



UNITE!

Issue **44**

June 2026 Winter edition

Quarterly updates,
developments and
the people who drive
CDC Victoria.



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and templates
now live**
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our new "Anzac
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Service milestones

- 35 years:**
Judith Maree Palamara, Vlado Harsic
- 31 years:**
Fitim Lumani
- 26 years:**
Vahdettin Okcum
- 25 years:**
Timothy Blakeney, Atmi Ramani, Rade Nedanovski, Pedro Guzman
- 20 years:**
Leon Bradley Cray, Robert Morrison, Katie McLean, Natalia Amber Tame, Van Lap Trinh, Dimce Trajkovski, Colin Ashton, Ljupco Avtarovski, Tan Than Do, Thu Van Nguyen, Mark Anthony Ford, Sonia DallOglio
- 16 years:**
John Charles Freegard
- 15 years:**
Laszlo Vizsai, William Linsley Cook, Melissa Paver, Raj Sohal, Allen Shilton, Ehab Matta Azer, Ting Tingpaw, Jamie Lazzaro, Marko Gogonis, Miria Teakiri Cook, Daminda Gayath Weerasinghe, Jie Ming Qian, Chikwete Banda, Ari Gekas, Eunil Lee, Hengxuan Li, Loc Pham, Muditha Salinda Kuragamagedon, Kevin Curran, Nasir Shaikh, Diep Bui, Ngoc Chi Truong, Dawit Mulat Tefera, Dieu Huy Bui, Luc Pham, Vinh Trinh, Anita Luci, Elia Kuka, Jorge Antonio Sepulveda, Wossen Seged Kebabw, Quoc Dinh Le, Prasad Nishantha Bodha Hennedige, Jovan Stamenkovic, Hayrunnisa Arik
- 11 years:**
Jacquelyn Truman, Karim Hassan Ali, Mesfen Abebe
- 10 years:**
Jorge Andres Ide, Ian Graeme Haeusler, Navpreet Singh, Christopher Smith, Joe Caruana, Michael Miuschek, Craig Gooding, Craig Sylvia, Graham Cock, Terry Ellem, Doug Nyman, Khoder Abdulrahman, Munish Kapoor, Gheorghe Secianschi, Neel Mabula, Hau Le, Janeece Bulgarelli, Hany Melaka, Young Lee, Hikifoou Mouna, Gordon Owen, Kevin David Hickson, Engin Turan, Han Phung, Hasbi Rizaldi, Jecki Azril, Thai Thanh Tran, Emir Sekizler, Anthony Catania, Jeoffrey Orpia, Janaka Daman Jayasinghe, Walid Jomaa, Sankha C P Rajapakse, Madhura Jagath Withanage, Taqdir Singh, Nirav Gautamkumar Patel, Darren Azzopardi, Sharon Adams, Francis Bonar, Chomphunut Limlux, Serpil Kaban, Silvana Ianchello

CEO's message

Welcome to the Autumn Edition of *Unite*.

I remember when the changes in weather would stamp the coming of a new season. These days it is not very distinguishable as the changes in weather are so frequent and unpredictable. And as they say in Melbourne, if you don't like the weather just wait and hour and it will change for sure. In any case the important things in life will remain, your family. Wind, rain, or shine we need to prioritise time with family and enjoy special times together.

We are very fortunate to partner with some great institutions that shared similar values to CDC. Werribee Football Club are great example as they are leaders in community engagement by promoting respect and the celebration of diversity. I am pleased to advise that are conducting a free event, CDC Family Day event on Saturday, 23rd May at Avalon Oval in Werribee. Werribee take on Collingwood on this and it not all about football as there will be many free activities for children.

Community engagement is so important as it is a way that we can give back to the community we serve and to be as one with our neighbours. We have recently commenced a new community partnership with Ballarat Football Club, and we hope this will help raise the awareness of the great work of Ballarat staff.



Sporting clubs can be a great place for young people to be active and become more team focussed and in turn lead to becoming responsible members of the community. Ballarat is always very busy and recently serviced the annual Begonia Festival and CDC Ballarat ran a shuttle service for over 600 visitors.

We supplied another interesting bus service in February when we supported National Patient Transport with the safe transport of hospital patients from the old Footscray Hospital to the new Footscray Hospital.



We controlled the bus whilst the NPT paramedics and nursing staff cared for the patient passengers. This was a very different way to serve our community.

There is huge number of stories and updates in this edition, way too many to mention however I would like to highlight one incredibly special one, ANZAC Day. All Australian's will be forever in debt for the service our brave soldiers. Australian and New Zealand men and women who served to protect Australia and the Australian way of life. We should never forget or take for this granted. We have worked closely with RSL Victoria to pay tribute to our ANZACS by wrapping 3 of our route buses.



We had several celebrations recently with Driver Appreciation Day, International Women's, and the Taste of Harmony. All great days and opportunities to reflect and celebration our wonderful diversity. And how about the sharing of food and learning of rich cultures. I hope you enjoy these stories as much as I did.

Finally I would like to acknowledge several staff that celebrated employment milestones, Kaz our GM of Assets and Doug our GM of Charter both chalked up 10 years of service with CDC, which is a great milestone, but what I am most pleased about is that both Kaz and Doug joined CDC as Service Delivery Managers and through their hard work and commitment have been promoted to the level of GM and have brought a wealth of knowledge to our business.

I would also like to recognise the service of David Hutton who was just shy of 20 years when he resigned. David started as driver in Werribee then progressed to helping in the office, to supervisor at Wyndham to co-ordinator at Geelong and then to SDM at Tullamarine. Dave then went on to manage the OCC before his decision to transition. A great example of "can do" Thanks David.

Well-done to all of the SPARCQ award winners, keep on rolling and above all stay safe!

Best wishes,
Jeff

From your service delivery managers



Ballarat

Andrew Wilson
SDM,
Ballarat Depot

Hello from Ballarat, I hope you are all doing well as we move through another busy period at the depot

Farewell to Lydiard Street

After eighteen months of temporary arrangements, Ballarat buses have returned to the Ballarat Bus Interchange following the completion of the new pedestrian overpass at Ballarat Railway Station. Lydiard Street operated as our temporary interchange during construction, and I thank all drivers for their professionalism, flexibility and commitment to maintaining service standards.

A Busy Start to the Year

February brought the return of school services and a significant increase in student numbers due to free travel. The depot has been working closely with the Department of Transport and Planning each week to ensure all students are accommodated. I would like to thank our office team for managing hundreds of school enquiries since the beginning of the year. Your dedication has made a meaningful difference.

Festival Season in Full Swing

March is always a highlight in Ballarat. Our depot successfully delivered shuttle services for the Ballarat Begonia Festival over the Labour Day long weekend. Thank you to all drivers who supported this major community event.

Welcome to Our New Employees

We are pleased to welcome several new drivers to the team, including Simon Miller, James Smith, Jaspreet Singh, Aby Joseph, Scott Seacombe, Benji Agapito, Kamalpreet Singh, Geordan McLoughlan and Chitra Shrestha. We also welcome Trainer and Assessor Marie Yorston to Ballarat. We look forward to seeing you all out on the road.

Service Milestones

Congratulations to everyone who has completed five years and ten years with CDC Victoria. Thank you for your continued support. Until the next edition, stay safe.



Mildura

Luke Charles
Depot Manager,
Mildura Depot

We hope everyone enjoyed a well-earned break across the network! Up here in Mildura, the team made the most of the downtime resetting, recharging, and gearing up for what's shaping up to be a big and exciting 2026.

The year kicked off in an interesting way with the introduction of the New Free Student Travel initiative. While it's been a fantastic outcome for the community, it has certainly kept our team on their toes as we adapted to operating with reduced cash flow across our public services.

We also faced some challenges with flash flooding across both the Victorian and NSW sides of the river. That said, the Mildura team truly demonstrated their resilience — working together to ensure services continued smoothly and reliably for our passengers.

On the operational front, we're continuing to monitor the ongoing fuel situation. While we haven't seen any direct impacts locally just yet, we're staying proactive keeping the relevant bodies informed and maintaining a strong focus on depot security.

It's not all challenges, though there's plenty of momentum building! Our charter bookings are filling up fast, with regular travel across NSW, Victoria, and South Australia. Strong demand from school groups and community events is keeping things moving, our team engaged, and the wheels turning.

All in all, it's been a dynamic start to the year, and we're looking forward to what's ahead!"



Broken Hill

Adrian Rouse
Depot Manager,
Broken Hill Depot

Autumn is in the air, and with the change in season comes a sense of renewed momentum across the region. As we move through April, we are hopeful that activity and patronage will begin to pick up steadily over the coming weeks.

A positive highlight for this month is the return of St Vincent College, who will be visiting Broken Hill for eight days. This marks their fourth consecutive year coming to the area, which is a wonderful reflection of their ongoing connection and commitment to the region.

We are optimistic that events like this, along with the seasonal shift, will contribute to increased movement and engagement throughout April and beyond

Thank you for your continued efforts and support.



Geelong

Aman Singh
SDM,
Geelong Depot

It is been a strong and positive start to the year for CDC Geelong, with everyone doing a great job getting through a busy Term 1.

We did have some challenges with overcrowding on a few school services, but we worked closely with the DTP to sort things out with some extra services and route changes. Thanks to everyone involved in helping manage that.

We finished the term on a high with our Harmony Day celebration. A big thank you to everyone who brought food and helped with the BBQ — it was a great day and a really nice way to come together as a team.

We also celebrated Bus Driver Appreciation Day, which was a good chance to recognise our drivers for the work they do every day. Their professionalism and commitment do not go unnoticed, and they play a huge role in keeping our services safe and reliable.

Another exciting update is the launch of Bus Route 18, running between Lara

Station and Avalon Airport. It operates seven days a week and is a great step forward in improving connections for airport staff, travellers and the local community and marking an exciting expansion for our depot.

There is also a Bus Network Review currently happening across Geelong. This will help shape how our services look in the future and support better on-time running.

Our GreenRoad score has stayed consistently in the green and early running is under 1%, which is a fantastic effort by our drivers — well done. And a big thanks as well to the Workshop and Panel shop teams. Your work behind the scenes keeps everything moving.

Lastly, congratulations to Judy Palamara on stepping into the Operations Coordinator role. We are looking forward to seeing her continue to do great things in the team.



Victoria North-West

Shaun Lawson
SDM, Victoria
North-West

As we move into autumn, it is a timely opportunity to pause, reflect, and recognise the collective effort that continues to shape CDC North West. The past few months have been busy, challenging at times, and ultimately rewarding, thanks to the commitment, professionalism, and compassion shown by our teams across the region.

Autumn is often associated with change, and this sentiment strongly resonates with the work we do every day. Across CDC North West, services have continued to evolve to meet the diverse and growing needs of the people and communities we support.

One of our greatest strengths remains our people. Throughout the year so far, teams across the North West have demonstrated resilience, adaptability, and a genuine commitment to excellence. This dedication was proudly recognised through our Driver Appreciation and Taste of Harmony celebrations, which highlighted not only hard work but also the diversity and values that make our organisation strong.

Looking ahead, there is a strong focus on safety, staff wellbeing, and maintaining service excellence. Safety must always remain our first priority.

This includes strict adherence to road laws, particularly speed limits and controlled intersections. CDC has also invested significantly in engineering safety solutions across the fleet to further protect our drivers, passengers, and the broader community. These safety systems are critical and must never be bypassed or tampered with under any circumstances.

A reminder to all drivers that early running on the network is not acceptable. Drivers must not depart from any timing point ahead of schedule.

Thank you to everyone across the region for your continued commitment, professionalism, and care. This autumn, let's take pride in what we've achieved together and look forward with confidence to what lies ahead.



Victoria East

James Deacon
SDM,
Victoria East

Hello Team Oakleigh!

I'd like to take this opportunity to introduce myself as I step into the role of Service Delivery Manager — East and begin working alongside you all.

Over my first few weeks, I've been focused on getting a clear understanding of our operation, meeting team members, and identifying where we can improve performance while supporting a positive and safe workplace.

What's been clear from day 1 is the strong foundation we already have — experienced drivers, committed staff, and a team that takes pride in delivering services to our community. My role is to build on that foundation, ensure we are aligned, and create consistency across all aspects of the operation.

Communication will be a major focus. I encourage open conversations — whether it's feedback, ideas for improvement, or concerns.

The best outcomes come from working together and being transparent about what's happening across the depot.

On a broader note, I want this to be a workplace where people feel comfortable, respected, and part of a team. We all spend a lot of time here, so it matters that it's an environment where people can

have a chat, share a laugh and feel supported by those around them.

Thanks again for the warm welcome so far — I'm excited to be part of the team.



Victoria West

Ravneet Wallia
SDM,
Victoria West

As we crossed over the first quarter of another year that had mix of challenges and successes, it's time to regain focus and manage the upcoming changes and the expansion of our operation footprint.

CDC Victoria West region has seen a lot a change in the last 4 quarters and changes will be forthcoming with the expansion of our region as we saw route 154 and 194 being successfully introduced in December 2026. Our turn-by-turn route navigation system also went live at the same time and assisting drivers for special running directions to starting points. This assisting tool has been successful in navigating the staff without the need of initial memorising of all route directions.

New route 186 and alterations to route 182 will be seen in the 3rd quarter alongside route alterations for route 461 and 463 at the same time. Final route section of 194 to Werribee is expected to be implemented in last quarter this year. The implementation of these transformations is always challenging in terms of operational scope, but they are exciting at the same time as they deliver positive change and offer variety to our biggest workgroup consisting of drivers.

We continue to lobby and present the case of timetable changes to reduce our late runnings, and those changes are forthcoming with timetable changes leading to our schedule changes occurring in April and in queue for August 2026.

Concluding by thanking everyone at CDC Victoria West for ongoing and forthcoming positive contributions in making an impact to local community by providing them a vital service daily. Special mention to our driving staff Avninder Singh Gill, Van Bui, Khalid Abdulkadir and Vishal Panchal as they were acknowledged by passenger for providing an above and beyond service level. We also received a rare occasion of a compliment towards our office staff member Idah as they assisted in locating and arranging handover of lost property.

Celebrating 10 years of service

Two of our finest leaders have reached an incredible milestone, 10 years with CDC Victoria.

Doug Nyman, GM Charter & Innovation, and Kaz Abdulrahman, GM Assets, both began their journeys with us as SDMs and have grown into key members of our executive team. Here's to Doug and Kaz and to many more years ahead.



Network performance update

Did you know the portfolio Network Performance consists of two dedicated teams, Planning & Scheduling and Contracts.



These teams work collaboratively to meet the expectations of the Department of Transport and Planning (DTP) in scheduling the service changes, developing the shifts & rosters and completing contract reporting each month. These teams are focussed and committed to delivering the best outcomes possible for our staff which at times are what can be described as challenging as there are many interested parties in the bus services we provide each day.

Some key updates are:

Depot Development — Albion and Westmeadows

- ▶ new Bus wash at Westmeadows has been ordered
- ▶ contractor has been appointed with preliminary works underway and construction at both depots planned to commence in July 2026

Service Changes

This has been a very busy period over the past three months with numerous service changes that have been either introduced or currently under development. Some of these changes include:

- ▶ Delivered New School services in January 2026
- ▶ Reinstatement of services at Ballarat Station Interchange in March 2026
- ▶ Geelong timetable changes in July 2026
- ▶ Albion and Truganina timetable changes on 26 April 2026

New ZEB buses

- ▶ Planning continues for the introduction of 9 additional Electric Buses in late 2026 for Truganina depot
- ▶ 1st order of Electric Buses for Westmeadows and Albion has been placed and when delivered will see the retirement of our older buses at the depots

Finally, if you are an AFL fan, good luck to your team in 2026. Unfortunately, I am a Richmond supporter so a long season ahead for the young Tigers I'm afraid!

All the best,



Graeme Lilley, GM Network Performance

Hello from the OCC team

Firstly, let me thank the OCC team for making me feel welcome after moving into this new role just before Easter.

As you might have noticed, we are currently recruiting new OCC staff, and it was encouraging to see so many existing drivers apply and wanting to move to a role where they can help to support and assist the depots and fellow drivers.

As part of this we are looking at ways we can better support our depots, operations teams and drivers to provide a better service for customers and support our drivers better and will be looking to constantly improve.

We are always looking for feedback to improve as **drivers are our customers** and so if you have suggestions or ideas of how OCC could support you better, please ensure you pass these on to your operations team as we look to always improve and evolve.

Also, as a reminder for all drivers to call OCC for any on-road issues, accidents and incidents no matter how minor so we can look to correct these in the quickest time possible rather than waiting to report minor issues to the depot directly.

Keep safe out there and we will talk to you soon.



Virgil Incata, OCC Manager

A new bus connection from Lara to Avalon airport

We are now operating the new Route 18 service, which provides a direct link between Lara Railway Station and Avalon Airport. The service began on Sunday, 15 March 2026, and is the first public transport connection to the airport and the Greater Avalon Employment Precinct. Route 18 runs seven days a week and has been scheduled to align with most flight times to support both workers and travellers.



New logos and templates now live

As part of the second phase of our global brand update, we recently rolled out refreshed logo and templates for CDC Victoria. Our logo now includes the new "a ComfortDelGro company" tagline and refreshed font to align with our global brand.



New branded templates and materials are now live and ready to use. We encourage our staff to use the existing printed items before ordering new ones, in line with our sustainability principles.



Honouring service: our new "Anzac spirit" buses



We are proud to introduce a special fleet of "Anzac Spirit" buses that pay tribute to Australians who currently serve and to all who have served in the Australian Defence Forces.

- ▶ **Oakleigh depot** is operating one bus on a route that connects directly with the Shrine of Remembrance.
- ▶ **Airport West depot** is operating one bus that will support the free ANZAC Day shuttle service to the Shrine of Remembrance.

These buses will play an important role in helping people travel to commemorative events across the state.

Across Australia, a total of **15 vehicles** are carrying the "Anzac Spirit" design this year. This includes CDC buses in five states and territories, as well as 13cabs taxis in Brisbane and Sydney operated by A2B Australia, a CDC subsidiary.

The "Anzac Spirit" vehicles are already in service and will feature prominently in ANZAC Day activities across the country. They serve as a moving tribute to those who fought, served and continue to serve our nation.



Three of these commemorative buses are now on the road in Victoria. Each vehicle features a custom wrap design that includes silhouettes of Australian service members, fields of poppies, a rising Australian sun and the words "Lest We Forget". These designs have been created to honour the courage, sacrifice and resilience shown by generations of Australians.

In Victoria, each bus has been placed where it can make a meaningful connection with the community.

- ▶ **Ballarat depot** is operating one bus. Ballarat is home to several major ANZAC Day ceremonies in Ballarat Central, Buninyong, Creswick and Sebastopol, and our services travel through these communities every day.



Celebrating the new sensory garden at Serendip Sanctuary

We are proud to support Parks Victoria in the creation of the new all abilities Sensory Garden at Serendip Sanctuary. The project was delivered with CMV Truck and Bus and Volvo Bus.

The garden was officially opened in February this year at a community event led by Member for Lara Ella George. First Nations Elder Aunty Joy welcomed everyone to the site and spoke about the importance of caring for Country.

Located near the You Yangs and the town of Lara, Serendip Sanctuary covers 250 hectares and is now open to the public. The new garden includes five sensory zones that invite visitors to see, smell, listen, taste and feel the natural environment. Accessible paths, resting spots and inclusive landscaping make the space comfortable for people of all ages and abilities.

If you are travelling near Lara or planning a weekend with family and friends, we encourage you to visit and experience the garden for yourself.



Another year of supporting young leaders

It was another year of School Champions Program, which has now been running for more than ten years. We delivered our School Champions Day program with the Werribee Football Club. The event brought together young leaders from schools across Werribee, Wyndham, Derrimut and Truganina.

More than 60 students from Ngarri Primary School, Wyndham Vale Primary School, Garram Wilam Primary School and Bellbridge Primary School took part in a full day of leadership and teamwork activities. These sessions focused on confidence, communication and collaboration.



Students joined leadership workshops with the Werribee Football Club team, team building and footy skills sessions and a guided tour of the MCG. They explored warm up routines, movement skills and the importance of physical preparation. Outdoor drills gave students the chance to practise handballing, kicking and working together.

The first day was led by Football Manager Kyle Hartigan, who spoke about responsibility and supporting others. The second day was led by Senior Coach Daniel Lowther, who shared practical insights into leadership on and off the field.

School Champions Day shows how transport, sport and community partnerships can create real opportunities for young people. A special thank you to our driver Anthony Catania for ensuring safe and comfortable travel for students and staff.

New community partnership in Ballarat

We are pleased to announce our new community sports partnership with the Ballarat Football Netball Club, which is our first partnership in the Ballarat region.

As part of this partnership, the club has installed two large CDC Victoria banners on the field, and one end of the ground is now known as the CDC end. This is a great way to strengthen our presence in the community. We are proud to support a club that shares our focus on connection and supports local talent.



Autumn reflections and First Nations initiatives

I'm excited to share a bit about myself, to share important dates and First Nation stories that are close to my heart.

UNITE follows the rhythm of the seasons and is a space to reflect and share. A space for learning, connecting and noticing the meaningful work being done by you every day.

I hope to deepen your understanding and appreciation of Aboriginal and Torres Strait Islander cultures and experiences. My aim is to create an environment grounded in kindness, respect and curiosity.

About me



My name is Narelle Lappin, and I am the Community Engagement and First Nations Coordinator for Victoria. My children are Aboriginal, belonging to the Barkandji people, whose Country stretches along the Darling River (Baarka) near Bourke and through them I continue

to learn so much. Barkandji people hold a rich and enduring history of storytelling, cultural knowledge, and caring for Country, practices they continue to uphold today. Autumn is significant to Barkandji people, as the weather cools, it is a time of gathering and preparation, often marked by cultural activities and Dreaming stories.

Significant cultural dates

CDC encourages acknowledgement and respectful recognition of culturally significant events. Coming up we have.

- ▶ 26 May–National Sorry Day — a time to remember and acknowledge the mistreatment of Aboriginal and Torres Strait Islander people who were forcibly removed from their families and communities, known as ‘The Stolen Generations.’
- ▶ 27 May–3 June — National Reconciliation Week — For all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to reconciliation.
- ▶ 5–12 July NAIDOC Week — is an opportunity to learn about First Nations cultures and histories and take part in celebrations of the oldest, continuous living cultures on earth.

How you can support significant dates

Small actions can make meaningful differences

- ▶ Attending local First Nations community events (staff & managers).
- ▶ Reach out to Aboriginal colleagues to acknowledge the day and check in.
- ▶ Create a safe space for teams to reflect, listen and learn together.

Through a culture of understanding and respect, we can build a truly inclusive, respectful, and diverse organisation, one that is valued by our people and our customers.

Learn more

If you'd like to explore further, these websites are an excellent starting point:

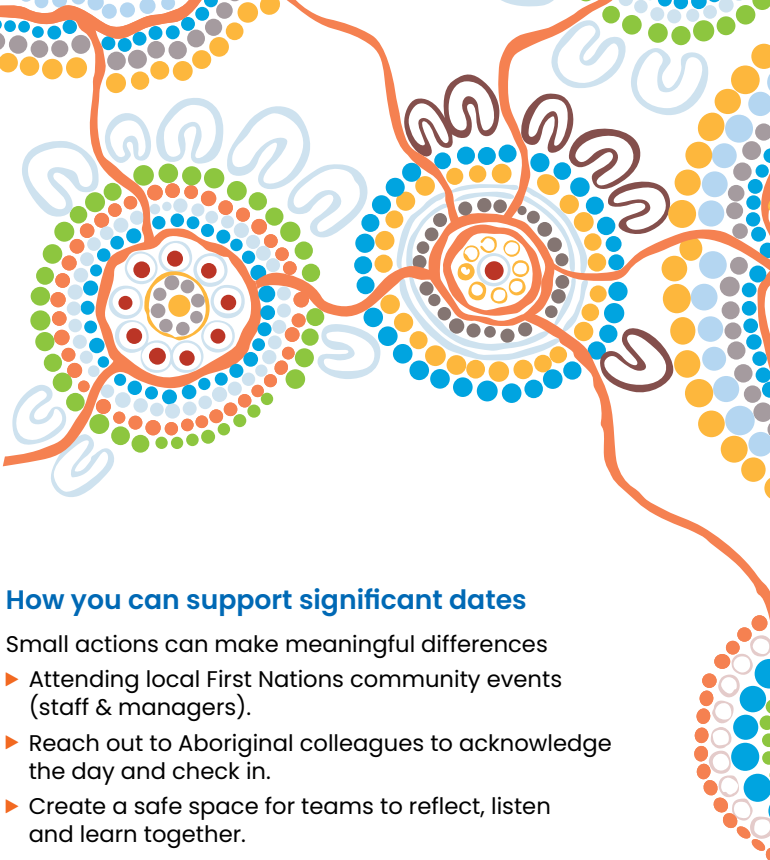
- ▶ NAIDOC — <https://www.naidoc.org.au>
- ▶ National Reconciliation Week — <https://www.reconciliation.org.au>
- ▶ Aboriginal Victoria — See and Do — <https://www.aboriginalvictoria.vic.gov.au>
- ▶ CDC Victoria RAP — <https://cdc.victoria.com.au/about/our-reconciliation-action-plan/>

Our shared responsibility

As a leading land transport operator, we have a responsibility to acknowledge the cultures, histories, and lands on which we operate. I hope to help weave genuine understanding and respect for Aboriginal and Torres Strait Islander peoples into the work we do every day. If you are an Aboriginal person and would like to share a story or yarn in the Winter edition of UNITE, you are very welcome to submit. Your voice and experiences matter. My door is always open, if you'd like to yarn, please feel welcome to reach out.

Did you know?

Many Aboriginal nations follow seasonal calendars that do not match the four Western seasons. These calendars are guided by flowering plants, animal movements, and changes in wind, rain, and temperature, a living knowledge system shaped over thousands of years.



Who are our Tradition Owners

Take a moment this season to learn the Traditional Owners of the land you live on, not just where you work. It's a simple step that builds awareness and respect.

- ▶ Wyndham — Bunurong and Wadawurrung
- ▶ Oakleigh — Wurundjeri Woi Wurrung and Bunurong
- ▶ Albion — Wurundjeri Woi Wurrung and Bunurong
- ▶ Westmeadows — Wurundjeri Woi Wurrung
- ▶ Ballarat — Wadawurrung and Dja Dja Wurrung
- ▶ Geelong — Wadawurrung
- ▶ Mildura — Latji Latji
- ▶ Broken Hill — Wilyakali



What we have achieved

Supply Nation Trade Fair

We attended the Supply Nation Trade Fair in Melbourne on the lands of the Wurundjeri people. It was inspiring to meet many Aboriginal and Torres Strait Islander businesses and see the diversity and innovation across the sector.

Western Bulldogs Community Foundation

We have a strong partnership with the Western Bulldogs Community Foundation. Along with receiving footy tickets for our staff, we also support the Nallei Jerring Initiative, a program that empowers First Nations young people.

New Lanyards

You may notice new lanyards being shared across our depots. These lanyards feature indigenous artwork and are a symbol of respect, connection and our willingness to listen, learn and walk forward together.



Clontarf Cup

CDC partner with Clontarf that have academies across Australia. Victoria have six Clontarf Academies, Mildura, Robinvale, Warrnambool, Ballarat, Bairnsdale and Swan Hill, that came together at Ballarat for the Victorian Clontarf Cup at MARS Stadium Ballarat on 26 March 2026. I attended and assisted on the day. It was wonderful to chat with many of the kids.



Advancing safety skills

Our GM for Safety & Environment, Colin Madigan, recently completed the Dangerous Goods Officer certification — a two day program focused on hazardous materials, operational readiness and emergency response. The training strengthened his ability to identify and control DG risks, apply the ADG Code and enhance our overall preparedness.



Driving accountability: breathalyser rollout across all depots



Since launching the breathalyser program in May 2025, we have seen a significant improvement in compliance and internal governance across our operations. What began as a proactive safety measure has now become a core part of daily processes, with mandatory pre-sign in testing reinforcing a strong culture of accountability and ensuring every team member is fit for work.

The results have been clear: higher compliance standards, greater awareness across teams and more consistent safety management. As of April 2026, all nine depots are now fully live with the program — a major milestone that reflects our collective commitment to safer workplaces.

Introducing priority care

We are pleased to introduce **Priority Care**, a new support service designed to better assist injured workers and cover their initial medical costs.

Because our drivers often work early mornings and late nights, injuries don't always happen when doctors are available. Priority Care provides **24 hour support**, giving workers immediate guidance whenever they need it.

If you are injured at work, you can call the hotline on **1300 034 291**. A medical professional will assess your injury, provide first aid advice and arrange a **free first consultation** with a family GP or occupational doctor of your choice. This helps ensure early support and the right steps toward recovery.

As part of the rollout, we held an information session with HSRs, SDMs and Operations Coordinators so they feel confident in how the service works. You can also contact our wellbeing team anytime, and information flyers are available at all depots.



Practical improvements: smarter, safer ways of working

Recent initiatives across our sites have delivered important improvements in safety, efficiency and day to day operations.



A major highlight was the successful trial of the **Brake Mate** at Oakleigh. This elevated platform removes the need to manually lift heavy brake components like calipers, hubs and rotors, reducing physical strain and

improving efficiency. The trial received strong feedback, with tasks that once required multiple people now completed more safely by a single operator. Brake Mates have now been ordered for every depot, with rollout planned in the coming months.

We also strengthened environmental and safety practices with the introduction of **bunded battery pallets**. These provide secure containment for batteries, helping prevent leaks and reducing environmental risk.

Together, these upgrades show our commitment to practical, high impact solutions that protect our people, modernise our operations and support safer, more efficient work across all depots.

ISO recertification: preparing for the next milestone

Our two key departments will undergo ISO recertification — an important process that reflects how we operate day to day, not just during an audit.

Preparation is already well underway, with teams focusing on aligning processes, strengthening documentation, and ensuring that everyday practices meet the required standards. More than a compliance exercise, this is an opportunity to review how we work, reinforce what we do well, and identify areas for improvement.

There has been strong collaboration across both departments, with a shared commitment to maintaining high standards and supporting one another through the process. As the audit approaches, the focus remains on consistency, accountability, and showcasing the strength of our systems and people.



OVA improvements: strengthening occupational violence management



We have strengthened our approach to occupational violence by implementing a formal **Occupational Violence Management Procedure** — a structured, risk based framework designed to prevent, manage and respond to incidents across our operations.

The procedure reinforces our zero tolerance stance and sets consistent processes for all depots, covering early risk identification, de escalation, incident response, reporting and post incident support. It is fully integrated with our operational systems, ensuring real time management, clear escalation pathways and defined responsibilities.

A strong focus is placed on prevention and recovery, with welfare checks, support services and ongoing care for frontline teams following any incident.

This is not a static process. We are monitoring how the procedure performs in real world operations and will continue refining it based on trends, learnings and feedback.

Our commitment remains clear: actively reducing risk and building a safer, more resilient environment for our people every day.

Celebrating Taste of Harmony

Over the past few weeks, our teams across all CDC Victoria depots celebrated Taste of Harmony, and it was a fantastic month of sharing and connection.

With more than **75 nationalities** represented in our workforce, we enjoyed food from around the world, swapped favourite recipes, shared cultural stories and outfits, and filled our depots with plenty of smiles.

This year, we also ran a recipe competition for our **CDC Victoria Cookbook**. Many staff shared a piece of their culture through their favourite dishes, and five winners were randomly selected to receive \$100 Prezzy vouchers.

Thank you to everyone who took part and brought their culture to the table.



Celebrating International Women's Day

We recognised International Women's Day by celebrating the women across our organisation with a small appreciation gift. To mark the occasion, gift bags filled with a selection of goodies were distributed to all women employees across all our depots.

This initiative helped to ensure every location felt included in the celebration and reinforced our commitment to creating a supportive, inclusive, and respectful workplace culture. It also served as a meaningful reminder of the importance of recognising achievements, fostering equality, and continuing to support the advancement of women across our industry.



Farewell, David Hutton

We celebrated one of our long standing team members, David Hutton, as he said goodbye to CDC Victoria after more than ten years of service. David began as a bus driver and grew into roles including Supervisor, Depot Manager, SDM and later OCC Manager during the MZF transition. He made a strong impact by supporting teams, taking on new challenges and leading with a calm, steady approach. We are grateful for his contribution and wish him the very best in his next chapter.



WBCF Women's Day event

We attended the Western Bulldogs Community Foundation International Women's Day event. It was a wonderful morning of connection, learning and conversation with partners and community members.

Our Albion driver, Poonamjeet Dhaliwal, represented us at the event. The event highlighted the importance of creating spaces where women feel seen, supported and encouraged to lead.



Bus driver appreciation day

On 18 March, we celebrated the people who keep our communities moving — our bus drivers.

Our bus drivers are the strength behind our network. They do more than carry passengers. They carry trust.

Some of our buses displayed a special message, **"Thank You Bus Drivers"**, to recognise the important work our drivers do every day.

Passengers were encouraged to give their driver a wave or a quick thank you when they boarded. A small gesture can make a big difference.

Several depots marked the day with morning tea, coffee, sweet treats and even a cake to show appreciation for our teams.

To all our drivers, thank you for everything you do.



Connecting the dots: comms, community & governance

Our community partnerships and engagement programs continue to grow, and it's great to see the impact they are having across our network.

The Werribee Football Club Champions Day was a standout success, with strong participation from students and fantastic feedback from everyone involved.

We continue to support a wide range of organisations, including the Western Bulldogs Community Foundation (Nallei Jerring — First Nations youth program), Parks Victoria, West Eagles Football Club, West Meadows Cricket Club, Ballarat Football and Netball Club, and Clontarf. These partnerships help create opportunities for young people to get involved in sport and stay connected to their communities.

Our Community Engagement team is now working on adding three more local partners over the coming months.

On the communications front, our blogs on BLINK and other platforms continue to keep everyone informed. Recent stories that received strong engagement included the Route 190 Double Decker feature, School Champions Day, and the relocation from the old Footscray Hospital to the new facility, delivered in collaboration with our sister company, NPT.

- Our Social Procurement efforts also continue to expand.
- ▶ Countryman Safety (First Nations supplier) now provides our uniforms.
 - ▶ New Start Australia (First Nations supplier) began cleaning our Ballarat and Geelong depots in February.
 - ▶ Fruit2Work (social enterprise) manages the vending machine at Truganina and supplies office amenities such as milk.

We remain committed to supporting social enterprises and First Nations businesses wherever possible, and we will continue exploring new opportunities in this space.



Mark Stone,
GM Business Performance & ESG

Our environmental bus journey

As we move to Battery Electric Buses (BEB's), there will be a big demand for electricity to charge these buses.

Each bus consumes over 75,000 kWh per annum (average of over 6,000 kWh per month). The average residential consumption benchmark is approximately 4,600 to 4,980 kWh per annum in Victoria. As you can see, there is a big demand for this electricity to operate our services to the community.

Traditionally, the electricity we have consumed has come from coal-powered stations. This did not align with our commitment to a greener environment for the future. We have partnered with the SEC to supply our Metropolitan depots with electricity.

Electricity consumed by the SEC's customers comes from the National Energy Market, which sources supply from renewable and non-renewable sources.

However, the SEC will match the electricity consumption of its customers by surrendering large-scale generation certificates (LGCs) generated by renewable energy sources, including its own renewable energy projects, to ensure each kilowatt hour of electricity our customers consume is matched to a renewable source.

This will include certificates generated by the SEC's own projects and projects supported by Victorian Renewable Energy Target auction contracts, such as Berrybank Wind Farm, Glenrowan Solar Farm, Dundonnell Wind Farm, Cohuna Solar Farm and Bulgana. The SEC will purchase LGCs if required.

LGCs are tradable certificates created for eligible large-scale (greater than 100kW) renewable energy solar and wind power stations. LGCs are surrendered to the Clean Energy Regulator to meet renewable energy targets. Each LGC can be used to offset one megawatt hour of consumed energy, resulting in that megawatt hour of energy being "renewable".

CDC CO2 emissions, from operating BEB's, will be nil at the tailpipe and where also it is generated. This is a win for the environment and CDC's credentials as a bus operator for the future.



Compliments & SPARCQ awards



Kirralee said about Ballarat driver:

Our bus driver was amazing. Very competent at driving and ride was smooth. Helpful with ram and very friendly.

Shout out to the bus driver who drove the Buninyong 21.



A message to Ben from Albion:

You're an amazing driver & human. So kind to everyone & considerate. GOD BLESS YOU — you even cared for birds on the streets.

Happy to see people like you exist.



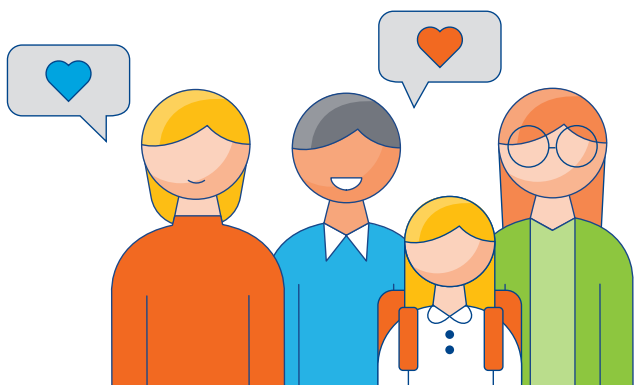
A compliment to driver Milan Capric:

My best experience I have had on a bus. Also very considerate with my granddaughter.



A compliment from a parent for our Airport West drivers, Route 525:

Our daughter has recently started catching the bus with us to kinder twice a week. She gets so excited when the bus arrives, greeting the driver with a big 'Good morning!' or 'Hello, I ride the bus!' The drivers always respond with a warm smile, which absolutely makes her day. She waves until the bus is out of sight and now looks forward to kinder mornings **simply because she gets to ride the bus.**



SPARCQ awards

Helen Whiteman, Reliability Award

Helen's passion and commitment to the Driven Women's Program have made a meaningful difference, inspiring and empowering others through her ongoing support and encouragement.



Reliability

Amandeep Singh, Reliability Award

Aman's initiative in supporting colleagues with induction setup, with a willingness to step in and lend a hand has proven invaluable.



Reliability

Bradley Decker, Passion Award

Brad has been temporarily based at Westmeadows to service and repair the Charter fleet, demonstrating outstanding dedication and work ethic. Despite travelling daily from Ballarat and supporting the team through staff shortages, he ensured all buses were serviced to standard, reflecting his strong commitment and high-quality workmanship.



Passion