

UNITE!

NEWSLETTER

ISSUE 42 | AUGUST 2025
WINTER EDITION

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

MZF

A NEW CHAPTER BEGINS



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WELCOME ONBOARD TO ALL OUR NEW EMPLOYEES

- HEAD OFFICE: Yaeel Abdulrahman, Nelson Mondragon, Akshath Eedulakanti, Sabrina Maleken.
- VICTORIA WEST: Ashvinkumar Prajapati, Hadgo Gebrehiwet, Jaspal Singh, Vishal Panchal, Mandeep Kaur, Pritika Lata, Amandeep Singh, Asmir Svraka, Jose Antunes, Alofa Faafuata, Baljinder Singh, Fabrice Chesh, Ivan Bozinovski, Jasbir Singh, Jaspreet Benipal, Jatinder Singh, Ritschl Tuamu Ainuu, Satnam Singh, Vikramjeet Khalsa, Ashish Ashish, Gurpreet Bedi, Huiming Feng, Kimti Sharma, Lavi Singh Kahlon, Navjot Singh Pannu, Ravinder SinghWai Keung Lo, Yong Liu, Avninder Singh Gll, Demiss Demo, Gurbinder Jit Singh, Gurinder Kahlon Jayeshkumar Patel, Jitendra Maharjan, Krishanthan Sinnathamby, Leau Alaat, Mithun Dev, Bhagwan Singh, Bharat Bhushan, Parminder Singh, Sunil Kumar Chakkalakizhakethil, Varinder Singh Cheema, Manish Singh, Rajinder Singh, Ram Chandra Bhattarai,Ravinder Guraya, Saju Bah, Sukhwinder Singh, Vaileshkumar Patel, Wai Chung, Wing Chung Eddy Ip, Jayshree Rana, Rajinder Singh Riat, Ravinder Kumar, Santosh Rimal, Sunil Dhir, Mohammad Khan, Neeraj Mehra, Pritpal Singh, Anthony Fernando, Baljit Singh, Gagandeep Singh, Maninderjit Singh, Medhane Gebrehiwot Kifleyesus, Miken Pandit, Pelepesite Mika, Phillip Renton, Qayam Hussain Syed, Van Thanh Cap, Manisha Jakhar.
- VICTORIA NORTH-WEST: Jagvir Singh, Sisira Pathirage, Jaspreet Singh, Samar Grewal, Talafaalelotu Okesene, Praveen Ravindrannair, Amandeep Singh,Amit Vaidya, Botros Naoom, Gagandeep Singh, Prabhjot Singh, Sahil Verma, Sarpreet Singh, Omid Sorkhi.
- VICTORIA EAST: Janet Mitchell, Violet Guo, Nitika Sharma.
- GEELONG: Amarpal Singh Bhangu, Navdip Singh, Ratneev Kaur, Deepak Pudasaini.
- BALLARAT: Gary Pilmore, Steven Browne, Noel Tuddenham, Sandeep Singh, Gurbir Singh.
- MILDURA: Bernard Wilson, Aaron Dole, Narelle Cody, James Taylor, Christopher Knights, Jessica Byrne, Mandeep Gill.
- BROKEN HILL: Colin Lyall.

CEO’S MESSAGE

Welcome to the Winter Edition of UNITE!



Winter is a great time to go on holidays somewhere, anywhere, where you can find some sunshine and relax with family. But as we know, this cannot be the case for all, because our community is dependent on our services all year round. The dedication of our staff and their community spirit is what separates our service from other operators.

This is one of the many reasons why we support community groups that are making a positive difference in our communities.

Unfortunately, at the time of writing, we have not yet finalised a new enterprise agreement, but I am pleased to report that Fair Work is helping both the company and all representative bodies in progressing a new employee agreement. With continued goodwill from all sides, I am confident this is not far away.

July was a very exciting and successful month as we went live with the new MZF contracted services in Melbourne. We have welcomed approximately 200 new staff to CDC, and the new service delivery has been an almost seamless transition. This is an amazing performance by all our drivers, some of whom are driving unfamiliar routes and commencing from new depots. Thank you and congratulations to all involved in implementing these new services.

Our people continue to go above and beyond, and it makes us all proud when we read the many compliments our drivers receive. Please take some time to read the great stories on Geoff and Dorpy in Geelong and Kenny White in Ballarat, all of whom have provided decades of great service to our communities. Michael Lord in Finance also retired after 32 years of service. Michael had a lot to do with ensuring we all get paid each week, a very important contribution.

Our community is central to what we do each and every day, and we give back in many ways. Recently, Oakleigh Depot hosted The Smith Family for a Year 10 Work Inspiration Day, while Wyndham provided services to the Wyndham City Council First Nations Art event as part of Reconciliation Week. Wyndham also celebrated NAIDOC with a smoking ceremony that included Indigenous artist Ganga Giri.

Werribee Football Club recently conducted a Multicultural Sports Carnival and Junior Appreciation Day, and as their community partner, being involved in the promotion and advancement of youth is an investment in the future of the community.

Zero-emission transport is obviously a huge agenda item for the government and all transport providers. Our metropolitan transition to ZEB is now well defined within our new 10 contracts. We are currently working with the government on how zero emissions might transition across regional Victoria. Separate from the broader ZEB plan for regional Victoria, CDC has partnered with Viva Energy, ARENA (federal funding), and the Department of Transport Victoria to introduce two zero-emission hydrogen buses into Geelong. We have a lot of training to define and complete, and we expect this initiative to be as seamless as our eight electric buses in Oakleigh.

There is no doubt that CDC Victoria is at the forefront of reducing emissions, and our investment in 50 hybrid buses years ago is a testament to that.

Let us try to stay ahead of the game and always put safety first.

Stay safe!

Best wishes,
Jeff Wilson



FROM YOUR SERVICE DELIVERY MANAGERS

“ This newsletter brings in the fresh, exciting, and challenging new MZF contracts as they positively went live on 01st July 2025. Minor obstacles along the way and continuous improvements will be made to make the transition least affecting to all staff. ”

Ravneet Walia



VICTORIA WEST

We had over 60 new drivers employed in our Truganina depot, welcomed 35 new drivers and 3 mechanics from other operators to this region for the

01st of July 2025 transition. Route and one roster composition are underway to be implemented prior to school term 4 in the year 2025. This is also in line with the new street navigation system for all routes to be available for the Albion and Wyndham sites to be live by the end of November 2025.

My sincere thanks to my operations team at both sites and the driving staff who assisted in planning, training, and coordinating the MZF transition, which saw a massive increase in our region and opens up more opportunities for drivers in terms of roster swaps and different areas of operations.

Our biggest challenge remains to manage the on-time running as per current KPI's within operational space by making alterations to block runs.

At the end, on behalf of everyone at CDC Victoria West, I hope that everyone keeps safe and happy.

Ravneet Walia,
SDM, Victoria West



VICTORIA NORTH-WEST

It's a pleasure to connect for the very first time as CDC Victoria North-west. The last few months have been a whirlwind of activity, but also a

time filled with excitement and anticipation as we prepared for and successfully delivered the MZF transition.

I'm delighted to welcome our new team members, both those joining us from incumbent operators and the fresh recruits embarking on this journey with us. July 1 marked the beginning of a new chapter, and I couldn't be prouder of the collective effort that ensured day one and week one ran seamlessly.

While we faced our share of challenges, the commitment and resilience shown by the team made all the difference. Everyone stepped up when it mattered most.

I'd like to extend special thanks to:

- ▶ Michael for his tireless work behind the scenes, ensuring operational readiness.
- ▶ Our supervisors—Theo, Jacquie, Chris, and Russell—for leading from the front and supporting our drivers.
- ▶ Jamie and the workshop crew for getting our fleet road ready.
- ▶ And to Anita, Janeece, Jolanta, and Gwen—your outstanding support in Administration and Customer Service didn't go unnoticed.

A big thank you as well to our colleagues from other regions- head office, Geelong, and Ballarat- for lending Anand and Bill to assist Westmeadows with training. Your collaboration was invaluable.

Lastly, our incredible drivers, whose professionalism ensured that passengers experienced minimal disruption. You truly delivered.

On a more personal note, I recently said farewell to CDC Sunshine (now Albion), where I spent 7 incredible years. It's been an honour to witness the growth and resilience of that depot and to be part of its journey. The memories and relationships forged there will always hold a special place in my heart.

Here's to a strong start, continued success, and a future we build together at CDC Victoria North-west.

Shaun Lawson,
SDM, Victoria North-west



VICTORIA EAST

Goodbye to CDC Oakleigh, and hello to CDC Victoria East! It's been a busy second quarter, with everything from finalising journals and rosters to appointing

new managers and roles across the depot.

A huge thank you to the entire team for coming together and making the transition to the new MZF world a great success.

We've also made some changes to our admin and workshop teams as part of the new contract. Amgad will now take on the role of Customer Experience Coordinator, while Tali moves into Workshop Admin. Congratulations to Corey, who's been appointed Operations Manager, and to Nick, stepping up from Foreman to Workshop Manager. These roles will take some time to settle in over the coming weeks.

On 18 June, we hosted a Work Inspiration Day for 11 students and 2 teachers from Frankston. Over an action-packed three hours, they got a hands-on look at our fleet and PTI checks, followed by small group chats with staff about careers and personal journeys, and capped off with a fantastic morning tea.

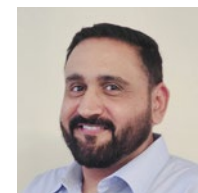
With all this hard work behind us, we're excited for what lies ahead in this new contract period. We look forward to continuous improvements that will help us better serve our customers and keep our drivers safe.

As we head into winter, a reminder to all drivers to drive to the conditions and stay safe.

Keep safe,

Virgil Incata,
SDM, Victoria East

GEELONG



Welcome to the Winter Edition of UNITE as we head into the third quarter of 2025.

I want to extend a big thank you to our incredible team — Drivers, Workshop,

and Operations — for their outstanding work during what has been a very busy first half of the year.

In June, we celebrated Mental Health Week with a Gratitude Board and donuts, creating a positive and reflective atmosphere for all.

Training for our new hydrogen buses commenced, with a focus on vehicle familiarisation and refuelling procedures. This has been temporarily paused due to a minor technical issue, which the supplier is in the process of resolving.

We also recently bid farewell to two of our longest-serving drivers — Peter Van Dorp (28 years) and Geoff Garside (36 years) — and we wish them all the very best in retirement.

Congratulations to:

- ▶ Simon Stephenson on his promotion to Workshop Manager
- ▶ Chris Maxwell on reaching 20 years of service
- ▶ Brendan Eyles for 15 years of service

And a special shoutout to Nicky Ulloa, who received a lovely compliment from a regular Route 43 passenger praising her friendly attitude and professional driving — great work, Nicky!

Aman Singh,
SDM, Geelong Depot



BALLARAT

As we settle into the heart of winter, Ballarat is yet to see snow, though with a few chilly months still ahead, who knows what

surprises may come!

Our Station Interchange operations remain temporarily relocated to Lydiard Street while the LXR Project Team continues works on the Ballarat Station Interchange. These upgrades aim to improve accessibility, safety, and connectivity for all public transport users, including the construction of a fully accessible pedestrian overpass with passenger lifts and stairs on each platform. The project remains on track for completion in early 2026.

While the temporary relocation is in place, we kindly remind everyone to be mindful of Lydiard Street residents during operating hours. Please minimise engine idling where possible, and be patient when the boom gates are down, especially when collecting passengers on Lydiard Street South for outbound services.

A big thank you to all our drivers for your continued professionalism and adaptability during this transition.

We're also excited to share that five new Volvo B8RLEs joined the Ballarat fleet in June. These new additions contribute to improved service reliability and help modernise our fleet profile. Thank you to the Fleet Team for facilitating this upgrade—we hope to welcome a few more later this year, ideally before our next update.

Please join us in congratulating David Turner and Leon Cray on reaching significant service milestones this July. David celebrates five years of service, while Leon marks an impressive 20 years. Well done, gentlemen, an excellent achievement and a testament to your dedication.

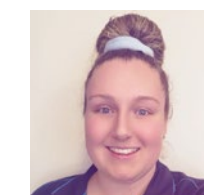
A warm welcome to our newest drivers: Noel Tuddenham, Sandeep Singh, and Gurbir Singh. Noel and Gurbir bring prior bus driving experience from Christians and Metro Tasmania, respectively, while Sandeep is new to the industry. We're pleased to have you all on board. We also welcome Gary Agnew back into the team following a short retirement; it's great to have you with us again, Gary!

We recently farewelled James Gregg, Robbie Prosser, and John Frawley. Robbie and James are entering a well-earned retirement, while John is venturing into a new industry after more than a decade with CDC Ballarat. To all three, thank you for your service, and we wish you every success in your next chapters.

Lastly, we celebrate the remarkable career of Ken White, who retired in May after 47 years of continuous service. Ken's contribution places him among a select few in the industry with such a distinguished career. Beginning in 1978 with Davis Bus Lines, through Kefford Corporation, and into CDC Victoria, Ken has been a loyal, respected, and invaluable member of the team throughout his entire journey.

Your professionalism, quiet commitment, and willingness to help whenever needed did not go unnoticed, Ken. On behalf of everyone at CDC Ballarat, thank you for your unwavering dedication. Enjoy your retirement with family and friends; you have truly earned it.

Andrew Wilson,
SDM, Ballarat Depot



MILDURA

Winter has arrived, bringing continued momentum across our operations here in Mildura.

Our depot has seen solid growth recently,

not just in numbers but also in capability. We've welcomed several new drivers and team members across various roles, strengthening our ability to meet demand on both route and charter services. It's great to see our depot becoming a hub for new talent alongside experienced drivers.

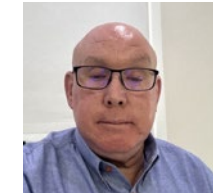
Our FIFO charter services remain a highlight, with increased demand leading to extra vehicles requested on certain days. This growth reflects the trust our clients place in our team's reliability and professionalism.

Behind the scenes, we've made steady progress on small but meaningful improvements — from safety tweaks to system upgrades. While these changes might not headline, they're making our day-to-day work smoother and more efficient.

We're also building capacity in charter coordination and admin, with recent team additions quickly settling in and helping streamline workflow. This support has already made a noticeable difference.

There's a strong sense of progress at the depot, and as we settle into Term 3, we look forward to building on this momentum and continuing to deliver outstanding service to our community.

Chontelle Wait,
Depot Manager, Mildura Depot



BROKEN HILL

As cold winds sweep across the Barrier region, the team at Broken Hill CDC continues to operate through one of the busiest

winters on record.

The Mundi Mundi Bash returns this year as Broken Hill's sole music festival and is expected to attract approximately 30,000 attendees. Preparations are underway, with the event presenting significant transport and logistical requirements.

Broken Hill CDC is providing key transport support for the event, including artist transfers and festival shuttle operations. Staff are ensuring passenger movement is managed safely and efficiently through coordinated planning and delivery.

Charter services remain steady, with ongoing demand from schools, community groups, and local organisations. Transport is being provided for sporting events, excursions, and regional trips. The operations team and drivers continue to support these needs effectively.

Staff continue to maintain daily operations through early starts, cold conditions, and extended shifts. Drivers, mechanics, and administrative personnel are supporting the depot's ability to meet increased service demand while upholding standards of safety and reliability.

Further charter bookings are scheduled, and interest in Broken Hill as a regional destination continues to grow. Recruitment is ongoing to support upcoming operational needs, with a focus on attracting capable and committed personnel to the team.

Thank you to all staff for their continued contribution. Preparations are in place for a productive second half of 2025.

Adrian Rouse,
Depot Manager, Broken Hill Depot

MZF: A NEW CHAPTER BEGINS

MEET THE TEAMS WHO POWERED THIS TRANSITION

On July 1, 2025, CDC Victoria officially commenced operations under the newly awarded Metropolitan Zero Emission Bus (ZEB) franchises, marking a transformative milestone in Melbourne's journey toward a cleaner, greener public transport future.

This cover story celebrates the launch of the new MZF contracts, spotlighting the extraordinary efforts of our teams across all depots. From strategic planning to operational execution, each leader shares insights into how their teams rose to the challenge, ensuring a seamless transition, expanding services, and laying the groundwork for a zero-emission future.



CONGRATULATIONS, CDC VICTORIA!



I would like to extend my heartfelt congratulations to the entire CDC Victoria team on the successful commencement of operations under the new Metropolitan Zero Emission Bus (ZEB) Franchises.

What you have delivered in such a short timeframe is nothing short of extraordinary. This milestone reflects the strength of our team and our shared commitment to excellence. These contracts represent more than operational success; they mark a bold step toward a cleaner, smarter future. With a vision to transition to full zero-emission operations by 2034, we are transforming public transport for the better. Your collective effort has set a new benchmark. Thank you for your professionalism, passion, and unwavering focus. I am proud of what we have achieved, and even more excited about what lies ahead.

Nick Yap, CEO,
ComfortDelGro Corporation Australia

THE INCREDIBLE JOURNEY



What an incredible two years we have had since the announcement of the tendering for the Metropolitan Zero Emission Bus Franchises or commonly referred to as MZF.

CDC Victoria submitted proposals for various MZF, and we were fortunate to be successful and awarded three of the five franchises

which commenced on 1 July 2025. These franchises are for 10 years operating till 2035, securing jobs, investment (new bus fleet and depot upgrades) and introducing new growth corridors expanding our services in Metropolitan Melbourne.

Post the award of the three franchises in September 2024, behind our day-to-day activities of delivering our existing services to our customers and the local community, a dedicated team was established to deliver our commitments for the new MZF contracts.

The contribution from the various team members and departments at CDC Victoria has been amazing from training, signage, service planning, contract management, communications & marketing, fleet management, people & culture, payroll, finance, safety, infrastructure, legal and operations you are all great custodians of what CDC Victoria does best 'Linking people, places and communities'.

As we move forward, there are plenty of commitments to be delivered that will progressively roll out across our depots (eg, electric buses and chargers), and one of those key commitments is the rollout of the NEC Turn-by-Turn navigation system. This is state-of-the-art technology that CDC Victoria has invested in and is designed to assist drivers providing on-road directions



when driving along our many different local and school routes.

Currently, the installation team has fitted all buses at Airport West (Tullamarine) and Westmeadows depots and is presently at Albion (Sunshine) depot installing the equipment with the project due to be finished on or around 31 August 2025 across all our depots. Below is a photo of the tablet installed on board our buses and the team installing this equipment for CDC Victoria.

As we are now in daily operations, I thought I would write a personal share with you. My working life had always been within the Department, and I was the Contract Manager overseeing CDC Victoria and other local bus operators until July 2019, when an opportunity presented to come and join CDC Victoria.

This was a significant change for me, and I questioned myself, was I doing the right thing by myself and my family, leaving the safety net of a job with the state government? All I can say is that the decision six years ago was not only the right decision but a decision that I have never looked back on, and I hope our new staff from Ryans, Kastoria, Dysons and our new drivers recruited over the past few months will feel the same.

In closing, over these past two years, I have witnessed the dedication, professionalism and commitment of our staff, the new friendships that have been developed and the kind and supportive culture that everyone here demonstrates at CDC Victoria, which is unique and what sets us apart from other bus operators.

I am unable to describe in words how proud I am of each one of you, and I look forward to seeing you around the lunchroom or the office and sharing any stories or experiences you have over our MZF journey.

Thank you, we could not have delivered MZF without your support! Well done.

Graeme Lilley,
MZF Transition Director/Contract Manager



Top: The new NEC Turn-by-turn tablet.
Left: The installation team on-site at Albion (Sunshine) depot.
Right: Morning tea with the amazing MZF team.

OPERATIONAL EXCELLENCE IN ACTION



We delivered services under the new 10-year MZF contract with the Department of Transport and Planning. This milestone marks our operation of over 20% of Melbourne's metropolitan bus network, encompassing 251 public and school bus routes.

This isn't just a change in numbers – it's the beginning of a long-term commitment to shaping a greener, cleaner, and more connected future for our communities. We already have 8 electric buses on the road and more on the way as we drive forward with sustainable transport solutions.

I feel incredibly privileged to support this journey and deeply thankful for the efforts of all our teams. Their dedication has ensured the seamless integration of new routes, drivers, and support teams into our CDC Operations Family. Watching them rise to every challenge and deliver with pride has been truly inspiring.

A special shout-out to our Service Delivery Managers Ravneet Walia, Virgil Incata, and Shaun Lawson for their passionate leadership and unwavering focus on supporting our frontline teams.

Paul Giusti, General Manager, Operations

SETTING SAFETY STANDARDS



As part of the MZF journey, the Safety and Wellbeing team have been fortunate to be a part of the team in gaining accreditation for CDC Victoria for ISO9001, 14001 and 45001. Through this journey, we have been able to help develop the company's Internal Management system and further develop the way of working for CDC personnel. The Safety and Wellbeing team look forward to meeting the new team members and working with them to better their time whilst working at CDC and to also learn from them to further the improvements that can be made for us all. We as a team are embracing this growth and change with the vision of making the workplace a better environment to work in for our new and current employees.

Colin Madigan, General Manager, Health, Safety & Environment

EMPOWERING THE WORKFORCE



Over a three-month period, the People & Culture team played a central role in supporting CDC Victoria's major workforce transition. A total of 83 new employees were successfully onboarded and trained, along with the seamless integration of 157 existing MZF employees into the CDC Victoria

network. This transition marked a significant milestone for the organisation, requiring close collaboration across departments to ensure operational readiness, compliance, and a smooth experience for all employees involved.

The team coordinated a structured onboarding schedule, covering everything from contract generation, compliance documentation, and system access to face-to-face inductions for both new and transitioning staff. In addition to managing the administrative and operational demands of this large-scale process, People & Culture worked closely with Payroll, IT, and frontline leadership to ensure every employee was fully set up and supported from day one.

As part of the onboarding enhancements introduced during this transition, uniform ordering was built into the induction process for MZF employees. Over the past six weeks, all 157 transitioned employees completed uniform orders and participated in in-person induction sessions covering company policies, safety protocols, workplace expectations, and CDC Victoria's values and standards.

The Training Team worked side by side with the People & Culture and HR teams, delivering back-to-back induction sessions, weekend welcome days, in-bus evaluations, and depot support — ensuring every new starter had the right foundation to succeed. A special thank you to our regional trainers, Ben and Paul, whose efforts were invaluable in keeping the recruitment and induction process on schedule.

Well done to everyone involved in delivering a successful transition.

Natalie Hansen, General Manager, People & Culture



Above: Transitioned drivers from incoming operators taking part in induction, onboarding, and training sessions as part of the MZF rollout.

DELIVERING READINESS THROUGH INFRASTRUCTURE & ASSETS

Throughout the MZF preparation, a significant amount of work was required to ensure our fleet and facilities were ready for Day 1 operations. This included:

- ▶ Rebirthing older fleet assets and bringing them to a roadworthy and compliant standard
- ▶ Completing servicing, repairs, and Road Safety Inspections
- ▶ Updating fleet numbers and wrapping buses in PTV livery
- ▶ Installing advanced driver awareness systems
- ▶ Facilitating the installation of the NEC point-to-point system
- ▶ Managing the transfer of vehicle ownership from existing operators to the new franchise

These achievements would not have been possible without the collective effort of our teams across Workshops, Panel Shops, Signage, and Facilities.

This has been a major undertaking, and every one of you has contributed to getting us to the starting line and delivering a minimally disruptive first few weeks. Your dedication and teamwork—across both Metro and Regional operations—have been extraordinary.

You should all be incredibly proud of what we've accomplished together.

Thank you for your outstanding effort and commitment.

Kaz Abdulrahman, General Manager, Assets



Above: Ballarat Workshop Team
Left: Dawn of a New Era. Newly acquired buses from incoming operators prepare to officially commence MZF service in the early hours of 1 July 2025.



CONNECTING THE DOTS: COMMUNICATIONS, COMMUNITY & GOVERNANCE



I'm proud of the role our team played in supporting the Metropolitan Zero-Emission Fleet (MZF) transition.

We delivered clear, consistent communication through BLINK updates, media releases (including our successful tender), and coordinated messaging with the Department of Transport,

schools, and external stakeholders across social and digital channels.

Our team created key promotional materials, including "About Us" flyers, visual assets for Welcome Packs, and updated CDC Victoria's website with new MZF branding and contact information.

We strengthened our commitment to social procurement by increasing our purchases from certified social enterprises, including those owned by First Nations and disadvantaged businesses.

Community engagement expanded with two new local partnerships launched in June 2025, alongside continued support for programs like Nallei Jerring, Werribee Football Club, Parks Victoria, and Western Chances.

To meet MZF contract requirements, we enhanced our governance and reporting frameworks, building on our experience with the Oakleigh Zero Emission Bus trial.

Behind the scenes, we supported cross-business efforts, including the creation of FAQs, branded letterheads, bus advertising campaigns, and document reviews, ensuring a smooth and professional transition.

Mark Stone, General Manager, Business Performance



Above: Well done to Nidhi, Swella and Raghav for this effort!

CAREER INSPIRATION WITH THE SMITH FAMILY

In June, we welcomed 11 bright Year 10 students from Frankston to CDC Victoria East's Oakleigh depot for a behind-the-scenes career insight visit.

The visit was organised in partnership with The Smith Family, a national Australian charity that helps young people in need succeed through education.

Students gained a first-hand look at the transport industry, from bus safety checks and depot tours to open chats about real career pathways.

A big shoutout to the depot staff: Virgil, Mark, Nick, Cory, and Tali for generously sharing their time, experience, and encouragement.

The students came full of curiosity and left with fresh inspiration, proof that investing in young people's futures truly makes a difference.



SUPPORTING FIRST NATIONS ART FOR RECONCILIATION



As part of CDC Victoria's commitment to strengthening community connections, our charter team proudly supported Wyndham City Council's First Nations Art Journeys during National Reconciliation Week.

CDC Victoria West provided charter services for two special cultural tours; one for Council staff and another for the local First Nations community. These tours spotlighted works by prominent First Nations artists such as Daisy, Kent Morris, and Peter Waples-Crowe, and included a live performance celebrating identity and connection to Country.

This initiative reflected our dedication to reconciliation and cultural respect through active engagement.

SUPPORTING WESTERN BULLDOGS COMMUNITY FOUNDATION'S KEY PROGRAMS WITH TRANSPORT SERVICES

CDC Victoria West proudly continues to provide charter transport to support key community and mentoring programs run by the Western Bulldogs Community Foundation, helping participants access vital services across Melbourne's West.

- **Sons of the West:** A free 10-week program empowering men to improve their health and wellbeing through education and physical activity.
- **Nallei Jerring:** Meaning "Join and Unite," this program is a beacon of inspiration for the next generation of Aboriginal and Torres Strait Islander leaders in Victoria's West.

- **Youth Fest in the West:** An event that inspires young people by connecting them with education and employment opportunities.
- **CALD Play:** A groundbreaking sports program creating transformative social participation opportunities for culturally and linguistically diverse communities in Melbourne's West.

Our transport support helps remove barriers, ensuring everyone can take part and benefit from these impactful programs.



CELEBRATING CULTURE, SPORT & COMMUNITY WITH WERRIBEE FOOTBALL CLUB



CDC Victoria West was proud to support Werribee Football Club during the winter school holidays through two fantastic community events: the Multicultural Sports Carnival and Juniors Appreciation Day.

The Multicultural Sports Carnival brought together over 200 young people from diverse cultural backgrounds, with music, games, food, and a strong sense of connection. A few days later, the Juniors Appreciation Day was packed with double the energy, with

CDC Victoria giveaways adding an extra touch to the celebrations. A highlight was hearing Majok Ngong, Community Development Manager, fondly known as "Shaggy" and one of the club's beloved figures, give a warm shout-out to CDC Victoria during the day.

He shared:

"Thanks to CDC Victoria's continued support, we were able to make our communities feel welcome and valued at both events."

We're proud to back events that celebrate inclusion, culture, and connection through sport.



NAIDOC 2025 AT CDC VICTORIA WEST'S TRUGANINA DEPOT

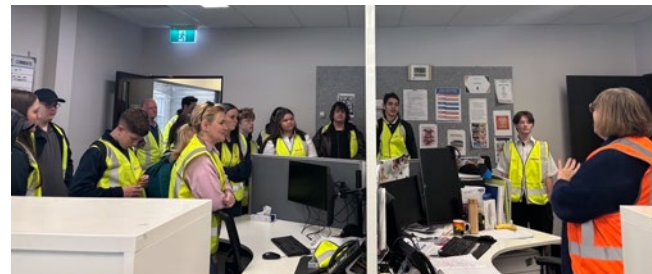
CDC Victoria West proudly hosted 20 First Nations students from The Grange P-12 College for a meaningful NAIDOC event at the Truganina depot. The day featured a traditional Welcome to Country and Smoking Ceremony by Senior Uncle Mark Brown, a powerful cultural performance by didgeridoo master Ganga Giri, a behind-the-scenes tour of the depot and workshop, followed by a delicious Indigenous fusion meal catered by Pawa Catering. Students were also treated to a free charter bus service for safe transport, and received a special CDC Victoria giveaway showcasing our latest merchandise.

A big thank you to everyone who attended and showed respect to First Nations culture throughout the event.

Special thanks to those who contributed to making the day such a success:

- ▶ Sharon Adams from Charters, for leading the group on an informative tour of Head Office, organising transport with an amazing driver for the day, and always bringing a positive spirit to lend a hand.
- ▶ Abdul Atik, for leading the students on an informative workshop tour, answering their questions about careers and apprenticeships, and imparting valuable snippets of wisdom about the bus industry.
- ▶ Kamrul Islam, for ensuring our RAP bus was presented at its best and always being accommodating to our multiple event needs.
- ▶ Zubaidah Abdul Kadir, for helping with a smile as always.

Our commitment to reconciliation and cultural learning with First Nations peoples continues to grow.



HYDROGEN POWER ROLLS INTO GEELONG

Australia's first public hydrogen refuelling station has officially opened at the Viva Energy Hub in Geelong, a big step forward in the move toward cleaner, greener transport. CDC Victoria was proud to be part of this exciting moment as a foundation partner.

This new station will soon help power our two hydrogen buses, which are getting ready to hit the road and serve the Geelong community with zero emissions and a smoother, quieter ride.



▶ CDC Team with the Deputy Prime Minister Richard Marles and the Victorian Minister for Climate Action, Energy and Resources Lily D'Ambrosio



Hydrogen Buses Coming Soon!

Our new hydrogen buses are set to start service in the third quarter of this year. These buses run on clean fuel and produce

no emissions from the tailpipe. Passengers can look forward to a quieter, smoother, and more energy-efficient ride. It's all part of our bigger goal to create a cleaner, more sustainable future for public transport.



Safety First: Training the First Responders

Ahead of the buses hitting the road, 72 Platoons from Fire Rescue Victoria completed specialised emergency response training at our Geelong depot.

Delivered in collaboration with ARCC, these sessions ensure first responders are fully prepared to manage incidents involving hydrogen-powered vehicles, reinforcing our commitment to community safety as we embrace new technologies.

CDC NSW OPENS NEW ROUSE HILL DEPOT



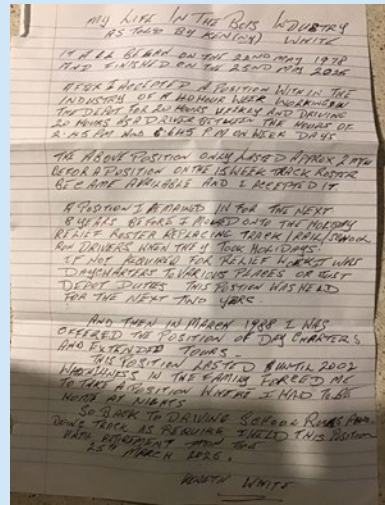
Our sister company, CDC NSW, launched its state-of-the-art Rouse Hill Depot, supporting over 200 buses and 300 staff to deliver more efficient transport across North-west Sydney. The vibrant launch featured a traditional smoking ceremony led by an elder and Clontarf students, followed by a Lion Dance celebrating the diverse communities CDC serves. Stakeholders and community partners gathered to mark this milestone in enhancing connectivity.

Congratulations to the CDC NSW team!

FAREWELL TO KENNY: A CDC BALLARAT LEGEND

After an incredible 47 years with CDC Ballarat and Davis Bus Lines, Kenny White recently retired, marking nearly half a century of dedication and service.

His handwritten note, summarised below, reflects a steady, adaptable career marked by resilience and a true love for the job.



Kenny's career began on 22 May 1978 and concluded on 25 March 2025.

Starting as a part-time afternoon driver, he quickly moved to the 15-week track roster, spending eight years there. He then took on holiday relief duties and day charters before settling into day charters and extended tours in 1988.

Family illness in 2002 led Kenny back to driving school runs — a role he held until retirement.

As his colleague Ian Haby shares:

"Kenny was a guy you had to get to know, but once he accepted you, you were a mate for life.

After going on sick leave, Kenny joined our 'Coffee Club' — a fortnightly catch-up group for retired (and not-yet-retired) mates to share yarns about the many characters who have passed through the gates of Davis and CDC over the years."



▲ Kenny White pictured on right alongside Frank Ryszewski, former mechanic at Ballarat)

Kenny's brother Max also worked at Davis Bus Lines for 40 years, finishing just as Ian started in 2006, keeping the family connection strong.

Since retiring, Kenny has been giving back through volunteer work at the Ballarat Tram Museum and the PaddleBoat Museum on Lake Wendouree.

We thank Kenny for his long service, friendship, and the classic old-school style that made him truly one of a kind.

We wish him all the best in retirement and for his wonderful volunteer work in the Ballarat community.

SAYING GOODBYE TO TWO GEELONG LEGENDS

CDC Geelong recently farewelled two long-time team members, **Geoff** and **Peter "Dorpy" Van Dorp**.

Geoff, known for his work across charters and school runs, always brought good humour, despite being a proud St Kilda fan!

Dorpy, much loved for his Geelong Grammar run, also earned fame as the "King of the Wheel Polisher."

A special depot BBQ marked their send-off. We thank them both for their incredible service and wish them a happy retirement.



FAREWELL INTERVIEW: MICHAEL REFLECTS ON 32 YEARS AT CDC VICTORIA

After an incredible 32-year journey, Michael Lord from our Finance team has bid farewell to CDC Victoria. From humble beginnings to being part of major transitions and system upgrades, Michael's career has been nothing short of remarkable. Head office gathered for a special morning tea to celebrate Michael's incredible journey and send him off with heartfelt thanks and well wishes.

A Journey That Began with Kefford's

Michael's journey began long before CDC Victoria was established. "I first joined when it was still Kefford's, a family-run business," he recalls. Having started his accounting career at a plaster company, Michael moved on to Kefford's Footscray office and, over the years, worked at Werribee, Altona, and finally Truganina. "I used to drive in from Blackburn every day—across the whole city!"

When CDC Victoria took over Kefford's, Michael stayed on. "The biggest challenge was the transition from Kefford's to CDC after 15 years, but the company retained the staff and preserved the culture, which made it easier."



Professional Growth and Milestones

One of Michael's proudest moments was implementing the company's first payroll system in DOS. "It was quite primitive, but a huge step forward at the time," he shares. He managed the project single-handedly during an era when paper-based systems were the norm.

"I've always been in Finance. The role evolved with the times, but the core values of professionalism and accuracy remained," he says. Over the years, Michael became a reliable pillar in the Finance team, known for his consistency and calm presence.

The Culture and the People

When asked what kept him here for over three decades, Michael is quick to answer: "The people—and the perks!" He describes CDC Victoria's culture as warm, approachable, and supportive. "Everyone's easy to work with, and that makes a big difference."

He speaks fondly of his long-time colleague Deb. "We've shared a lot of banter over the years. If you've worked in head office, you've probably heard us!"

Michael also appreciated the community spirit at CDC Victoria events. "I loved things like Taste of Harmony, Chinese New Year celebrations, and network visits. It was nice to support the human side of the business, especially the drivers."



Looking Ahead

While he admits to feeling a little guilty about retiring during a busy period with the MZF transition at its peak, Michael is confident the business is in capable hands. "The team knows what they're doing. They'll be fine."

As for retirement plans? "Nothing specific yet. I'll probably spend more time with family and friends, focus on exercise, and just enjoy the downtime."

When asked to sum up his time at CDC Victoria in one word, Michael laughs: "It's been a mixture of everything. And I've enjoyed it all."

His final message to the team? "Good luck, I guess."

Classic Michael.

We thank Michael Lord for his decades of service, wisdom, and friendship. Enjoy your well-earned retirement—you'll be missed!



OUR ENVIRONMENTAL BUS JOURNEY

Since entering the Victorian bus market in 2008, we have been on a steady road towards cleaner, greener transport. Let's look at the milestones that have driven our sustainability efforts.

Early Engine Reforms

Back in 2008, most diesel engines in buses met Euro 1, 2 or 3 emission standards. These standards regulate nasties like carbon monoxide, hydrocarbons, nitrogen oxides (NOx), and particulate matter. The higher the Euro number, the cleaner the engine.



As part of our bus replacement program, we began investing in newer models with improved emission controls. Euro 5 arrived around 2010, followed by Euro 6 in 2016. These introduced a game-changing system called *Selective Catalytic Reduction (SCR)*, which uses an agent like Ad Blu to turn NOx emissions into harmless nitrogen and water.

Hybrid Innovation

In 2019, we shifted gears again with the introduction of hybrid buses. By 2022, our fleet of 50 hybrids was the largest in Australia. These buses use **around 30% less diesel** compared to standard models, dramatically reducing emissions and noise, especially when operating in electric mode.

Battery Electric Bus (BEB) Trial

Our next big leap came with the trial of eight fully Battery Electric Buses (BEBs), launched in partnership with the Department of Transport, Monash University in November 2023.

The trial wrapped up in June 2025 and gave us valuable operational data to help shape our journey forward.

- ▶ Over 700,000 km travelled
- ▶ More than 700 tonnes of CO₂ saved
- ▶ Super quiet operation
- ▶ BEBs use 20% more energy in winter than summer.
- ▶ BEBs have a simpler mechanical structure with fewer components compared to diesel buses.
- ▶ The key elements include the battery, drivetrain, and electric motor, resulting in fewer moving parts and reduced time in the workshop for scheduled servicing.
- ▶ Our BEBs contain over 62% local content, supporting Australian manufacturing and contributing to local job creation.

What's Next?

As of July 2025, we have officially launched our Zero Emission Bus Franchise, driving forward our commitment to cleaner, more sustainable transport.

BIKE RACKS ROLL OUT IN MILDURA

Some of our buses in Mildura are now fitted with bike racks, making it easier for passengers to combine cycling with public transport.

This new feature gives cyclists more flexibility, allowing them to travel longer distances and reduce their reliance on cars.

Each rack holds two bikes and operates on a first-come, first-served basis. It's a small change that's already making a big difference for active commuters.

Another step towards a more connected, sustainable Mildura!



MEET AKSHATH – OUR NEWEST ADDITION TO THE SAFETY TEAM

We're thrilled to welcome **Akshath Eedulakanti, our new HSEQ Assurance Coordinator**, to the safety team at CDC Victoria. With a sharp eye for detail, a passion for risk management, and a knack for witty quips, Akshath is already bringing fresh energy to the serious business of compliance.

Here's Akshath in his own words:

"Starting in the HSEQ team at CDC has been like entering a world where high vis is haute couture, audits are a lifestyle, and 'reasonably practicable' is basically a love language. As someone who just landed in Australia, I braced for giant spiders and cultural confusion — instead, I found a workplace full of legends who

genuinely care about doing things right (and safely).

Within days, I was knee deep in risk assessments, incident reports, and learning the subtle art of reminding people to wear their PPE without sounding like their mum.

My first few weeks have been equal parts induction, investigation, and inner dialogue: 'Is that a hazard or just how things are done here?' (Spoiler: sometimes both.) But I'm loving it — the mix of critical thinking, people skills, and just enough chaos to keep things interesting.

I'm keen to build on CDC's strong safety culture, challenge a few assumptions, and turn



'compliance' from a groan into something people actually engage with — or at least laugh about. There's plenty of good work ahead, and if I can lift safety, boost quality, and sneak in the occasional witty hazard sign pun? Even better."

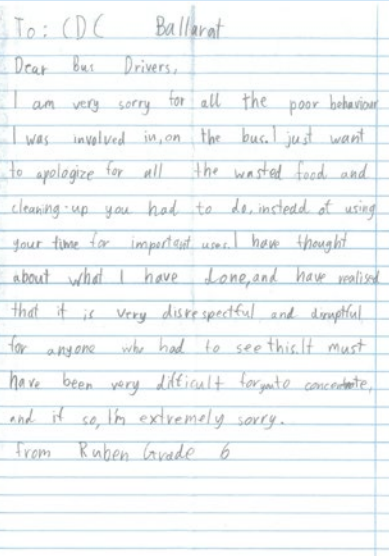
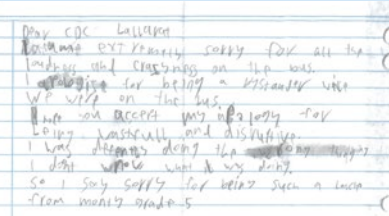
Welcome aboard, Akshath — we're glad to have you on the team!

CDC BALLARAT RECEIVES HEARTFELT STUDENT APOLOGY LETTERS

Following a recent incident of misbehaviour on one of our school buses, we've received heartfelt apology letters from the involved students.

These young individuals have taken ownership of their actions and expressed genuine regret, demonstrating a willingness to learn and improve. Their efforts to make amends reflect the values we hold dear in our bus industry community.

One student wrote about understanding the importance of respecting fellow passengers and drivers, while another pledged to contribute positively on future rides. This is a powerful reminder of the potential for growth, and we're committed to supporting these students as they move forward.



WELLBEING UPDATE: WHAT'S COMING UP

We've had a strong year of wellbeing so far, and we're keeping the momentum going with our upcoming monthly focuses.

July – Manual Handling: From lifting to pushing and carrying, we're highlighting safe, smart movement techniques to help protect your body and reduce long-term strain.

August – Interpersonal Relationships: We'll explore communication tools and relationship-building skills to support a healthier, more connected workplace that builds everyone up.

September – Ergonomics: With a spotlight on posture, workstation setup and movement habits, we'll be sharing simple strategies to reduce physical stress and improve comfort across all roles.

Keep an eye on Blink and noticeboards for content and activities throughout the months.

Life! Program – Coming Soon (If Numbers Permit)

We're excited to offer the **Life! program**, a government-supported initiative to educate us all about health choices — but we need enough interest for it to go ahead!

The program includes **six group education sessions** and **one telehealth session** for lifestyle assessment and personal goal setting.

- Topics covered include:
- ▶ **Energy balance & weight loss:** Portion sizes, fat & fibre, healthy plate model, Australian dietary guidelines, and facts about beverages.
 - ▶ **Nutrition essentials:** Salt, sugar, alcohol, and understanding food labels & ingredients lists.

 **Diya Zinzuwadia**
Injury Management and Well-being Coordinator

- ▶ **Exercise & sedentary behaviour:** Overcome barriers to movement, explore aerobic and strength activities, and understand the risks of sitting too much.
- ▶ **How diet & exercise support mental health:** Learn strategies for anxiety, depression, sleep and stress.
- ▶ **Managing lapses & setbacks:** Understand common challenges, reflect on your progress, and explore key nutrition tips around protein, calcium and sweeteners.
- ▶ **Maintaining long-term health:** Covering fad diets, food swaps, iron, sweets, and clearing up common health myths.

Keep an eye out on Blink and noticeboards—once registration opens, be sure to sign up if you're interested!

CELEBRATING DRIVEN WOMEN

CDC Victoria proudly celebrates the success of our Driven Women Program, which supports women in transitioning from car licence holders to qualified Heavy Rigid (HR) drivers.

Congratulations to our recent graduates:

- ▶ Mandeep Kaur and Pritika Lata, CDC Victoria West (Truganina)
- ▶ Janet Mitchell, CDC Victoria East (Oakleigh)

Through a focused three-week training program, these women have grown into confident, capable drivers and are now thriving in their roles at CDC Victoria. Their journey reflects the power of opportunity, determination, and community. We're proud to have them on the road with us!



CELEBRATING SERVICE MILESTONES

Name	Depot	Years of Service
Judy Palamara	Geelong	35
Fitim Lumani	Victoria West	30
Vehdettin Okcum	Victoria North-West	25
Peter Osborne	Broken Hill	20
Simon Peter Mather	Ballarat	15
Van Thua Bui	Victoria West	15
Xin Yi	Victoria West	15
Patolo Filipo Salesa	Victoria West	15
John Charles Freegard	Victoria West	15
Kevin Curran	Victoria East	15
Diep Bui	Victoria West	15
Dejan Samardzic	Victoria East	10
Manjot Ahluwalia	Victoria	10
Phillip Edward Worthy	Victoria East	10
Karim Hassan Ali	Victoria West	10
Mesfen Abebe	Victoria West	10
Jacquelyn Truman	Victoria North-West	10
Chi Hung Du	Victoria West	10
Hasbi Rizaldi	Victoria West	10

Name	Depot	Years of Service
Jecki Azril	Victoria West	10
Engin Turan	Victoria North-West	10
Nirav Gautamkumar Patel	Victoria West	10
Thai Thanh Tran	Victoria West	10
Neel Mabula	Victoria North-West	10
Darren Azzopardi	Victoria East	10
Lalith Tennage	Victoria North-West	5
Sisombat Somphalang	Victoria West	5
Tunia Chang	Victoria West	5
Sivaruban Ponnambalamiyar	Victoria East	5
Roger Henstridge	Ballarat	5
Asad Ali	Victoria	5
Theodoros Fotakis	Victoria North-West	5
Stephen Sullivan	Victoria North-West	5
Parul Gupta	Victoria West	5
Albert Arun Rachapudi	Victoria North-West	5
Thanh Ta	Victoria North-West	5
Manpreet Singh	Victoria North-West	5

SPARCQ AWARDS: REFLECTING ON A DECADE OF EXCELLENCE

Launched in 2016, the **SPARCQ Awards** were created to recognise CDC Victoria employees who consistently demonstrate our core values: **Safety, Passion, Reliability, Community, and Quality.**

Since their introduction, the awards have played a key role in fostering a positive workplace culture across our depots. Each month, team members who go above and beyond are nominated and acknowledged, with depot winners going on to be considered for the annual Employee of the Year award. SPARCQ celebrates not just individual achievements, but also the pride, teamwork, and community spirit that drive our success.

In **2026**, we'll be celebrating **10 years of SPARCQ** — a major milestone that highlights our continued commitment to recognising the people who keep CDC Victoria moving forward. As part of this celebration, we'll be showcasing both current and past winners, reflecting on the impact they've made across the business.

FLASHBACK TO 2017: ALEX O'CALLAHAN



Our first throwback highlights Alex O'Callahan, who was named Employee of the Year in 2017 for his outstanding reliability. Today, Alex continues to embody our values in his role as a mechanic at CDC East (Oakleigh) — bringing the same dedication and consistency that earned him the award.

Stay tuned as we continue to honour the people who make CDC Victoria a great place to work.

CUSTOMER COMPLIMENT

We're proud to share some glowing feedback from passengers praising the fantastic service from CDC Victoria's West and North-west depots. Stories like these remind us how our drivers go above and beyond, delivering not only safe journeys but also exceptional care and community support. A shout out to all our teams for consistently showing professionalism and friendliness that makes a real difference in the lives of passengers every day.



Albion Depot Beaming with Compliments!



One passenger said about driver Harinder Virk on route 425:

The bus driver was very kind and gentle. He waited until all passengers boarded the bus. I wanted to pass on my compliments for his good customer service."



Another passenger, Le, shared their experience on the Kurung Drive Kings Park to St Albans route:

I'd like to recognise the driver for his friendly and happy personality. Also very considerate to make sure passengers were seated before driving off. Great start to the morning!"



A heartfelt thank you came from Tamim S, travelling on route 410:

I recently travelled on the 410 bus with my two children and accidentally left my daughter's nappy bag on the bus. I contacted CDC, and they found it straight away. I picked it up a few days later and was so relieved! The bus driver was very helpful and patient with the kids and me getting on and off with a pram. I always find CDC drivers on routes 410, 406, and others to be great, friendly, and reliable. Thank you all, keep up the good work!"



Airport West Depot Driver goes above and beyond!



One passenger, Reina, shared her gratitude after losing her phone on Bus 479:

I'm so thankful to driver Rajeev Dhindsa, whose kindness and assistance brought me immense comfort during a stressful moment. Thanks to him, I was able to recover my phone. I truly appreciate the support and difference he made."