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CANDIDATE BRIEFING DOCUMENT

MAINTENANCE AND OPERATIONS MANAGER
OCTOBER 2021



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Our Story

Sundrop Farms is a leading horticultural player in Australia producing high-value fruit using renewable sources. We've developed technologies that integrate **solar power**, **electricity generation**, **fresh water production** and **hydroponics**. It produces an equivalent quantity of food to that grown using traditional methods, but the quality is significantly better.

We use the sun's energy to produce freshwater for irrigation. And we turn it into electricity to power our greenhouse to heat and cool our crops. A Sundrop greenhouse turns seawater and sunlight into energy and water. We then use sustainably sourced carbon dioxide and nutrients to maximise the growth of our crops.

We are showing the world that you can grow delicious, mouthwatering produce without needing fossil fuels, vast amounts of fresh water and thousands of acres of cultivated farmland.

In other words, we are **breaking farming's dependence on finite resources**.

The Sundrop philosophy

Sundrop integrates solar power, electricity generation, fresh water conservation, and production, climate control, and hydroponics to enable the year-round production of premium produce at high yields with consistent quality and deliver a meaningful reduction in fossil fuel and water use through innovative use of renewable energy / low carbon technologies. For each new project developed, Sundrop forms long term partnerships with its customers. This allows the design of customized facilities to precisely meet the customers'.

Our core beliefs

- ▶ Nature is a partner, not a supplier
- ▶ People are our most important asset, and we go out of our way to hire exceptional talent
- ▶ Delicious, natural food is affordable
- ▶ In scarcity, there is opportunity for abundance
- ▶ Re-imagining agriculture requires creativity and a strong sense of entrepreneurship
- ▶ Maximising long-term and sustainable profits helps spread our business model to new locations and helps our partners, the planet, and our people.

The triple bottom line

We firmly believe business should be a force for good and benefit more than its shareholders.

So as well as being in profit, our mission is to also benefit the environment and the local community in which we operate.

Together they are known as **"People, Planet and Profits"**. And we consider ourselves in the black on all three accounts

For more information visit www.sundropfarms.com

Sundrop's Evolution Over Time

Having successfully established the Port Augusta facility Sundrop has positioned Coles and Sundrop as leaders in sustainable horticulture and is now ideally placed to act as a platform for growth.



Message from our CEO



“Sundrop is a global leading horticultural business that considers technology, environment and considered relations with its key partners. Sundrop is renowned for its ability to provide counter seasonal highest quality fruits and vegetables whilst holding a strong ESG focus.

The role of Maintenance and Operations Manager is a key role in driving, optimising, and developing technologies that continue to keep the business at the very forefront of the industry. Our business is a collaborative and team-oriented environment which strives for excellence in every endeavour.”

Steve Marafiote
Chief Executive Officer

The Advertised Role

MAINTENANCE & OPERATIONS MANAGER

- ▶ Port Augusta Location
- ▶ Leading horticultural player in Australia using renewable sources

Established in 2009, Sundrop Farms is a developer, owner and operator of a world-class 20-hectare greenhouse in Port Augusta, South Australia and utilises technology that ensures optimal conditions for plants to produce delicious tasting fruit and vegetables all year round.

Sundrop integrates solar power, electricity generation, freshwater conservation via desalination of sea water, and counter seasonal production, climate control, and hydroponics to enable the year-round production of premium produce at high yields with consistent quality and deliver a meaningful reduction in fossil fuel and water use through innovative use of renewable energy / low carbon technologies.

Reporting to the CEO, the Maintenance and Operations Manager will be responsible for managing the operations and maintenance of all energy and water system components for the Port Augusta operations for more than \$100m in assets.

Key accountabilities include:

- ▶ Safety and compliance
- ▶ Thermal energy, electricity production and water systems management
- ▶ Quality and efficiency monitoring
- ▶ Reporting, cost control and budgeting
- ▶ Leadership and culture

The successful candidate will demonstrate significant operational experience in process, power, large marine or industrial facilities and have knowledge of thermal energy systems, electro-mechanical process plant and water infrastructure, preferably including desalination.

You will have proven ability in the effective management of a team with your strong interpersonal and communication skills enabling you to keep people connected and engaged and build and nurture purposeful relationships at all levels and with supply networks and key stakeholders. You will also be quality focused and possess a keen eye for detail, in particular regarding cost management and compliance to WHS expectations, food safety requirements and company policies.

This role requires a technical qualification, and the ideal is an engineering qualification. A trade background, ideally in electrical with automation and control systems will be an advantage, as will experience in project management.

For details of the Position Description visit www.vuca.com.au and click on the Services & Products tab. For further enquiries, contact VUCA Senior Associate, Paul Bell on 0412 552 302 for a confidential discussion during business hours. **Please forward your letter of application and CV in MS Word format to sdmo@vuca.com.au by COB Friday 29th October 2021.**

Position Description

Job title:	Maintenance & Energy Island Operations Manager
Reporting to:	CEO
Responsible for:	Energy production & water systems maintenance
Location:	Port Augusta, South Australia

The Maintenance and Energy Island Operations Manager will be responsible for managing the operations and maintenance of all energy and water system components for the Port Augusta operations.

KEY RESPONSIBILITIES/TASKS AND MEASURES

SAFETY AND COMPLIANCE

- ▶ Lead positive safety culture by modelling safe behaviours and counselling others in safe behaviours.
- ▶ Ensure all assets are operated in accordance with Australian safety and operational guidelines.
- ▶ Ensure that regulatory and compliance checks and maintenance are completed in accordance with Australia Standards.
- ▶ Ensure all operational checks and condition reports are managed and recorded.
- ▶ Ensure the team document process and operational changes and these are managed through an agreed change management process.
- ▶ Ensure all critical safety processes and procedures are current, employees are trained and are operating in accordance with the documented processes, this requirement includes completion of audits to verify conformance.
- ▶ Ensure we review changes to regulation and legislation and implement the necessary changes to remain compliant.
- ▶ On an annual basis review the site critical control register and ensure adequate controls are in place and are being actions.

ENERGY & WATER SYSTEMS MANAGEMENT

- ▶ Develop and implement KPI's or all assets to measure operational efficiency, loss reporting and create annual asset improvement plans to lift the overall equipment effectiveness.
- ▶ Ensure all operating equipment has preventative maintenance plans and measure conformance to the planned activities
- ▶ Complete an annual review of critical spares to ensure spares are available to support targeted asset up time
- ▶ Engage all plant systems to ensure reliable energy generation and allocation of services that meet greenhouse demands (heat, fresh water and electricity)

Manage and control:

- Overall Energy & Water System
 - Heliostat Mirror Field
 - Solar Boiler, Steam Systems and Steam Turbine
 - Thermal Energy Storage
 - Thermal Desalination Unit
 - Back-Up Boiler, Grids and Generator
 - Seawater intake and outfall Pipeline, Storage Ponds
 - Associated Mechanical, Electrical, Piping, Instrumentation & Controls
- ▶ Manage and maintain equipment alarm system and response protocols
 - ▶ Provide alarm cover as the highest level of operational responsibility
 - ▶ Plan and execute plant shut-downs necessary for planned and preventative maintenance activities with consideration of site wide risks and impacts
 - ▶ Develop unplanned shutdown and plant emergency response plans for implementation
 - ▶ Develop 5 years major maintenance and capital plans for the operating equipment
 - ▶ Management of Asset Register for all Energy & Water System components
 - ▶ Provide visual leadership across the facility as part of the management team

QUALITY & EFFICIENCY MONITORING

- ▶ Ensure that the quality, efficiency and reliability of the services provided by the Energy & Water System meet or exceed agreed targets
- ▶ Develop plant performance standards and complete production forecasts
- ▶ Ensure that reliability-centred maintenance practices are implemented and complied with to maximise uptime of the Energy & Water System components
- ▶ Administer a Preventative Maintenance Program aligned with Vendor Furnished Information
- ▶ Review and assess reliability and plant availability to data to define critical and strategic spare requirements

MIS MANAGEMENT

- ▶ Check and ensure functionality of MIS is maintained, compile information and communicate findings and recommendations.

REPORTING, COST CONTROL & BUDGETING

- ▶ Operation and reporting of the Energy system as a Profit Centre
- ▶ Review and analyse major system costs (i.e., labour, imported energy, imported water, spares, supplies and repairs) on a regular basis, report and discuss with Manager
- ▶ Prepare and monitor yearly budgets as required
- ▶ Contribute to the overall success of the business through participation in strategic management and planning sessions
- ▶ Work with supply partners to negotiate best possible pricing for services and components

LEADERSHIP & CULTURE

- ▶ Demonstrate through actions and interactions a level of high energy and motivation
- ▶ Establish goals and objectives for the E&WS Operations team (experience, ability, competence) and implement accordingly to help support and improve job performance
- ▶ Provide coaching and mentoring to staff
- ▶ Direct the workforce to ensure that best practices are followed
- ▶ Communicate and demonstrate the values of Sundrop Farms
- ▶ Establish and maintain professional and supply networks with key stakeholders.

SPECIAL PROJECTS

- ▶ Assist in the coordination of CAPEX projects to increase services generation and minimise grid reliance
- ▶ Communicate with energy consultants and process engineering experts as required
- ▶ Participate in sustainable energy and water site visits with associated travel
- ▶ Keep abreast with new developments in the sustainable energy and water industry
- ▶ Provide input and feedback on Sundrop Farms project developments and operations

COMPLIANCE

- ▶ Compliance with all WH&S expectations
- ▶ Reports all hazards and incidents
- ▶ Compliance with all Food Safety requirements
- ▶ Compliance with Company policies ie: Conduct, Discrimination, Bullying and Harassment and Drug and Alcohol

PERSONAL COMPETENCY REQUIREMENTS

- ▶ Strong 15+ years of operational experience in process, power, large marine or industrial facilities
- ▶ Tertiary degree qualified in an Engineering discipline or evidence of relevant experience
- ▶ Knowledge of thermal energy systems, electro-mechanical process plant and water infrastructure, preferably including desalination
- ▶ Management of documentation, operation, maintenance and application of thermal energy systems

Living & Working in Port Augusta, South Australia

Port Augusta has a number of attractions which are enjoyed by visitors to the city as well as residents. Fishing, sailing and canoeing are popular and dolphins are often seen out on the water.

The city's art galleries are enjoyed by many and the parks and gardens offer a beautiful place to relax.

Wadlata Outback Centre is home to the region's Visitor Information Centre, and is also one of the city's most popular tourist attractions with its Tunnel of Time interactive display. The Australian Arid Lands Botanic Garden is another major attraction, featuring more than 200 hectares of low-rainfall native Australian plants.

LIFESTYLE

Port Augusta is a growing service centre for the Outback regions of South Australia and a Place of Destination in its own right, supporting a proud and vibrant community. It is a City with a long history as a Regional Hub that is able to reinvent itself.

Port Augusta is the most uniquely located City in South Australia, sitting at and nestled around the top of Spencer Gulf, the heart of South Australia. This is a seaside City, yet it maintains its strong connections with the iconic Australian Outback.

The stunning backdrop of the Flinders Ranges is a constant reminder of this link to the Australian bush. The Port Augusta City Council area is 1,153.1km² and extends to the foothills of the Flinders Ranges in the east and to the Whyalla Council and Lincoln Gap in the west.



Port Augusta has long been known as the "Crossroads of Australia" and the "Gateway to the Outback". It is also a gateway to the northern and central Flinders Ranges. The Flinders Ranges are a range of mountains stretching some 400 kilometers in length. They commence 200 kilometers north of Adelaide at Crystal Brook.

They can be easily accessed from all states of Australia. From the Eastern states via Adelaide, Mildura or Broken Hill. From the Northern Territory and Western Australia via Port Augusta and also from the Birdsville & Strzelecki Tracks will lead through the Flinders Ranges.

For more information on the attractions within and surrounding Port Augusta please see the Port August visitor guide <https://www.portaugusta.sa.gov.au/attractions>



Contact Information

For a confidential discussion regarding the Maintenance and Operations Manager position, please contact VUCA Senior Associate, Mr Paul Bell on 0412 552 302.

Applications, including your current CV and a letter of introduction are to be forwarded in Word format to sdmo@vuca.com.au

Applications close COB Friday 19 November 2021.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.