

Professional Summary

STAFF MANAGED

1,200 
Serco Sodexo Defence Services

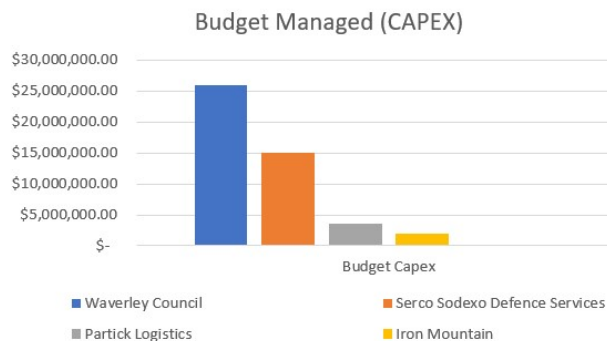
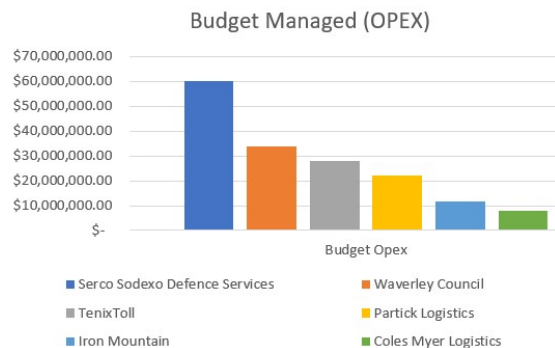
320 
Partick Logistics

280 
TenixToll Defence Logistics

260 
Waverley Council

120 
Iron Mountain

80 
Coles Myer Logistics



Clients personally Managed:



Key Achievements:

- Business lead in the restructure of a multi business unit operation with in-excess of **129% increase in profitability** achieved
- Significant audited increases in staff engagement scores over multiple annual staff survey periods.
- The **reduction of 50% in LTI's**, including significant reductions in cost-per-claim and duration rates
- The business lead in **complex contract negotiations** for large government contract extensions.
- Successful **integration of a complex logistics operation** from Government control to private sector operations within budget and timeframes.
- The **profitability turnaround** of a loss-making warehousing business within two years.
- The successful integration & profitable management of five warehouses operations.

Other qualifications:

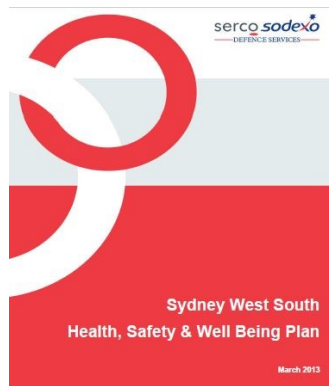
- Defence Security Clearance– Secret Level - (2004 - 2014)
- Working with Children authority
- HC zero point drivers licence
- Senior First Aid certificate
- Public Passenger Driver Authority (Bus and PTP)
- Forklift Licence (LR/LO)
- Electrical appliances testing and tagging authority
- HACCP and Food Safety training



Business network Connections

+5600

Commercial Activities



Profitability increases of up to **129%**

Up to \$60m OPEX Budgets

Up to **\$40m** CAPEX Budgets

Complex Budget management

- **16** business units

- **+1500** cost centres



KAIZEN

220 business KPIs measured monthly

Cost minimisation programs including **LEAN and Kaizen** methodologies



Unions Managed.



- **B2B:** 3PL, Contract management, Direct Sales & Account Management

- **B2C:** Equipment Hire industry.

- **General Public:** Local Council, SES
Emergency management

- **Government:** Contract management for Australian Defence

Sub Contractors
Managed.

- Cleaning,
- Hospitality,
- Civil Infrastructure
- Security.

- Waste, & Pest,

- Transport,

- Mechanical,

- Estate Upkeep

- Environmental,

- Facilities maintenance

New Business Sales

- Facilities Management
- Project management services
- Hard Records Storage
- Data vault Storage
- Security Destruction services
- Warehousing services
- Transport services
- Equipment & Plant Hire
- Tendering and Bid management



Account Management:

- Third Party Logistics,
- Records Management,
- Government Contracting,
- Construction,
- Facilities Management,
- Offshore operations,

Testimonials

Paul was my direct report at Waverley Council. I always found Paul to be supportive and committed to the individual development and growth of his managers. He behaved ethically and never hesitated to share his knowledge, skills or thoughts. Paul is experienced in multiple disciplines and is operationally focused. I would have no hesitation in recommending Paul as a senior executive.

Margaret Diebert, *Director - City Presentation, Liverpool City Council*

While employed at Waverley Council, I was fortunate to have had Paul Sparks as my Manager. In his role he consistently demonstrates his capability through his leadership of his team, and guidance provided to me. Paul's Portfolio is large and diverse, and he showed confidence and ability in leading operations within his remit. Paul supported his team and provided clear direction to meet corporate objectives. In addition, Paul took the time to provide guidance and advice to me while developing in my role. Paul's support was invaluable, and I appreciate and recognise his skills as a leader. I make no hesitation in providing a recommendation for Paul and hope that this imparts the high regard I hold for Paul and skills as a leader.

Matthew McGovern, *Proprietor, Redlocust Farm*

I had the professional pleasure of working with Paul during his tenure as the Regional General Manager at Serco Sodexo. As the Operations Manager, I was fortunate that Paul's philosophy was not to micromanage but give full authority to undertake the duties of my position whilst remaining a tactful mentor. His capacity to see innovation and solutions where they did otherwise appear to me encouraged me to take a different view on the way tackled these situations. Paul has strong team values and encourages a team approach to good business practices. Paul led a team business recovery of the Region to record two consecutive years results which greatly exceeded other business units performance in the Company. Good Luck Paul and thanks for 4 great years.

Col Shaw, *National Manager, Aircraft Refuelling and Rescue & Firefighting, Transfield Services*

Paul was not only my Manager but was my mentor. He generously shares his experience, his ideas and yes, even those sometimes difficult opportunities for personal improvement. His team achieved so much - happy customer, healthy budget - and we had fun along the way. I highly recommend Paul and would be happy to expand on these words. Best wishes on your next challenge Paul, as I know you will be seeking a good challenge.

Robyn Barlow, *Director, Property Services Southern Cross University.*

I worked directly with Paul as his HR advisor and found him to be a strong strategic leader who was open to discussion and advice but was prepared to take ultimate accountability and make hard decisions for his portfolio and people. I learned a lot from Paul and would absolutely be prepared to join forces again!

Therese Phu, *Change Manager, Laureate Australia*

I had the pleasure of working with Paul when we were at Waverley Council together. Paul looked after Operations, whilst I looked after Projects - meaning we worked very closely together. Paul had the respect of staff and was a credit to his profession. He had a calmness about the way he did his business which I greatly admired. I have no hesitation in recommending Paul to any organisation seeking to improve outcomes, as Paul brings both safe hands and experience with him.

Terry Dodds, *Chief Executive Officer, Tenterfield Shire Council*

I have had the pleasure of working for Paul within the retail, 3PL and military industries. I found Paul to be a strong ethical leader that will inspire his team to challenge the status quo to ensure his operations are operating at optimal levels. He has the ability to communicate effectively at all levels and instils confidence in his presentation. Paul is a wealth of knowledge, and has extensive experience over different industries, which gives him great insight when developing strategies and presenting solutions. Paul has always been a great resource for me over the years and one of the first people I have consulted with when I have been in need of finding solutions. I have no hesitation in recommending Paul for any senior role or as a consultant, as the recipient would only benefit.

David Masonwells, *Logistics Manager, IDEXX LABORATORIES LIMITED,*

Staff Newsletters & Communications

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06
SUN SAFETY

Regional Manager
Message

Regional Manager's
Message

This Issue:

Sun Safety while at work
Snakes in the work place

Sun Safety

Sun Safety is for all of us not just those that
work outside

Snakes may be
about as keep a
watch out!

Team and you
can protect your
ability to remain
productive and
uninjured.

Take the necessary
steps to protect
yourself and your
team.

Take the necessary
steps to protect
yourself and your
team.

This could result in
injury or even
death. Remember,
insects can be
deadly. Take the
necessary steps to
protect yourself and
your team.

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HELP required

RESPECT

LEADERSHIP

RESPECTION

DISCUSS

HELP ME ENSURE OUR WORKPLACE IS BULLYING & HARASSMENT FREE!

SSDS HAS STRICT POLICIES AGAINST BULLYING & HARASSMENT AND AS YOUR REGIONAL MANAGER I AM COMMITTED TO ENSURING WE ALL HAVE A SAFE & HAPPY WORK ENVIRONMENT, BUT I NEED YOUR HELP IN MAKING THIS HAPPEN.

HARASSMENT IS ANY UNWANTED OR UNWELCOME BEHAVIOUR AGAINST ANOTHER PERSON, BEHAVIOURING IN ANY TYPE OF BEHAVIOUR THAT PUTS DOWN, SCARES OR OFFENDS SOMEONE.

IF YOU HAVE PERSONALLY EXPERIENCED ANY OF THIS BEHAVIOUR OR HAVE WITNESSED SUCH BEHAVIOUR TO OTHERS IN THE WORKPLACE, WE WOULD LIKE TO HEAR FROM YOU ASAP, ALL DISCUSSIONS WILL BE PRIVATE AND CONFIDENTIAL AND AT A TIME AND LOCATION TO SUIT YOU.

SO PLEASE STAY UP AND HELP ME ENSURE OUR WORKPLACE IS FREE FROM THIS UNWANTED BEHAVIOUR.






THE NUMBERS TO CALL TO REPORT THIS BEHAVIOUR ARE:

PAUL SPARKS, REGIONAL MANAGER - 0439 756 586 paul.sparks@sodexo.com.au

CHANTHEL LEE, HR ADVISOR - 0410 472 053 chantel.lee@sodexo.com.au

THIS INFORMATION IS NOT TO BE USED FOR ANY OTHER PURPOSES

sodexo
HELPING PEOPLE TO GET THE MOST FROM THEIR WORK

Service Excellence to the Difference

Important Notice

Safety
 WE ARE
 ALWAYS
 ON Technology

| |
|--------------------|
| RESPECT |
| LEADERSHIP |
| RECOGNITION |
| HONOUR |

THE LONG WEEKEND IS HERE!

Team the whole weekend is again upon us and for those of us lucky enough not to be rostered on Monday the **4th of October** is a public holiday and **SADS NSW officers will be closed.**

He drinks all day but he'd never dream of driving.

As you would be aware police are targeting driving offences with the double demands again in force over the weekend. SADS is a strong supporter of responsible consumption of alcohol and the "no drink and driving" message as part of our QNS campaign, and on a personal level I would like to see you all back healthy for work on Tuesday so we can be safe while having fun! During this period the normal risk routines are still operational and if there are any workplace injuries (casualties) the normal reporting process still applies.

Please be SAFE and have a great weekend and I will see you all on Tuesday!

Leave the car at home. Don't drive.

Risk Routines -
 Sydney - 0458 483 484
 CWINSW - 0417 330 362
(HOURS - When you have a shared message)

Paul Tully
 Operations Manager
 Mobile: 0417 330 362
paul.tully@sadssw.com.au

Win the RM for the Day

An up date on win the Regional Manger for the day!

Many thanks to those teams that have submitted requests for my services and a special thank to those who have detailed their "day" in seeing the "work" for a day in our business.

I have made the commitment to work a day each month in the business and will be working through the list for the rest of this year and well into 2015.

Below is the 2015/2016 calendar for my days as a worker, and again thanks to those that have assisted welcomed me into their businesses.

RETREAT

LEADERSHIP

RECOGNITION

RENOUW

AUG - 05TH - WEST HESKETH SHELTON COMPLETELY

AUG - 21ST - CLEGGING AT HESKETH COMPLETELY

SEPT - 06TH - HOUSEKEEPING AT WILLAMINGTON

OCT - 27TH - GEORGES AT LIVERPOOL

NOV - 24TH - HIGHTWELL AT RICHMOND

DEC - 07TH - STRODS AT SHIGGON

FEB 28 - 23RD - BEAGLEY AT SHIGGON



KEEP THE HONORARIUM COMING AS 2015 IS JUST AROUND THE CORNER

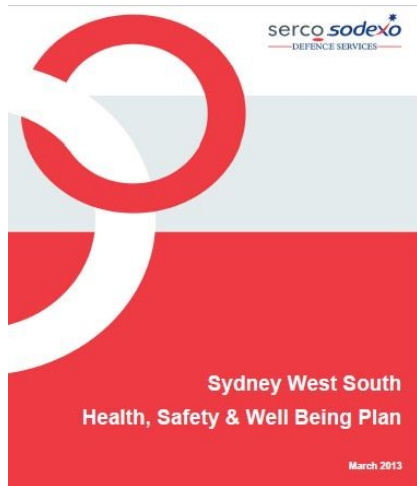
MIRRELL BROSSE - mirrellabrosse@mac.com.au - OMNW

Chanelle Lee - chanelle.leebrosse@gmail.com - SWS

serco sadoxo
SERVICES AUSTRALIA

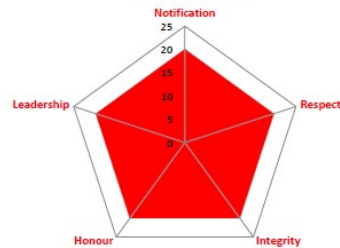
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Safety Projects



| Period | Possible | Score |
|---|----------|-------|
| Notification | Possible | Score |
| Compliant Calls to Hotline | 25 | |
| Respect | Possible | Score |
| Risk Committee Meeting Held | 2.5 | |
| Incident Summary Tabled | 2.5 | |
| MPR Summary tabled | 2.5 | |
| Inspection Reports tabled | 2.5 | |
| Chaired by a Worker | 2.5 | |
| Attended by Offr / Snr Manager | 12.5 | |
| Integrity | Possible | Score |
| Inspections Complete | 10 | |
| Issues logged as MPR <7 days | 15 | |
| Leadership | Possible | Score |
| Manual Handling control observation | 12.5 | |
| PPE Failure control observation | 6.25 | |
| Hazardous Substance control observation | 6.25 | |
| Honour | Possible | Score |
| MPR Logged within 7 Days | 15 | |
| MPR closure rate | 10 | |

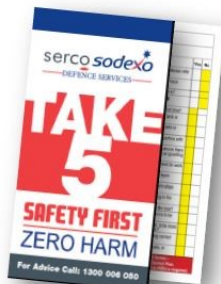
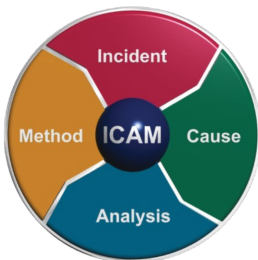
PPI Dashboard



Goal 1 Key Performance Indicators

9. The following KPIs have been set for the region in 2013:

- Reduction in the Rolling Total Recordable Injury Frequency Rate (RTRIFR) of **25%**
- Reduction in the number of manual handling injuries of **25%**
- First Aid Treatment Ratio (FATR) greater than **20%**
- Reduction in the number of claims per million hours of **10%**
- Reduction in average time lost by **10%**
- Reduction in cost per full time equivalent of **10%**



Good health and wellbeing is not just about being fit or looking good – it is about balance. Being truly well incorporates all aspects affecting health including physical activity, nutrition, stress and smoking.

At SSDS, we want our employees to be healthy, happy and achieve their goals so we are introducing SSDS Health and Wellbeing. The program is designed to focus on key health and wellbeing areas and will be managed by qualified SSDS Health and Safety Managers.

The SSDS Health and Wellbeing initiative will commence in the Sydney West region. Employees who want to make a difference to their overall health and wellbeing are invited to participate in the program in November 2010.

Some of the activities that may be on offer include:

Healthy Eating

- Free healthy lunches
- Healthy eating guide – including food lists and recipes
- Fast food management strategies
- Shopping tours – learn what to buy and not to buy
- Cooking classes – learn how to prepare healthy and tasty meals

Physical Activity

- Walking groups – regular walking groups throughout the week on all sites
- Back care information
- Physical activity education and resources

Smoking, Alcohol

- Information about quit groups
- Assistance with goal setting to reduce smoking
- Education sessions from external providers
- Education on the health effects of smoking and alcohol

Emotional Wellbeing

- Relaxation training
- Stress management strategies
- Life coaching principles
- Conflict management
- Education on common mental health issues in our community

If you have ever thought about making a change in your health and lifestyle but have not known where to start, here is your opportunity! The program is voluntary and free to participate and participants can withdraw at any time.

Still not sure? If you answer yes to any of these questions then participating in SSDS Health and Wellbeing is for you:

- Do you smoke and want to give up?
- Would you like to lose some weight?
- Are you eating or drinking habits affecting your work or home life?

As a start, the Health and Safety Team will carry out a health assessment to measure your health and lifestyle risk factors. The team will then assist you to set some goals and work towards better health and wellbeing.

All information remains confidential and is available only to you and the Health and Safety Manager.

To find out more information and to sign up and receive your welcome pack, please contact Nicky Dubbeli on 0409 990 598.



Staff Engagement Activities

SWS 2012 Mission Map

In 2012 this is how "we" in SWS will hit our Business targets

- We will ensure we maintain the mandated 10% Small to Medium Enterprise supplier base
- We will always resolve disputes at the regional management level within our business
- The Management team will manage the business by being in the business and not managing from their office
- We will ensure all staff are treated with Respect, provided solid Leadership, Recognised for their performance, and Instil Honour in the work we provide
- We will encourage the employment and support of staff that may be disadvantaged in some way including defence spouses, regional and rural communities and younger and older workers
- We will strive to ensure we do not fail a compliance or performance indicator
- We will always work in a Safe manner and live a Safety culture at all levels within our business
- We will strive to meet our organisations financial targets by operating our business as if it was our own



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SERCO SODEXO DEFENCE SERVICES EMPLOYEE REWARDS PROGRAM

FIRSTNAME LASTNAME
999999999
Exp 28/09/10



owork Rewards

OUR TEAM MEETING CHARTER

In our workplace we hold a team meeting here every

From _____ To _____

At our meetings we discuss:

1. INFORMATION from our Regional Manager
2. What is happening ON AND AROUND OUR BASE
3. What is happening WITHIN OUR WORK TEAM
4. SAFETY in our work environment
5. ACTION ITEMS from the last meeting
6. How we can make our workplace A BETTER PLACE
7. Any CONCERNING OR ISSUES of our team members

Please use this letter to attend a meeting to hear about the business and provide your input in making SWS a great place to work. Discuss with your Manager or the designated team leader or your Manager for the week.

Use this SWS form to notify your Manager of any safety issues and concerns including safety, required SWS or your own, all issues, concerns, incidents, complaints and general feedback about our work environment.

Please remember that safety is a requirement and not an option. Don't take the time to attend a meeting to report safety issues. See your Manager immediately.

SAFETY FIRST ZERO HARM serco sodexo DEFENCE SERVICES

RESPECT LEADERSHIP RECOGNITION HONOUR

THE SSDS CREDO

RESPECT is people, employees, clients, colleagues & business partners

- We will create an environment where the individual is valued and respected
- We understand and value our business partnerships
- We will deliver on promises
- We will listen

LEADERSHIP through integrity, dignity & equality

- We provide our values
- We provide a vision to build our future
- We intend in our people to achieve our goals
- We are open and transparent

RECOGNITION through the achievements of our people & business partners

- We work with our business partners
- We recognise the effort of our employees to achieve our goals
- We celebrate group achievements and milestones
- We provide innovation and continuous improvement

HONOUR and pride in our work and our company

- We take pride in the quality of our work
- We provide real value to our customers and employees
- We uphold the SSDS code in our workplace
- We are proud to support the Defence Force

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How are we going to stay on top

- Regional Managers Newsletters
- Weekly Team Meetings
- Quarterly Staff Presentations
- Service Line Group Activities
- Senior Managers out & about
- National Newsletters
- Credo Management
- Stability for 2013



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— DEFENCE SERVICES —

employee engagement management business

Lunch with the Regional Manager

The Regional Manager would like to catch up with you!

Each week Paul and his team will be having an open lunch at a mess around SWS.

All staff are welcome to attend and discuss any issues, no matter how large or small. This will be an open forum for all staff to discuss ANY issues or concerns with the Regional Team and seek a resolution. Strict confidentiality will be applied to all conversations.

Please see below for times/dates:

MECH
Thursday 2nd May
Combined Mess at 12:30pm

Colchester
Thursday 9th May
Alman's Mess at 12:00pm

Orkney Barracks
Thursday 16th May
Ork's Mess at 12:45pm

Colchester
Thursday 23rd May
RAF Mess at 12:30pm

Hilovering
Thursday 30th May
DIPIC MP's Mess at 13:00pm

Paul Spence
Regional Manager

Regional Management Staff Presentation

A staff presentation of our regions year-to-date results will be held by the Regional and Commercial managers on this site for you to attend.

Date: _____

Location: _____

Time: _____

The presentation will also include:

- STAR Performer Awards
- 5 and 10 year Long service awards presentations

Refreshments will be provided

Please join us to hear about your regions performance and SWS-RF's vision. SWS-RF's vision is to be the best in the world.

Greg Oliver
Commercial Manager

Paul Spence
Regional Manager

SAFETY FIRST ZERO HARM serco sodexo DEFENCE SERVICES

Win the RM for the Day

An up date on win the Regional Manager for the day!

Many thanks to those teams that have submitted requests for my services and a special thanks to those who have asked their "Partner" in seeing me "work" for a day in our business.

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AUG - 5TH - ORKNESS SINGLETON (COMPLETED)
AUG - 24TH - CLEANING AT RICHMOND (COMPLETED)
SEPT - 30TH - HOUSEWORK AT WILMINGTON
OCT - 27TH - GROUNDWORK AT LIVERPOOL
NOV - 24TH - HOSPITALITY AT RICHMOND
JAN 2014 - 30TH - STRESS AT SINGLETON
FEB 2014 - 23RD - RANGE AT SINGLETON


KEEP THE HONORATIONS COMING AS 2014 IS JUST AROUND THE CORNER!

Melissa Booth - melissabooth@sercosodexo.com.au - CANSW
Charlotte Lee - charlotelee@sercosodexo.com.au - SWS

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Dashboard

Engagement Score: 59%



Engagement Distribution

The Engagement Distribution shows you how close or how far your population is to becoming engaged:

| Engagement Level | 2012 | 2010 |
|------------------|------|------|
| Disengaged | 2% | 13% |
| Not Engaged | 11% | 25% |
| Nearly Engaged | 27% | 24% |
| Engaged | 59% | 38% |

Engagement Behaviors

This table shows the positive perception scores to each of the questions forming the engagement score index:

| Question | 2012 | RS_2005 | 2010 |
|--|------|---------|---------|
| 1. I would not hesitate to recommend SWS to a friend seeking employment | 65% | 54%(11) | 51%(14) |
| 2. Given the opportunity, I'd share great things about working at SWS | 62% | 40%(14) | 42%(20) |
| 3. I would take a lot to get me to leave SWS | 54% | 30%(16) | 37%(21) |
| 3. I rarely think about leaving SWS to work somewhere else | 59% | 43%(16) | 40%(18) |
| 5. SWS inspires me to do my best work everyday | 58% | 42%(16) | 40%(18) |
| 5. SWS motivates me to contribute more than is normally required to complete my work | 54% | 38%(16) | 37%(17) |

Improve / Sustain

Action plans for employee engagement should focus on the areas listed below:

| Improve | Sustain |
|-------------------|-------------------|
| Senior Leadership | Work activities |
| Communication | Senior Leadership |
| Pay | |
| Recognition | |

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2012 Employee Engagement Survey

5 March - 13 April

What would your life be like?

What makes you...

What inspires...

What motivates you?

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2012 Employee Engagement Survey

5 March - 13 April

Thank you!

Congratulations!

What have we learnt today?

What's next?

Do I have to go the survey?

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