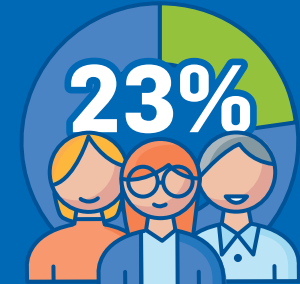
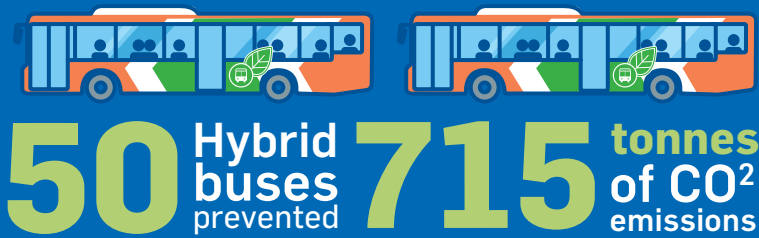
LOST PROPERTY CASH DONATED



Each year during Christmas we pick a charity to donate the unclaimed lost property found on our buses. This year we donated to Western Chances which is also our community partner. Western Chances supports young people who are facing financial barriers to achieving their potential. Hopefully, this made Christmas brighter for those young people.

Western Chances team sent us this picture with a thank you note.

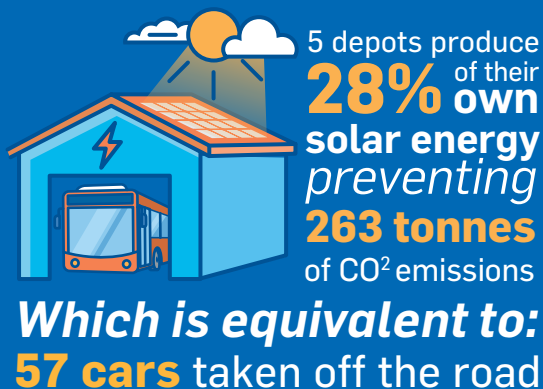
2023 Sustainability Dashboard



FlexiRide
(On Demand buses) prevented **192 tonnes** of CO² emissions equal to **42 cars** taken off-road compared to normal route bus



Battery Electric Bus (BEB) prevented **74 tonnes** of CO² emissions equal to **16 cars** taken off-road



1,244 tonnes of CO² emissions was saved by CDC Victoria from Sustainability programs
Which is equivalent to:
270 cars taken off the road

S A F E T Y



ANNUAL HEALTH CHECK-UPS

Every year we organise free health check-ups for employees. This year we collaborated with our sister company - National Patient Transport (NPT) to conduct these

health checkups. We took our promo bus out and visited 6 depots over 4 weeks.

The nurses monitored blood sugar and heart and gave general consultation. Around 150 employees participated and got their health check-ups done.

STV'S VISIT TO OUR WYNDHAM DEPOT

Our Safety team met with Safe Transport Vic - CPV & Bus (STV) to discuss the upcoming organisational changes that STV are undertaking to manage the safety, compliance, accreditation and registration of commercial passenger vehicles, buses, and the marine sector.

We also conducted a depot tour and showed STV our operations, OCC, workshop and other yard facilities. STV team - Gwen Carbone, Julian Pezzino, Noel Younger and Eve Paciocco, enjoyed the discussions and were pleased to see a proactive commitment to continuous improvement around safety systems.



TAKING BIG STEPS FOR BETTER HEALTH

As a part of National Safe Work Month, the national team organised a 54-day Big Team Challenge which encouraged employees to log their physical activities, aiming to reach specific steps or kilometres. More than the physical aspect, the challenge focused on employee's mental health and encouraged them to be more active.

In just one day, all business units together recorded over a million steps. The idea was not just to walk, run, swim or cycle, but to record any exercise or activity.

Douglas Clarence from Ballarat and Joshua Kefford from Sunshine were announced as the winners of the Big Team Challenge from Victoria. Doug secured the title of CDC Victoria's challenge winner by completing over 1 million steps and averaging an impressive 19,581 steps daily! Josh secured the second spot, achieving a remarkable 896,861 steps, averaging 16,608 steps per day.

Both received a Trademutt cooler bag and a Prezzy voucher!

6 other CDC Victoria participants contributed an impressive total of 5,00,000 steps.

CHRISTMAS BBQS

FUN, FOOD AND FESTIVITIES

The festive vibes kicked in December with all the depots hosting Christmas BBQs. The head office team also hosted a Christmas lunch which was followed by a fun game of Stealing Santa.



CHRISTMAS BBQS



CELEBRATING SERVICE MILESTONES

Name	Depot	Years of Service
Geoffrey John Garside	Geelong	35
Darren Ronald Obrien	Geelong	15
Mahendra Ramakrishnan	Oakleigh	15
Ashraf Tawfilis	Oakleigh	15
Amolak Singh	Sunshine	15
Hoa Vuong	Sunshine	15
Elmer Pamintuan	Sunshine	15
Aleksander Birtasevic	Sunshine	10
Sanjaya Amaranatha Kapugamageegange	Oakleigh	10
Sangseo Park	Wyndham	10
Alan Hywood	Broken Hill	10
Peter Jones	Ballarat	5
Huu Loc Ho	Sunshine	5
Peter Gray	Mildura	5
Darren Mason	Sunshine	5
Wael Rizkalla	Geelong	5
Abdiaziz Mohamed	Wyndham	5
Christopher Edmonds	Ballarat	5
Dewage Gunawardane	Wyndham	5
Erwin Zonneveld	Geelong	5

COMPLIMENTS

Well Done George from Tullamarine depot

Your bus drivers have been awesome!! Extremely friendly and supportive and they have a great manner with the kids - especially George!

Nathan Higgs, Pascoe Vale Primary School

Well done John Guthrie from Broken Hill Depot

I'd like to thank and compliment John, our coach driver to and from Menindee last Wednesday (13 December). John was friendly and courteous and was very accommodating to show us around Menindee.


However, it was on the trip home that John really shone. In difficult conditions at night with the coach playing up and the challenges of wildlife on the road, John kept his cool the whole time. His main concern was to ensure the safety of his passengers and get us back to Broken Hill. He is a true professional and a credit to your company. Please pass on my thanks.

- Tim Sinclair, Transport for NSW

SPARCQ AWARDS

Charley Bryant from the P&C team received his SPARCQ Passion Award.

Charley demonstrated the passion and inclusion of our extended P&C colleagues throughout Australia by initiating regular forums and opportunities to engage and share information. Well done, Charley!



Amarinder Singh Thind, Chaminda Gunaratne, Wossenseged Kebebew, Navpreet Singh and Mersha Antachew from Wyndham all received a SPARCQ Passion Award in recognition for participating in the APTIA National Bus Industry Research Roadshow, in October 2023, interviewed by Navigate Work to provide insight regarding the public transport industry.

Congratulations to the whole team at Wyndham!

ABOUT THIS EDITION

We have been publishing the UNITE newsletter since 2014 and this is our 36th edition. UNITE has become a part of our legacy and so many employees look forward to getting a copy of it. Even with BLINK doing its digital magic, there's something oddly satisfying about holding UNITE in your hands. It's like revisiting all the events that happened during the quarter.

It was a busy quarter with so many updates and beautiful staff stories. We ran out of our usual 16-page space and extended this edition to 20 pages. But that's a good problem to have.

I would like to thank everyone who contributed to this edition with content and pictures. Hope you all enjoyed reading this edition as much as we enjoyed putting it together.

If you have any ideas or feedback for the UNITE newsletter, please send them to CDCVicMarketing@cdcbus.com.au or get in touch with me on BLINK @Nidhi Shah.

Thank you for making UNITE a cherished tradition. Here's to more great stories and updates.



Nidhi Shah
Marketing & Comms Manager, CDC Victoria