



UGL TELCO

CAPABILITY

 UGL

A MEMBER OF THE CIMIC GROUP
 CIMIC



Leading in end-to-end asset solutions

UGL is a market leader in end-to-end asset solutions. Working across diverse sectors, what sets us apart is our focus on operational value and enhanced customer experiences. Our whole-of-life offer maximises solutions, delivery and performance,

spanning engineering design; construction and commissioning; manufacturing; operations, maintenance and facilities management; upgrades and overhauls; and asset management.



We continually strive to deliver outstanding client value through our engineering design, delivery and asset management expertise and experience



Trusted experience. Integrated solutions.

Our family of industry leaders is proven across diverse disciplines, sectors and environments. What sets us apart is the way we integrate our world of experience and expertise, across our group and wider network, to develop future-ready solutions and deliver enduring, whole-of-life value. We apply our collective skills to each client's objectives to amplify insights and achieve the best outcomes.

Our end-to-end capability and financial strength drive technical and operational certainty across each project's lifecycle. We give assets a performance advantage and provide better end-user experiences; create infrastructure with future generations in mind; and unlock resources for maximum productivity and output.

At the core of our commitment to client success and sustainable communities is being a trusted partner – responsive, collaborative and disciplined. We connect that ethos with the skills and experience of our clients, partners, suppliers and wider stakeholders, because we believe we realise the greatest results together.

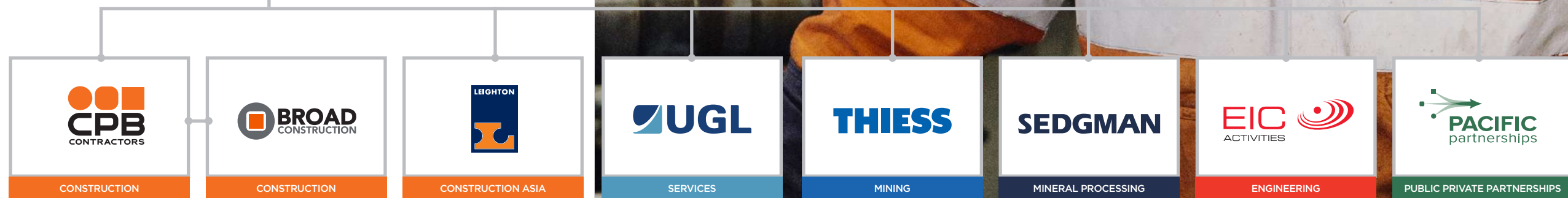
“We thrive on achieving excellence in the moment while pursuing long-term evolution so we stay at the forefront of changing needs globally.”

Enduring, whole-of-life value

CIMIC Group includes our construction businesses CPB Contractors, Leighton Asia and Broad Construction, our mining and mineral processing companies Thiess (joint control) and Sedgman, our services specialist UGL and our public private partnerships arm Pacific Partnerships - all supported by our in-house engineering consultancy EIC Activities.

Our collective experience spans sectors such as aviation, building, defence and security, education, health, resources, ports, power and energy, transport, tunnelling and water. Within these, our capabilities deliver the full spectrum of services, from feasibility, design, planning and investment; to manufacturing and construction; to operations, maintenance, upgrades and asset management; to rehabilitation and decommissioning.

Our mission is to generate sustainable shareholder returns by delivering innovative and competitive solutions for clients and safe, rewarding and fulfilling careers for our people. With a history since 1899, and around 31,000 people in 20 countries across Australia and the Pacific, Asia, Africa, and North and South America, we serve in line with our Principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety.



Our people

Our diverse teams draw on our multi-sector operational and regulatory insight to best understand our clients' requirements and support real business needs, now and into the future. From there, the value of our services-led approach comes to the fore, connecting clients with leading thinking across all stages of a project's lifecycle. Our focus on power, water, resources, transport, Telecommunications, security, and social infrastructure, creates an added advantage as learnings and achievements continually build an unmatched knowledge bank. Leveraging UGL's extensive in-house capability, we help our clients minimise interface risk while optimising quality, time and cost outcomes.

Our skilled team combines advanced engineering and project management expertise with a performance-oriented culture.

Our Principles are Integrity, Accountability, Innovation and Delivery. Safety is more than a Principle, it underpins everything we do, our licence to operate. Together, these Principles ensure a shared sense of purpose and alignment across our team.

Cross-industry collaboration and partnership, driving business productivity and value, and ensuring our role influences quality customer experiences

For our clients this means:

- Flexibility within and across contracts of all sizes, using our expertise, scale and national reach to provide tailored solutions
- Investment in leading-edge, sustainable technologies, and carefully-selected partnerships, positioning projects for the future
- An ability to optimise end-to-end planning and the inter-relationships between people, systems, processes, supply chain and project management



Quality

7,000+

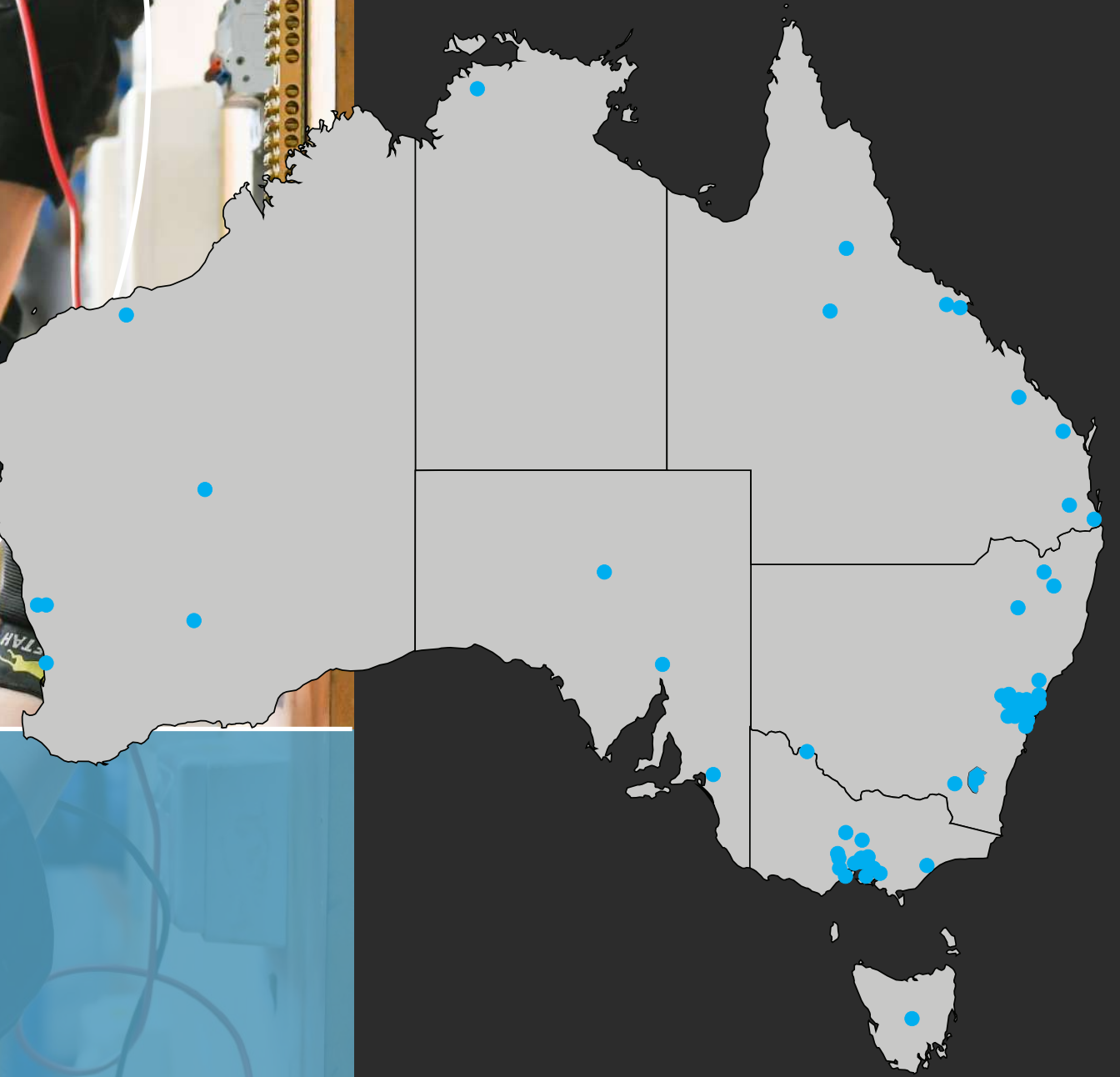
Staff

>50%

Internal workforce
Self Performing

20,000+

External workforce



We pride ourselves on our ability to design, deliver, operate and maintain innovative, sustainable, technology-based solutions to optimise the value and performance of services assets.

We start by establishing clear objectives and plans that support our journey toward excellence. From there, we ensure the systematic use of quality principles to deliver superior business performance and consistently meet stakeholder expectations. A key driver of quality at UGL is our genuine commitment to collaboration between our people, and with our clients and other project or contract stakeholders, to drive the best possible outcomes with the least risk.

Each of our themes have supporting behaviours, the 'everyone' behaviours apply to all people regardless of their role. In addition, employees in leadership roles should also demonstrate the 'supervisor' or 'manager' behaviours.

THEME	EVERYONE	SUPERVISORS	MANAGERS
Risk management	Understand hazards	Promote risk awareness	Challenge and improve
Standards	Follow rules	Positively reinforce	Set high standards
Communication	Speak up	Encourage the team	Maintain openness
Involvement	Get involved	Involve the team	Provide support

The health and safety of our work environments for our people and our clients, subcontractors, suppliers, visitors and wider communities are paramount to everything we do.

This starts with equipping our people with the skills, systems and processes they need to uphold best practice in all areas of delivery. It also means creating a culture where individuals are encouraged to take personal responsibility, empowered to speak up and supported by teams that understand and believe in the central importance of health and safety. We also emphasise proactive, visible leadership committed to creating and maintaining healthy and safe workplaces. At UGL, this includes the mental and emotional health and wellbeing of our people and those we engage with, as much as it includes safety in design and delivery.

sustainability



CLIMATE

20%
reduction in Scope 1 and 2 emissions (2019 base) by 2025

net zero
Scope 1, 2 & 3 emissions by FY2045

Scope 1

Direct emissions (facilities, vehicles)

Scope 2

Indirect owned emissions (purchased energy, fuel)

Scope 3

All indirect emissions - entire value chain

UGL is committed to meeting its ESG targets, and we see great opportunity to assist in our clients' transition to a lower carbon future.

Our teams work within communities and natural environments that are critical to a sustainable future. We understand the importance of conducting our operations, of conducting our operations, and delivering our products and services, to the highest standard of environmental

care and social responsibility. We commit to minimising pollution, conserving natural resources, protecting cultural heritage, minimising waste and driving energy efficiency. We contribute to a brighter future by balancing environmental, technological, economic and social objectives.

Through systems and processes, vigilant monitoring and continual improvement, we support excellence. And we do this together, recognising that environmental health is a team effort that takes our combined commitment across our people and all stakeholders.

Reconciliation

The UGL vision for reconciliation is ensuring our employees are culturally competent to nurture a vibrant and connected community that welcomes all its members and values Aboriginal and Torres Strait Islander 'cultures and people'. UGL has a desire to partner, build sustainable relationships and improve our understanding and appreciation for the Aboriginal and Torres Strait Islander communities in which we operate.

RELATIONSHIPS

From our initial RAP in 2013, UGL has increased our Aboriginal and Torres Strait Islander partnerships dramatically.

Engaging with several national and local organisations to employee school-based trainees, apprentices, graduates, and communities to develop long lasting careers and relationships.

RESPECT

In 2018, we launched 'welcome to country' and 'acknowledgement of country' protocols.

In 2021 we installed 'acknowledgement of country' signage and artwork in offices.

As part of our next RAP commitment UGL are re-naming meeting rooms in each office location and will display Aboriginal flags on worksites and in offices.

GOVERNANCE, TRACKING PROGRESS & REPORTING

More than 2100 employees nationally have completed face-to-face or online cultural awareness learning.

Our digital cultural awareness program is mandatory for new employees.

In 2021, 119 employees identified their First Nations heritage through our new reporting dashboard, enabling UGL to develop, retain, and better support all Aboriginal and Torres Strait Islander employees.

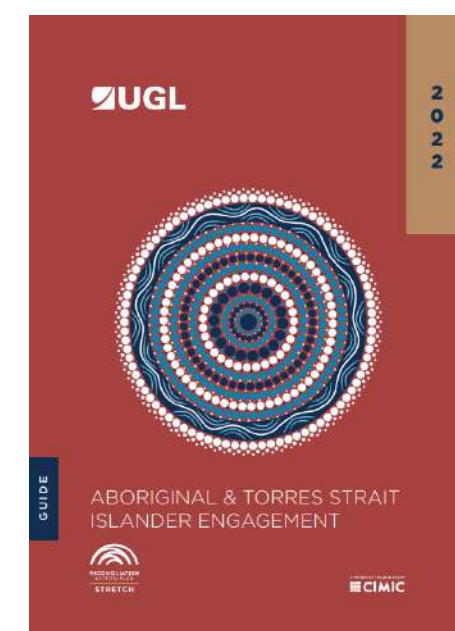
OPPORTUNITIES

UGL has spent more than AUD \$15.5m with (Supply Nation certified or registered) as reported in FY19 & FY20.

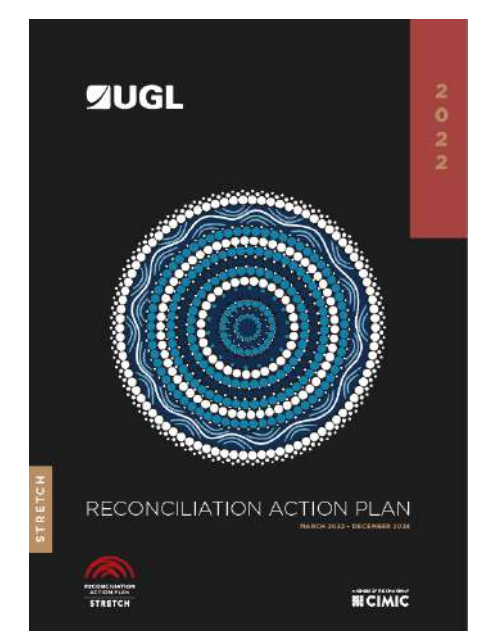
3/9 members of our 2022 RAP Steering Committee are First Nations employees with 33% female representation.



UGL's RAP enables growth of our Aboriginal and Torres Strait Islander workforce and talent pipeline. By developing strong commercial relationships with Aboriginal and Torres Strait Islander employment service providers and partnered organisations we become a vibrant participant within Aboriginal and Torres Strait Islander communities in which our sites and projects operate. UGL is looking forward to implementing the STRETCH RAP in 2022-25



LAUNCHED FEBRUARY 2022



LAUNCHING JUNE 2022

Sectors



POWER	WATER	RESOURCES	TRANSPORT	TELCO NEW SECTOR	SOCIAL INFRASTRUCTURE
GENERATION	WATER & WASTEWATER TREATMENT	OIL & GAS	PASSENGER RAIL	FIXED NETWORKS	HOSPITALS
TRANSMISSION LINES	PIPELINES	UP, MID & DOWNSTREAM	FREIGHT RAIL	AERIAL & UNDERGROUND FIELD SERVICES	SCHOOLS
SUBSTATIONS	NETWORKS	INDUSTRIAL PROCESSING	ROADS	MOBILE & WIRELESS NETWORKS	PRISONS
DISTRIBUTION		TERMINALS	MECHANICAL & ELECTRICAL FITOUTS INC ROADS & TUNNELS	NETWORK OPERATIONS	TRANSPORT OPERATIONS INC BUS & HEAVY & LIGHT RAIL
NETWORKS & INTEGRATION		PIPELINES	INTELLIGENT TRANSPORT SYSTEMS	END CUSTOMER INSTALLATIONS & MAINTENANCE	
SOLAR		MATERIAL HANDLING PLANTS	COMMUNICATION SYSTEMS	IOT	
WIND			SIGNALLING	IN-BUILDING COVERAGE	
BATTERIES			POWER	DECOMMISSIONING	
ENGINEERING DESIGN					
CONSTRUCTION & COMMISSIONING					
			MANUFACTURING		
OPERATIONS, MAINTENANCE & FACILITIES MANAGEMENT					
UPGRADES AND OVERHAULS					
ASSET MANAGEMENT					

CAPABILITIES

Engineering design

Our in-house specialist engineers develop designs that consider construction, maintenance and end performance objectives from the outset, reducing whole-of-life costs. They apply extensive experience to improve time and cost outcomes, minimise interface risks and ensure effective knowledge transfer from construction into ongoing operations. Our technology and product agnostic approach, and disciplined systems engineering and integration, further guarantees best-for-project outcomes. This engineering DNA then becomes a perpetual resource through an asset's lifecycle.

Operations and Maintenance

Our in-house operations and maintenance teams, and facilities management teams, are involved throughout design and construct phases, optimising operational performance. Through process transformation, continual improvement, flexible contract models, leading systems and technologies and a service-oriented team culture, we ensure repeatable success. Our priority is extending asset value and life, and delivering certainty and excellence for clients and their customers.

Construction and Commissioning

We use our team's renowned project management skills to deliver assets that perform to world-class standards. Our people consistently optimise schedules, maximise productivity and fast-track issues management, saving time and resources, reducing risks and rework, and improving assets. Our construction and commissioning works span structural, mechanical, piping, electrical and instrumentation delivery and include leading-edge renewable energy projects. Our extensive in-house capability provides significant interface and integration benefits, streamlining transitions into operations.

Upgrades and overhauls

We design, procure and implement mid-life and end-of-life upgrades and overhauls for critical assets, including capital replacements and new technology integrations. This includes precision planning and implementation of field shutdowns, and taking assets to our specialist workshops nationwide to enhance their reliability and extend their life. Our sector experts, proven experience and accreditations combine to make us the ideal partner for complex upgrades and overhauls that minimise operational disruption.

Manufacturing

We are a leading manufacturer of passenger and freight locomotives, providing fleet solutions equipped for state-of-the-art transport networks. Our manufactured products set the benchmark in performance, reliability, flexibility and profitability, drawing from our deep understanding of transport infrastructure delivery and operations and maintenance. We continually invest in our capabilities and employ lean production methods to reduce lead times, lower costs and deliver to a consistently high quality.

Asset Management

Our asset management strategies address the full picture of availability, reliability, efficiency and lifecycle costs to ensure that assets perform to their full potential and operational life is maximised. **This includes deploying leading asset tracking systems, integrating real-time maintenance data and optimising technical maintenance plans.** Drawing together multiple disciplines and cross sector expertise, advanced supply chain management, and wider commercial and operational insight, we deliver integrated, optimised solutions for absolute client value.

Capabilities



Power

Power infrastructure, networks and storage, and the new frontier of renewable energies such as wind and solar, are essential services that keep our communities and industries going.

Our deep engineering skill optimises every stage of an asset's lifecycle, ensuring certainty with the lowest risk and whole-of-life cost.

Our in-house engineers partner with global technology leaders to develop advanced solutions and position projects to transition as technology develops. This integration also drives better decision-making, fast-tracked problem-solving, optimised performance and seamless transitions from one phase to the next. In operations and maintenance, we draw on the right mix of contract, planning, people, systems and process smarts to lower operational costs and increase service level performance. From there, our teams continue to draw on our engineering experts to analyse and challenge our work and extend the lifetime value of infrastructure.

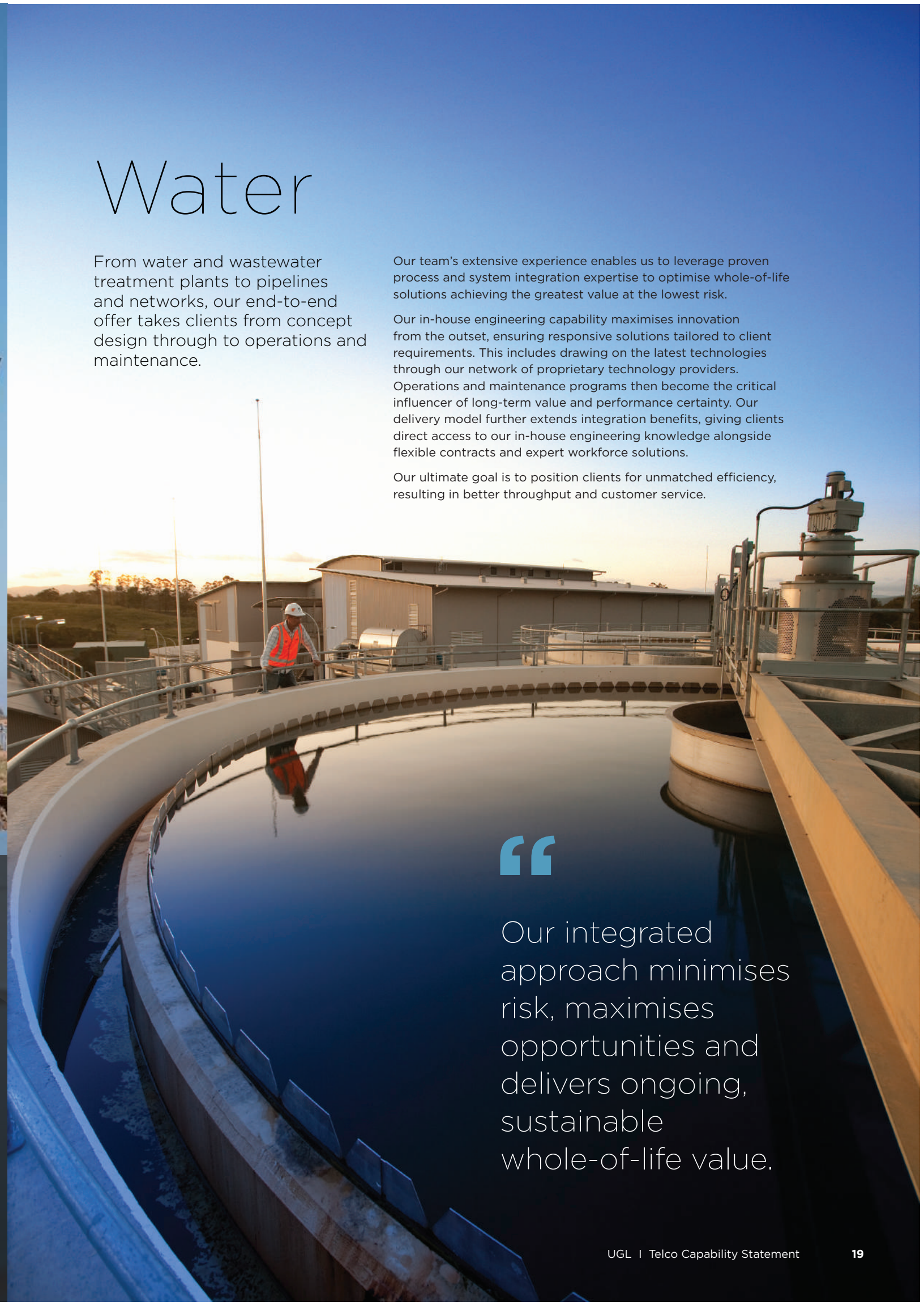
Water

From water and wastewater treatment plants to pipelines and networks, our end-to-end offer takes clients from concept design through to operations and maintenance.

Our team's extensive experience enables us to leverage proven process and system integration expertise to optimise whole-of-life solutions achieving the greatest value at the lowest risk.

Our in-house engineering capability maximises innovation from the outset, ensuring responsive solutions tailored to client requirements. This includes drawing on the latest technologies through our network of proprietary technology providers. Operations and maintenance programs then become the critical influencer of long-term value and performance certainty. Our delivery model further extends integration benefits, giving clients direct access to our in-house engineering knowledge alongside flexible contracts and expert workforce solutions.

Our ultimate goal is to position clients for unmatched efficiency, resulting in better throughput and customer service.



“

Our integrated approach minimises risk, maximises opportunities and delivers ongoing, sustainable whole-of-life value.

Resources

Partnering with specialist designers, our in-house engineering team and large-scale, mobilisation-ready workforce support the full spectrum of structural, mechanical, piping, electrical and instrumentation services.

Our operations and maintenance offer is delivered by a team that thrives on solving our clients' operational challenges and improving their cost base and service efficiency.

Through our asset management team, we deliver scheduled maintenance services and upgrades, with shutdown capability for major events and turnaround projects.

Clients consistently benefit from our specialist experience, tailored solutions and flexibility. With project and production certainty being paramount, we draw on the best of our commercial, project, risk, technology and people management skills to deliver excellence at the lowest whole-of-life cost.



Transport

UGL is proud to be the only contractor in Australia to offer in-house design, construct, commissioning, and operations and maintenance across road and rail networks.

Our innovative solutions focus on enhancing managed motorways and smart railways to improve the connectivity, reliability, use, maintainability and asset life of our transport networks.

Through our manufacturing team, we also deliver rail solutions and rolling stock, backed by strategically-located rail workshops for timely, expert maintenance and upgrade services.

Across road and rail networks, our operations and maintenance teams also provide efficient solutions and assured excellence in scheduling; maintenance, fleet and components planning; workforce, supply chain and third party management; and decommissioning.

We are trusted to deliver for some of the largest transport networks in Australia as we maximise client value and position assets to support the right standard of customer experience.

Social Infrastructure

Telecommunications

UGL's investment into our newly formed Telecommunications Group will bring together UGL's existing Engineering and Communications capabilities into the broader Telecommunications Sector.

The new UGL Telecommunications Management team brings together over 100 years combined experience in the delivery and maintenance of critical Telco Asset Infrastructure.

Our new team has been instrumental in setting up and delivering major Telco infrastructure projects including:

- NextGen networks
- Design & construction of Telstra's HFC network
- Fibre to the Node for NBN
- Construction of Telstra's DCN-IP platform and core network along with Wideband works and Land and Buildings
- HFC network under the NBN MIMA contract
- Optus Megalodon - SAED and Delivery of wireless infrastructure
- Design and Construct of NBN's Node to Premise project
- Optus Colossus - Business and Enterprise Connections
- NBN's Unify Services Customer Connections and Remediation
- Maintenance of Optus HFC Network
- D&C of DSL networks for TPG, iinet, Primus, Optus, internode and Aussie Broadband

Our facilities and asset management teams deliver whole-of-life efficiencies to optimise client value and customer experiences.

This spans everything from performance and availability optimisation to cost and risk reduction. We start by understanding our clients' businesses so we can tailor solutions to each unique set of performance metrics and customer service guarantees.

Through flexible contracts, smart crew management, expert planning, extensive technology experience, and soft-service partnerships, we are a safe, sure solution. And we don't stop there.

We invest in the continual development of our people and continual improvement of our processes so they remain at the leading-edge of services delivery.

We think like an owner and build long-term client relationships where we grow and evolve as they do.



Telecommunications

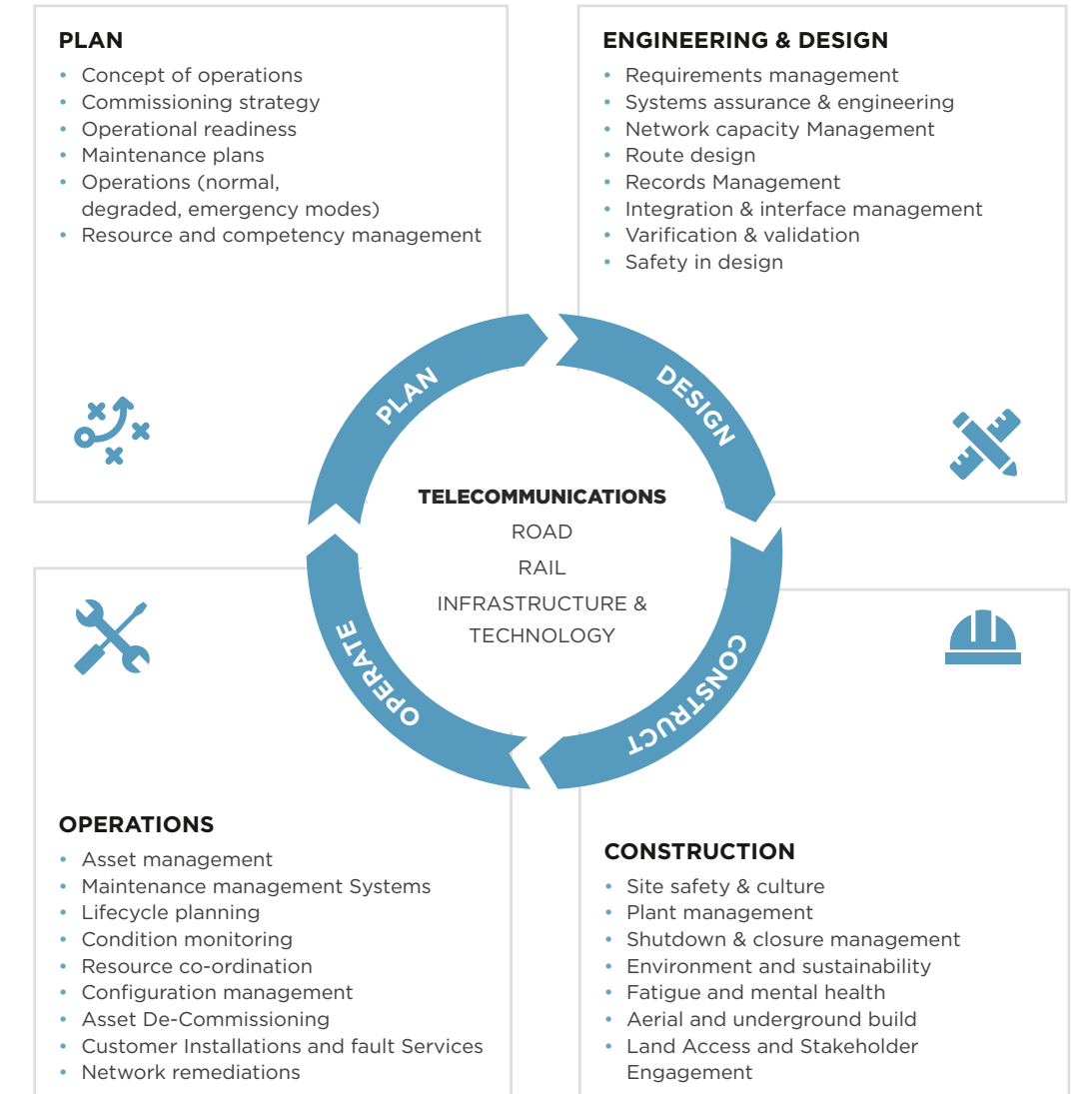


Three decades of experience

Today's infrastructure projects are increasingly sophisticated, with technology and systems converging to improve operational efficiency and customer experience.

As an organisation with deep engineering and technology pedigree, UGL stands at the forefront of the digital revolution, bringing technological innovations to bear for the benefit of our clients.

End-to-end service provider



FLEXIBLE COMMERCIAL MODELS

Design and Construct, Lump Sum, Schedule of Rate, Alliance, PPP, BOOT Stewardship and Asset Performance

Current Telco portfolio

Partnering with our customers, UGL delivers the fixed and wireless communications solutions for mission critical applications.


What sets us apart is that we stand behind the performance of our systems and provide the complete solution.

We integrate all hardware and software elements with a high performing communications network and act entirely in the interest of customers, with a technology agnostic approach that considers a clear path forward to technology horizons.



NBN satellite earth station – Kalgoorlie. One of 10 earth stations deployed.

- 
PUBLIC SAFETY AND EMERGENCY SERVICES
 UGL introduces next generation functionality and reliability, integrating radio, satellite and data networks for police, fire and other government departments.
- 
TRANSPORT AND MOBILITY
 UGL provides high availability voice and data networks supporting all forms of transportation including road, rail, maritime and air applications.
- 
DEFENCE
 The armed forces trust UGL to provide advanced mission critical communications systems supporting tactical and situational awareness.
- 
UTILITIES AND RESOURCES
 UGL provides utility customers with low latency network solutions that allow real time remote control and monitoring of assets from thousands of kilometres away.


CARRIERS
 UGL provides lead contractor project management and engineering for large scale deployment and management of carrier networks, including national deployments, Neutral Host, wireless, fixed and financed solutions engagement, developing solutions that satisfies every requirement from every angle.



Telstra blackspot works Narara

KEY PROJECTS

10 NBN Satellite Earth Stations Deployed

One of the largest ground station deployments in Australia delivered for NBN Satellite Deployment.

Innovative Sydney Trains Digital Train Radio System for Transport for NSW

Integrated driver communications and Digital Train Radio data systems with control centre.

World's Fastest Underground Broadband at Sydney Metro

First dual leaky feeder rebroadcast system providing mobile communications for 13 stations and 16 km of underground railway

World's First Mission-Critical Push-To-Talk Application Train Radio for Perth Transit Authority

LTE Digital Train Radio system delivered for Perth Transit Authority.

Federal Government Blackspot Program for Telstra

Established 4G connectivity in difficult terrain throughout central NSW,

Nation Spectrum Restack for ACMA

Upgrading broadcast sites across Australia and clearing the 700MHz spectrum.

Nation Spectrum Restack for ACMA

Upgrading broadcast sites across Australia and clearing the 700MHz spectrum.

CORE CAPABILITIES

- Network operation centre
- Integrated network management systems
- LTE, GSM-R, TETRA & P25 radio networks
- Radio site construction
- Optical fibre networks
- Satellite earth stations
- Broadcast television and radio
- Access network solutions
- Microwave links
- Data centers

Why UGL Telco?

As with all other Sectors it participates in, UGL's latest investment into building on their existing Telecommunications expertise aims to create a Telco Division that seeks to be a market leader in the Industry

Underpinned by the CIMIC Group portfolio of companies, UGL can provide clients with a broad range of scalable offerings to finance and deliver their programs with the confidence of a true Tier 1 partner

TARGETED SOLUTIONS

- Project management & delivery
- Design, engineering and construction of fixed and wireless networks
- Passive and active network maintenance & assurance
- Installation, integration & commissioning
- Delivery and management of enterprise solutions
- Facilities & asset life-cycle management
- Network monitoring and operations
- Network remediation and restoration
- IOT and technology solutions

UGL ENABLERS & DIFFERENTIATORS

- Financing of large-scale projects through CIMIC's financial arm Pacific Partners
- Bringing UGL's significant internal workforce in regional areas
- Significant civil capabilities from other industries through the broader group including CPB Contractors
- Extensive engineering capabilities with over 600 in-house engineers
- Injecting additional subcontracting capacity into the Telco industry by cross training existing vendors from our alternate sector portfolio



CON KOURTIS



ANDREW HARRINGTON



SAIFUL CHOWDHURY



BRENDAN HOOPER



JACK MATHESON



ANTHONY HODGE

UGL's Telecommunications team has a combined 100 years of experience working on Australia's largest / most important telecommunications projects

Diversity & social inclusion

A SUSTAINABLE FUTURE

UGL is focused on taking tangible and meaningful steps to improve our diversity and become a more inclusive organisation. In 2021 we brought all our initiatives together under a coordinated umbrella program that will maximise the pace at which we move towards developing a truly diverse and inclusive culture.



ATTRACT
STEM engagement/Graduates, Partnerships & Engagement with Industry

ENGAGE
Networking Group, Return to work program, Emerging Female Leader Program, Executive Sponsorship Program


AWARENESS
International Womens Day, Women in Engineering Day, WGEA, Dignity Audits, Equal Pay day

Indigenous Participation

ATTRACT
Internships, SBAT & Apprenticeships, Partnerships & Engagement with Community

ENGAGE
Cultural & Training partnerships, RAP, Networking Group

AWARENESS
Reconciliation Week, NAIDOC week, Social Procurement Spend



Be Well With UGL

ATTRACT
Benefits Package to attract new employees, flexible working arrangements

ENGAGE
One HSE Culture, charity initiatives (STEPember, Ride to Work,), Flu Vaccinations, Corporate Discounts, EAP, novated leases, Financial health webinars and articles, sustainability (earth hour)

AWARENESS
RUOK Day, Violence against Women, Rail Safety week



ATTRACT
Employment programs, partnerships with Government Training Organisations (GTOs)

ENGAGE
Networking/Mentoring group, lunch & learns, Charity Support

AWARENESS
Anzac Day, Legacy Week, Remembrance Day

Inclusion Champions Network

ATTRACT
Migrant & Refugees - Launch Mentoring Program

ENGAGE
Disability and Neurodiversity - ASPECT & St Edmonds college, At Work & Wise Employment partnerships

AWARENESS
LGBTIQ+ - Launch a networking group and add to calendar for 2022

Women in UGL
14.31%

Women in Leadership
15.38%

Women in Management
15.22%

Indigenous Participation
2.18%

Credentials



Authorised Engineering Organisation



National Engineers Register



Board member of the Australasian Railway Association



Founding member of the TrackSAFE Foundation



ISO 18001
ISO 9001
ISO 14001
AS/NZS 4801



Member of the Australian Water Association



Department of Defence CAS-G Key Divisional Supplier



CIGRE (Member of the International Council on large electrical systems)



For more information please contact UGL:

Level 8, 40 Miller Street, North Sydney, New South Wales, 2060, Australia
T: +61 2 8925 8925

UGLLIMITED.COM

Published by UGL Pty Limited | 2022