

USHER GROUP

Your project partner.

2023 Annual Business Report

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WE ARE USHER

VIBE
The Usher Group take thoughtful and deliberate action to drive change for a better, more hopeful future. Our people are eager, exceed expectations and take initiative.

ESSENCE
The Usher Group is at the forefront of safety, quality, and consistency. We make every endeavor to conduct business in a conscientious sustainable way.

VISION
Our vision is to bring inspiration and innovation to the painting industry by promoting & growing the industry in which we work.

MISSION
Is to become essential and purposeful for our customers by providing differentiated services to help them achieve their goals easily and confidently.

GOAL
To be part of and highly active in the local market to stimulate and facilitate strong growth in the Gold Coast region by working with other likeminded businesses.

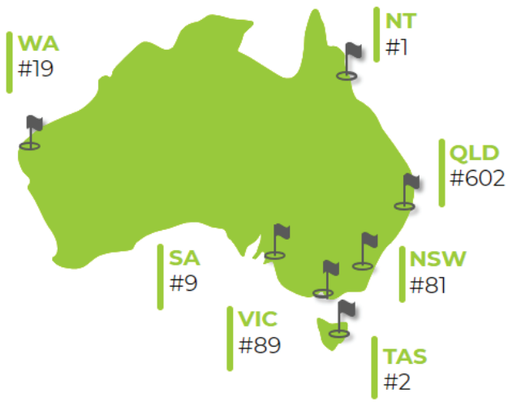
The Usher Group continues to be one of the most experienced painting & associated services contractors in the industry, delivering high quality and innovative trade solutions to a broad range of business sectors.

Established in 2001, the family owned, and managed company provides services throughout Australia.

With the head office located on Queensland's Gold Coast, The Usher Group maintain its position as the largest painting contractor in the state, continuing strong customer relationships with key tier 1 builders such as Multiplex, Mirvac & Hutchinson Builders.

The Usher Group continues to be 100% privately owned and overseen by Chairman Theodore Vairaktaris.

$55M+ SALES SECURED
$60M+ TURNOVER



#800+
PROJECTS COMPLETED NATIONALLY

2023 OVERVIEW

We turned over:
$60m

We employed.
240 people

USHER CUP
Usher Cup has evolved into the first world club challenge event.

USHER SYSTEM
We have an amazing suite of Usher Systems including PaintProjex, NetSuite & Usher Scheduler

OUR CORE TEAM
We have maintained our team of long-term talented people.





PROJECTS
We are now in the position to choose the best projects for the right reason.

OUR BUSINESS
The business has consolidated to become the market leaders & innovators offering a premier service.



QUEENSLAND FOCUS
We are primed and ready for huge, expected growth in Queensland.

FY23 PERFORMANCE OVERVIEW

In 2023 the Usher Group is emerging out of a strategic consolidation life cycle.

Our team fought hard through a challenging economic environment to defend our leading position, but also found new ways to strengthen the foundations of our core business units and trigger a new wave of growth through Inter-development projects and targeting new market segments.

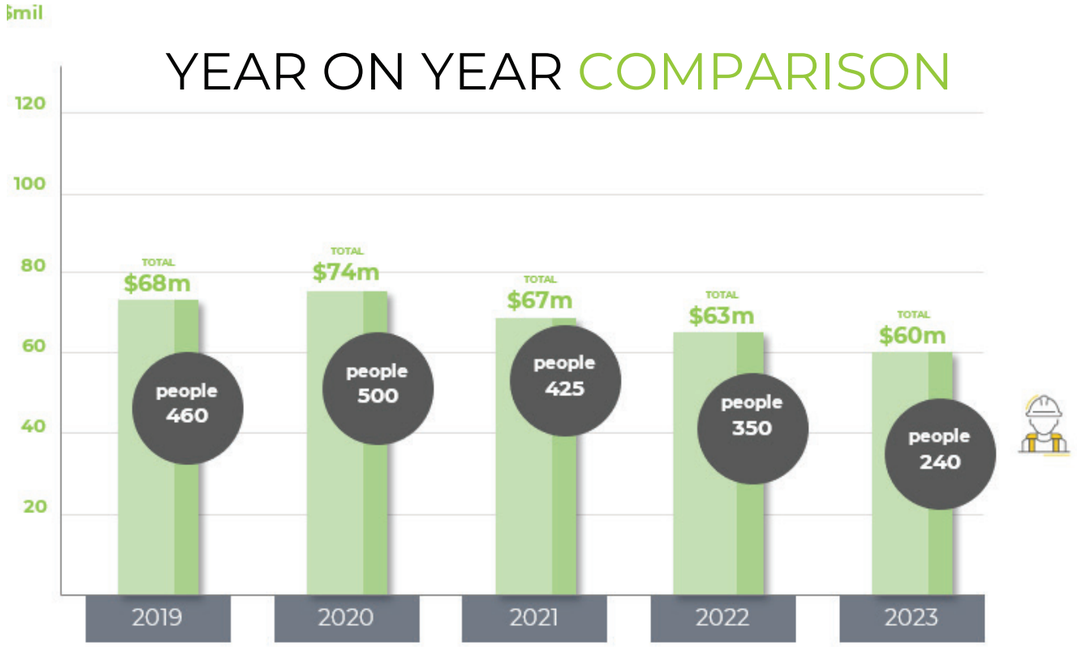
We continue to monitor the potential for industry regulation and the danger of being lulled into complacency by our own dominance.

With the re-formation of the Usher Board in late 2022 to only include internal executives.

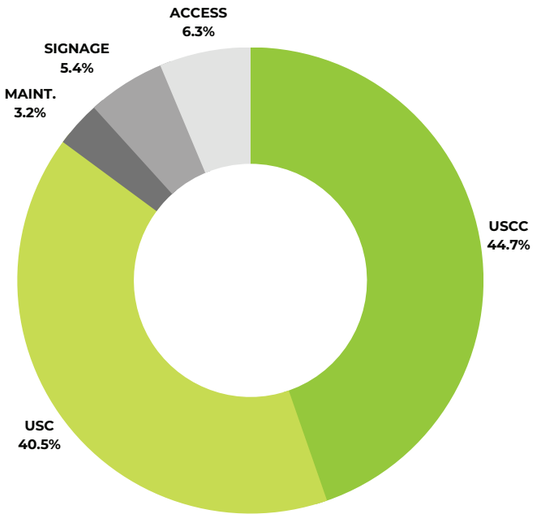
We have seen great benefit from reviewing and consolidating policies governing support functions that drive consistency of decision making and compliance across the organisation.

We are seeing a stronger alignment of service levels and reduction in variability through the way our work is delivered, promoting more streamlined processes.

YEAR ON YEAR COMPARISON

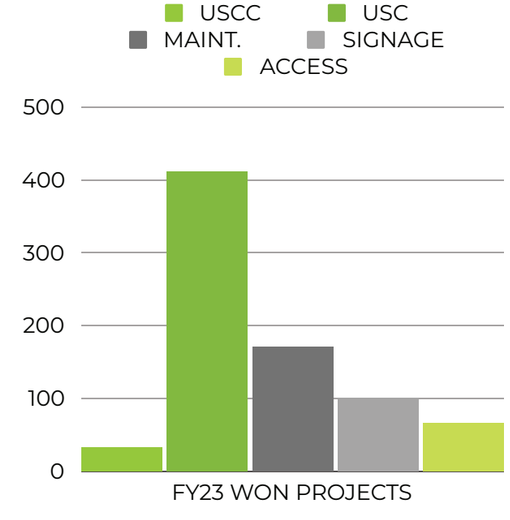


FY23 PERFORMANCE BY BUSINESS UNIT



Contribution of turnover by business unit

- Commercial Coatings $26.5m
- Coatings $24m
- Maintenance $1.9m
- Signage $3.2m
- Access $3.75m



Contribution of won projects by business unit

- Commercial Coatings 33
- Coatings 412
- Maintenance 171
- Signage 101
- Access 66

FY23 HIGHLIGHTS

KEY FIGURES

Secured
#787
New Projects

Closed
$55.5m
New Contract Packages

Female / Male Ratio
58%
We are proud to be one of the major employers of females in the industry

Staff reaching 10yr Milestone
#30
Incredible longevity in our people

Number of apprentices
#38
Investing in our future

MILESTONES

Usher Cup 2023 raised over
$100k
To support 10 nominated charities

Six Years A Hostage
#150
Guests - 1st Usher Ticketed Event

Herston Quarter Project
WINNER
Master Builders Heritage Refurbishment Award

Master Painters Awards
WINNER
Overall 2022 Painter of the Year

Gold Coast Business Awards
WINNER
Trades & Construction Category

FOUNDER'S REPORT



"getting back to our core people, clients, business model & doing what we do best".

This year and the pandemic fuelled years prior are a testament to the resilience of both our business and our people.

We faced countless challenges and posted record losses yet somehow together we survived.

Operating in an economic environment that has sadly seen some major builders and subcontractors go under - Usher has Survived.

Navigating through a significant Business Consolidation which saw us bleeding from our core - Usher has Survived

Fighting through the challenges implementing several significant system and process changes - Usher has Survived

We are **getting back to our core people, clients, business model & doing what we do best.** As we continue to raise the standards of our team for those who remain - Only the Strong People of Usher have Survived

Though the last few years may have felt like a cruel game of survival in this industry, we are now primed and ready with incredibly strong foundations in our people and our systems to shift from Surviving to THRIVING.

Despite so much uncertainty within this industry and challenges faced in our business, the decision was made to officially pass the baton of leadership on to our newly formed C-Suite Team: CEO - Stuart Ryan, COO - Shane Spano and CSMO - Mikel Nyholt.

I have so much confidence in these gentlemen and their ability to steer this organisation back to sustainability and imprint their own leadership and legacy on our people and the industry.

As chairman of the board, my focus will now centre around the Governance and future proofing our business.

We have an extraordinary group of people who are industry weapons, and together with our Group of specialised trade services and strategic partnerships we are a force Multiplier.

Theodore Vairkataris
Chairman

CEO'S REPORT



"primed & prepared to start building back from the ground up."

FY23 was a challenging year for the group but a necessary one, as we were forced to make some difficult business decisions for the future of our organisation.

Our leadership team strategically executed a rapid deceleration of our Victorian business through the closing of 2022, as we return our focus to securing and delivering quality projects in SEQ.

The business is **primed and prepared to start building back from the ground up,** our focus is ensuring everything we do moving forward supports the vision, longevity, sustainability and profitability within the group.

Q4 saw the business make another internal pivot, adapting to the growing needs of the market and seeking to maximize the strengths of our people.
This pivot centred around the restructuring of our Maintenance division and its amalgamation with our Repaint & Fitout team to become a solidified subcontractor based - project management services business model, with the ability to scale Nationally.

As a result the entity name has evolved to Painting & Maintenance, where we have positioned Ben Sinfield as GM at the helm of leading this newly formed team.

One of the remaining critical tasks was to procure a new Financial Controller and through the final month of the FY we were able to welcome Fiona Cousens to team who quickly established herself as valuable asset, providing a much needed leadership presence within the finance/payroll team.

Turnover and profitability remain an ongoing present challenge for the business as we transition between industry cycles, fortunately UAS Access has been the entity that has really thrived through the tough times.

Heading into the new FY our Project Pipeline is up from previous quarters and looking very strong with some significant opportunities that we are well positioned to secure.

With the returned focus to securing and delivering quality works in SEQ, we have strategically added two new Supervisors and another CA to our USC/USCC Team as impact players to strengthen our relationships, get back to implementing our processes, drive productivity, increase quality and ultimately grow our GP as we start to ramp back up in both number and size of projects.

Stuart Ryan
CEO

FY23 KEY PROJECTS

SECURED



Destination Gold Coast
Tower 2
Multiplex



Queens Wharf
Towers 2 & 3
Multiplex



Surfers Paradise
Royale
Hutchinson Builders



210 Brunswick St
Build-To-Rent
Hutchinson Builders



Newstead Residences
Quay
Mirvac

COMPLETED

80 Ann St
Office Tower
Mirvac



Main Beach
Beach Houses
Hutchinson Builders



Queens Wharf
Heritage Precinct
Multiplex



Broadbeach
Signature
Icon



Broadbeach
272 Hedges
Huchinson Builders



WHERE ARE WE NOW



FY23 was a year of two halves. It began positively as we emerged from COVID-19 with activity recovering and confidence in the markets re-opening.

Midway through, the outlook changed as the Ukrainian-Russian war, supply chain constraints, higher inflation and rapidly rising interests rates began to temper growth expectations and increase uncertainty.

Usher's operating environment also changed through FY23 as we made the commercial decision to exit the Victorian, Sydney & Adelaide Markets and consolidate our business offerings to that of our core legacy services

As a company, confidence remains high in both the the outlook for Construction in SEQ leading up to Brisbane Olympic Games and the sustainability/profitability of the business.

This confidence triggered a number of major milestones including the re-formation of Usher's Board as well as the "Passing the Baton" event, which marked an official change in leadership.

FY23 saw Managing Director - Theodore Vairaktaris step away from the day-to-day overseeing of business, to focusing solely on the chairman role and in doing so passing on responsibility of the group to the newly established leadership team.

With over 20 years of exceptional leadership, Theodore has paved the way for our success. Under Theodore's guidance, we've achieved remarkable milestones and overcome challenges. Now, as he focuses on the role of Chairman, his strategic vision will continue to shape our future. Our new C-Suite Team, led by Stuart, Shane, and Mikel, will build on this foundation and drive us forward.

Together, we embark on a new era focused on exceeding expectations, delivering exceptional service, and fostering growth. With Theodore as Chairman and our dynamic leadership team, we're poised to reach new heights and leave a lasting impact in our industry.



OUR STRATEGY

The Usher model for sustainability and strategic growth centres around our ability to **LEVERAGE** some key functions that drive our success.

These functions have been developed over time and consist of:

- Solid Relationships
- Our range of service offerings within the group
- The ability to identify project specific opportunities
- Strategic Partnerships
- The depth and magnitude of our resources
- 20+ Years of industry leading experience and credibility
- In-house developed systems & processes



FY23 saw a considerable consolidation of our resources with a returned focus to identifying sustainable markets where we could confidently tender on a conforming model that supports our rates and business structure.

The targeted success that was achieved through each state is a testament to the value, detail and transparency of our systems and processes for both tendering and project delivery.

This approach to business has proven effective in the communication and coordination of our projects Nationally.

BUSINESS STRUCTURE

Trading Group	ACN	ABN	Incorporation
Usher and Son Coatings (QLD) Pty Ltd	156 165 801	17 156 165 801	08.03.2012
Usher and Son Coatings (NSW) Pty Ltd	633 600 987	32 633 600 987	21.05.2019
Usher and Son Coatings (VIC) Pty Ltd	633 599 194	74 633 599 194	21.05.2019
Usher and Son Coatings (SA) Pty Ltd	650 568 200	78 650 568 200	28.05.2021
Usher and Son Commercial Coatings (QLD) Pty Ltd	146 945 771	46 146 945 771	01.01.2012
Usher and Son Commercial Coatings (NSW) Pty Ltd	637 516 066	23 637 516 066	18.11.2019
Usher and Son Commercial Coatings (VIC) Pty Ltd	633 577 438	14 633 577 438	20.05.2019
Usher and Son Commercial Coatings (SA) Pty Ltd	650 568 219	68 650 568 219	28.05.2021
Usher and Son Services (QLD) Pty Ltd	156 166 433	64 156 166 433	08.03.2012
Usher and Son Services (NSW) Pty Ltd	636 680 101	26 636 680 101	08.10.2019
Usher and Son Services (VIC) Pty Ltd	636 680 110	28 636 680 110	08.10.2019
Usher and Son Signs Pty Ltd	165 995 979	73 165 995 979	25.09.2013
UAS Access Pty Ltd	165 997 106	76 165 997 106	25.09.2013
UAS National Access Pty Ltd	641 983 397	49 641 983 397	25.06.2020
Usher and Son Maintenance Pty Ltd	136 737 632	29 136 737 632	23.04.2009
Usher and Son Electrical Pty Ltd	631 646 029	34 631 646 029	14.02.2019
Baxta Industries Pty Ltd	169 581 382	83 169 581 382	21.05.2014
UGA Assets Pty Ltd	156 164 386	52 156 164 386	08.03.2012
Usher IP Pty Ltd	630 148 435	59 630 148 435	21.11.2018
Usher Love Pty Ltd	642 201 670	74 642 201 670	01.07.2020
Usher Group Australia Pty Ltd	627 194 343	48 627 194 343	01.07.2018
Usher and Son Refrigeration and Mechanical Pty Ltd	639 449 460	89 639 449 460	28.02.2020
UHK Pty Ltd (non-trading)	106 856 642	98 106 856 642	29.10.2003
Usher HQ Admin Pty Ltd			

Trading Group	ACN	ABN	Incorporation
Usher and Son Coatings (QLD) Pty Ltd	156 165 801	17 156 165 801	08.03.2012
Usher and Son Commercial Coatings (QLD) Pty Ltd	146 945 771	46 146 945 771	01.01.2012
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UAS Access Pty Ltd	165 997 106	76 165 997 106	25.09.2013
UAS National Access Pty Ltd	641 983 397	49 641 983 397	25.06.2020
Usher and Son Painting & Maintenance Pty Ltd	136 737 632	29 136 737 632	23.04.2009
Baxta Industries Pty Ltd	169 581 382	83 169 581 382	21.05.2014
UGA Assets Pty Ltd	156 164 386	52 156 164 386	08.03.2012
Usher IP Pty Ltd	630 148 435	59 630 148 435	21.11.2018
Usher Love Pty Ltd	642 201 670	74 642 201 670	01.07.2020
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Usher HQ Admin Pty Ltd			

LEGACY GROUP 10 YEAR MILESTONE

USHER BOARD



Theodore Vairaktaris
Chairman



Stuart Ryan
Chief Executive Officer



Shane Spano
Chief Operations Officer



Mikel Nyholt
Chief Sales & Marketing Officer

The Usher Board meet four times per year to review, strategise and implement change within the organisation.

Discussing everything from performance to external environment, forecasting, client analysis, risks and compliance, policy framework, safety, IT, Marketing, Operations and Governance.

2023 Usher Group Board Calendar

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Board Meeting												
1. CEO Report / Update		X			X			X			X	
Quarterly Review												
1. COO Report / Update		X			X			X			X	
1. Performance												
Expenses		X			X			X			X	
Outlook		X			X			X			X	
Pipeline		X			X			X			X	
Business Units Overview		X			X			X			X	
Forecast		X			X			X			X	
Cashflow		X			X			X			X	
1. External Environment												
Forward Planning / Strategy		X			X			X			X	
Competitors		X			X			X			X	
Outlook		X			X			X			X	
1. Baxta		X			X			X			X	
1. Usher People/Performance												
Performance Appraisals					X							
Review Salaries					X							
Development & Training		X										
Culture		X										
1. Key Clients		X			X			X			X	
1. Risk and Compliance												
Legal Report											X	
Insurance Review											X	
Review major debt											X	
SBCC Licences								X				
EBA Agreements											X	
1. Policy Framework												
Code of Conduct								X				
10. Safety												
WHS Report		X			X			X			X	
HR Report		X			X			X			X	
Risk Management Report		X			X			X			X	
11. IT		X						X				
12. Marketing												
Brand Review					X						X	
Website Maintenance					X						X	
13. Operations												
Project report												
Business development report												
14. Board Charter Governance		X										
Conflict of Interest					X							
Org Chart		X			X			X			X	

USHER LEADERSHIP TEAM



Mikel Nyholt

Chief Sales & Marketing Officer



STUART RYAN

Chief Executive Officer



SHANE SPANO

Chief Operations Officer



Dan Miller
Access GM



Mat Allen
Signage GM



Ben Sinfield
P&M GM



Amanda Pennycook
Safety GM



Fiona Cousens
Finance GM

PEOPLE OF USHER

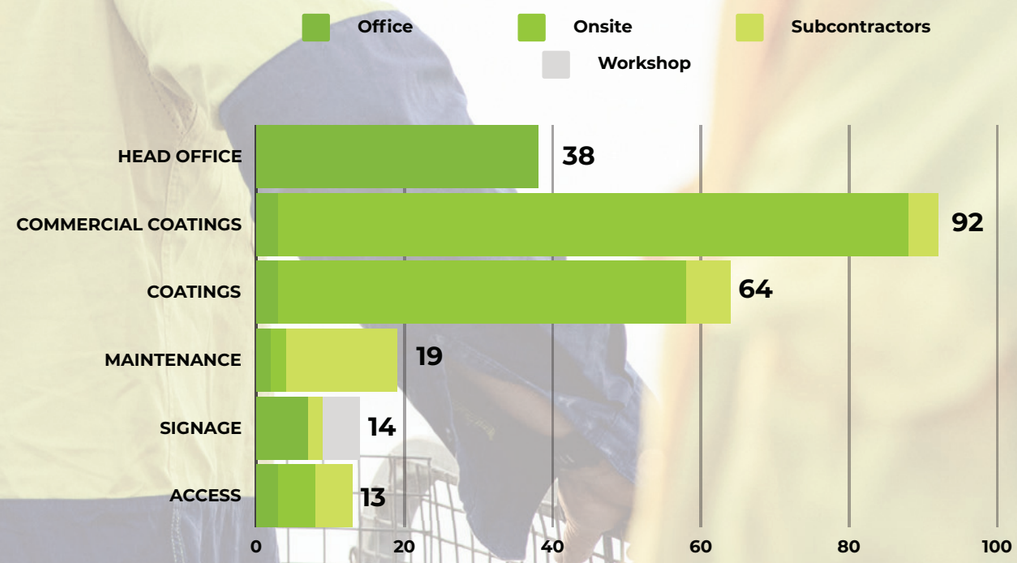
30+
STAFF REACHING 10 YEAR MILESTONE

Our people are the core of who we are and drive everything that we do.
We have worked hard to identify, attract and retain some of the industries most experienced and influential professionals.

Craftsmen of our chosen trades we have developed highly skilled and collaborative teams who have a specific focus on excellence in what they do but also understand the common vision for the Group and how we are stronger together.

We are proud of the longevity through our core team and can attribute this to what we feel are the secret elements to having a thriving company culture - providing meaningful work, transferring ownership/responsibility, recognising and investing in the continuous learning, development & wellness of our people.

EMPLOYING OVER 200 PEOPLE



EDUCATION & EMPLOYMENT

The Usher Group believe Industry-relevant experience will not only provide the opportunity for recruits to better understand the industry and its complexities, it will also provide us with the opportunity to secure the best people.

Apprentices

Usher are huge advocates for apprentiships, encouraging young people to look at a trade as a viable option to an extended career path.

We nominate our apprentices for awards which we know they deserve.
This years nomination for the Master Painters Apprentice of the year award was – Cody Brown. He competed on 1 September 2023.



Apprentices Per Division

51% | Commercial Coatings

29% | Coatings

14% | Signage

We are proud to say that as an organisation the Usher Group has put more apprentices back into the industry than any other painting company in Queensland. We are also past winners of the CSQ Construction Skills QLD employer of the year.

Internships

The Usher Group have made a strong effort in 2023, engaging University students in work experience opportunities to further their skills in the workplace.

Having strong relationships with universities such as Griffith University and Bond University, the Usher Group have had multiple students work within our Marketing, Estimating and Administration teams.

These students assisted with the procurement of tenders as well as the marketing and social media management of the inaugural Usher Cup.

During the Usher Cup, Griffith University Communications students worked for three months to help facilitate interviews, social media coverage, event planning and assistance in running the event on the day.

We have had great feedback from this opportunity and have continued discussions for the next Usher Cup event utilising Griffith University students. We also regularly attend the Bond University Internship Fair speaking with graduates about potential career paths in the Construction Industry.

Study Gold Coast

The Usher Group are excited to announce that we have partnered with Study Gold Coast to help support students and graduates, whether they be local or international, looking for opportunities to gain work experience or potential work in the construction industry**.**







WOMEN OF USHER

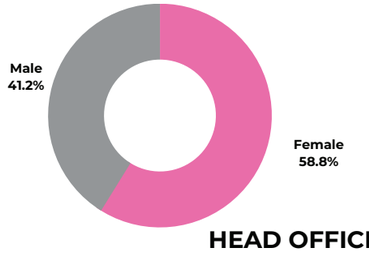


35+
FEMALE PROFESSIONALS

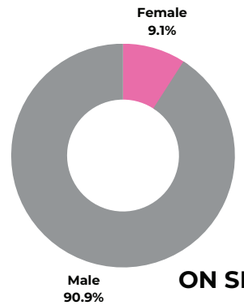
We are proud to harbour some incredible and powerful women at Usher who are leading the way with their knowledge, experience and influence held in our industry.

From earning countless industry awards to assuming significant leadership roles within the business, our women are responsible for a number of key business functions including safety, payroll, finance, corporate partnerships, contracts administration, graphic design, leading hands, painters & executive assistants.

PAVING THE WAY



HEAD OFFICE



ON SITE

We love to see our women thrive and continue to be a beacon of inspiration for aspiring ladies who are considering a career in the construction and trade industry.

The Usher Group will maintain a focus around acquiring and growing more incredible women to guide us through our next phase of growth and evolution as an organisation.

To all the amazing women of Usher - Thank You!



FY23 SAFETY OVERVIEW

USHER | SAFETY

9 - CLAIMS LODGED



1 - ACTIVE CLAIM
SUITABLE DUTIES PLAN ACCEPTED



TOP CAUSES FOR INJURY



Musculoskeletal Injuries and diseases

Total Injuries - 7
Total Costs $37k
% of total injuries 78%



Body Stressing

Total Injuries - 3
Total Costs $26k
% of total injuries 33%

Through FY23 there was a concerted effort to have more incident/injury and hazard reporting from site come through to the office. Our safety team were able to achieve this and as a result have been able to collect and disseminate the most accurate safety data for the Usher Group to date.

This data helps our team adopt a proactive approach to our safety management system, providing the visibility to identify and manage the hazards that pose risks to health and safety before they lead to injury or illness.

Being present on site and actively seeking the PCBU's site and safety team has ensured issues are resolved in a timely manner and decisions that influence the ongoing performance of the business are controlled instead of being reactive, giving the Usher Group a reputation of having a robust safety system across all divisions by our business partners.

15 - INTERNAL AUDITS
ALL ABOVE 85 %



1 - COMMON LAW CLAIM

PRODUCTS & SERVICES



Painting & Rendering Solutions
- Commercial large-scale painting
- Specialised Shop Fit out Projects
- Protective highly durable coatings
- Specialised finishes and wall coverings
- Render & Remedial repairs



Signage Solutions
- Design and Documentation Consultation
- Scheduling and documentation
- Licencing and engineering
- Fabrication and installation
- Our production facility utilises modern design & manufacturing techniques



Access Solutions
- Scaffolding
- Swing stages
- Mast Climbers
- Abseil Technicians
- Temporary anchor points



Maintenance Solutions
- Long Term Maintenance Plans
- Façade Remediation
- Repaint Projects
- Building Maintenance
- Building Wash Down
- Commercial Grounds Maintenance

We have seen our services evolve significantly over 22 years in business.

We have maintained our position as one of the industry leaders in the field of painting and continue to strengthen our associated service base in line with our customers' needs and expectations.

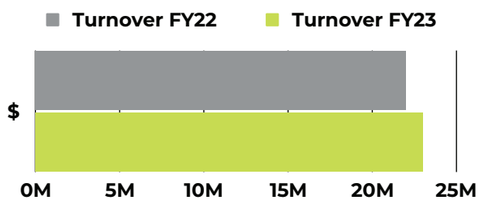
In 2023 we embarked on a significant restructure of our Group, making a strategic consolidation of services that were no longer aligned with our business model and merging those that had the infrastructure to create greater outcomes for our clients.

We continue to adapt and improve our position to better solve customer and consumer challenges.

Our goal is to have dedicated teams working collaboratively, combining resources and services to improve productivity and ensure a consistent company standard.

For a project to run effectively every cog needs to be supported. As one service provider, we have better insight over the entire project.

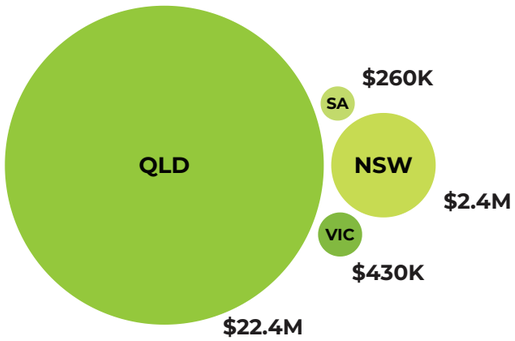
USHER | COMMERCIAL COATINGS

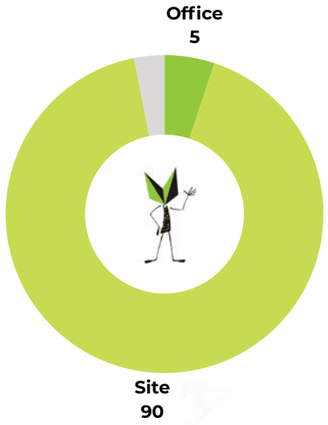


Despite a fairly strong year in company turnover and working on QLD's Largest Integrated Development - Queens Wharf, the Commercial Coatings team net result was dragged down by both the economic environment and industry pressures.

Significant challenges were faced in the closing out of major projects across Victoria, Sydney and Adelaide.

With this divisions focus returned to SEQ and its major pipeline of Tier 1 projects, confidence is high for a return to strength in 2024.





TURNOVER BY STATE

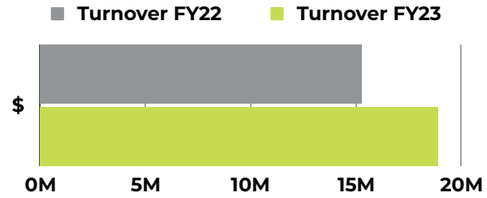
USHER | COATINGS

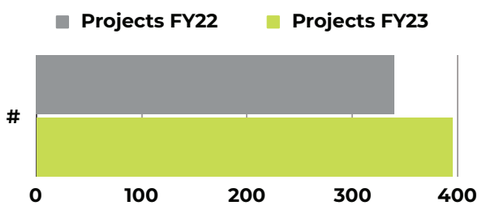
FY23 was a disruptive year for the coatings team as sustainability became a pressing concern for operating in certain market segments and regions.

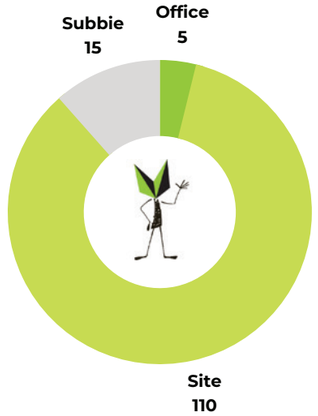
Following a rapid consolidation of works in Melbourne late in 2022, the strategic direction of this business changed and become part of a necessary split/amalgamation of services within the group.

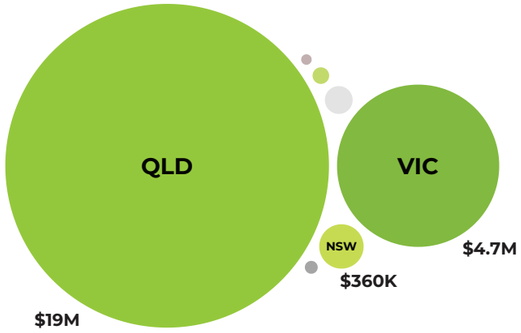
Amidst the chaos, this division delivered some extremely high-end and award winning projects that are a reminder of the quality & strength of our work

Heading into FY24 there is now a clear direction that this business is to deliver projects under $50m in line with renewed industrial agreement.

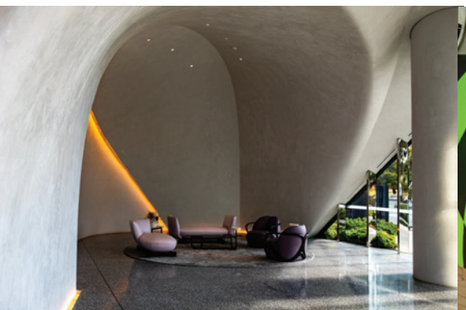




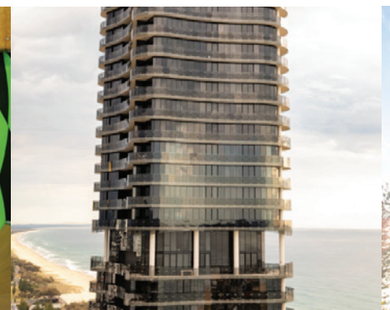




TURNOVER BY STATE













USHER | ACCESS

Usher Access were the hero's of FY23.
Posting a record year in both Turnover and Net profit.

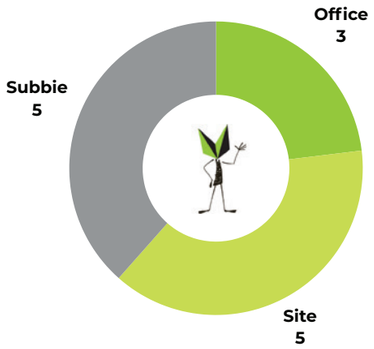
This teams success came through securing and delivering a number of highly specialised projects which required their expertise at some premium pricing.

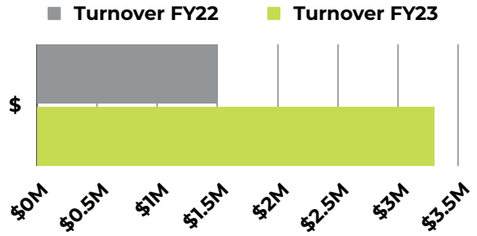
One stand out achievement was the installation of Australia's largest ever QuickDeck scaffolding system 3,000m2 hanging deck, part of a major refurbishment for the Visy Recycling Centre.

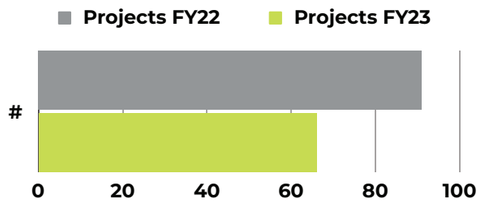
This award winning system provided a 40% increase to installation time over conventional suspended scaffolding.

Our team flew out a quick-deck expert from the Netherlands to train and assist the Usher team with the construction of the first stage as the complex system is new to the Australian market.

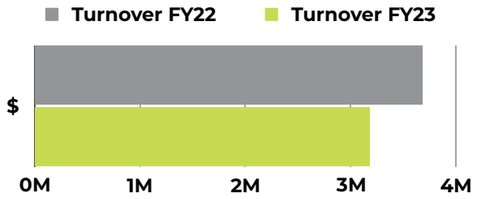


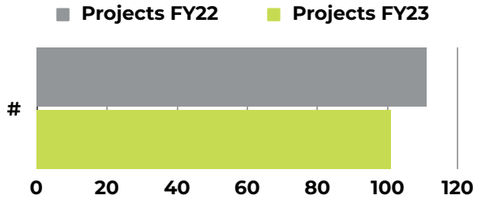






USHER | SIGNAGE



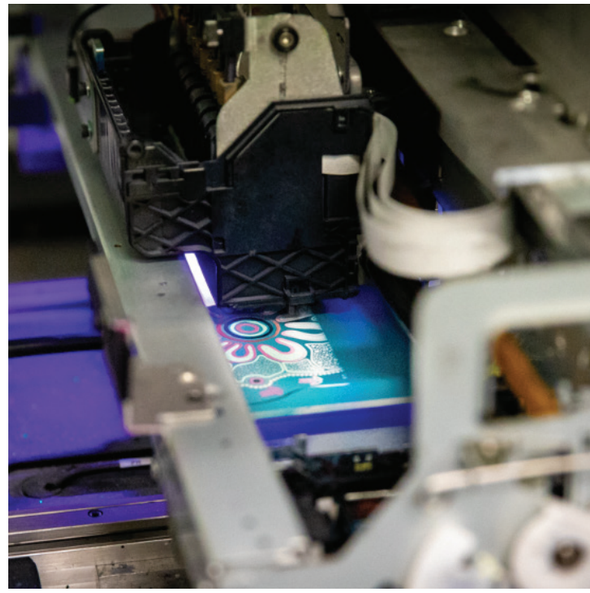


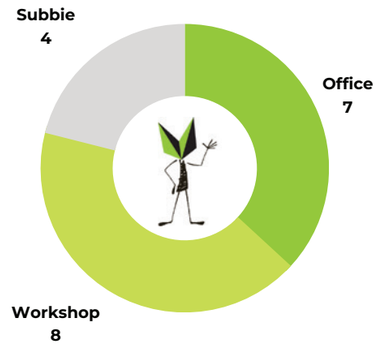
Project delays really impeded the production of our Signage business through FY23.
Though the team achieved a record year in sales, it was not reflected through their turnover.

Experiencing program blow outs of over 6 months and in many cases having already manufactured the signs without the ability to install and invoice. We saw expenses creep up and eat away at our Net Profit.

The positive news is that FY24 is set to be a major one as this division continues to grow in demand and credibility whilst delivering a backlog of already secured works.

We look forward to seeing our creative unit rebound strong and return to its profitable structure.





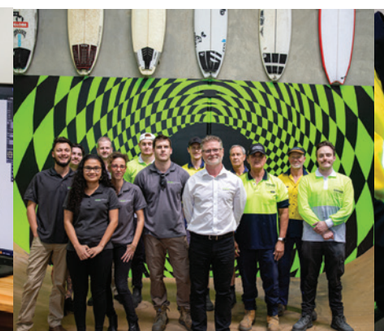














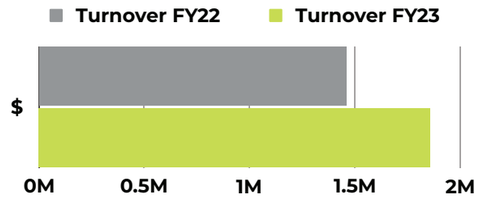


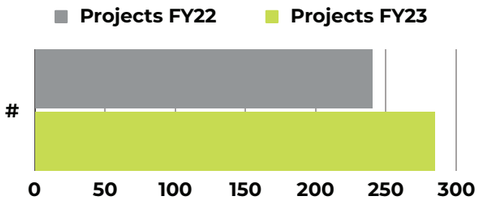
USHER | MAINTENANCE

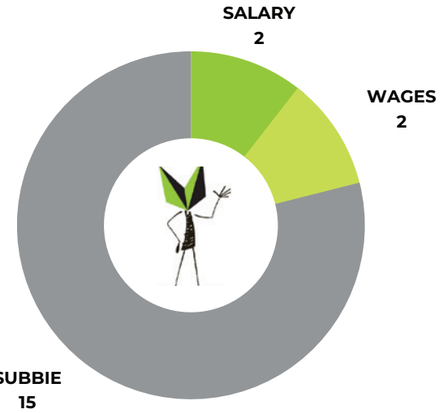
The maintenance team experienced a lot of instability with leadership and staffing and as a result fell short on what we know this business unit is capable of achieving.

We were lured into a partnership in the insurance industry that put out the call for trades following a major flood event. Unfortunately it did not yield volume or come close to facilitating the cost of the teams that we geared up under instruction to deliver.

Looking ahead, as the beneficiary of a strategic consolidation and amalgamation the new Painting & Maintnenance division for FY24 is geared up to be the ‘dark horse’ of Usher’s future.









MANAGEMENT PRACTICES

Over the past 5 years we have transformed the way we work by focusing on systemisation so that multiple systems work together to scale our business more efficiently.

We now have the tools in place to get things completed quickly and effectively as possible.



Usher Hub

Fully integrated centralised storage & collaboration

Marketing

A fully integrated Marketing & Campaign Platform

ERP Oracle

Manage business administration and finances

Usher Academy

A complete modular training management system

Usher Scheduler

Manage and Schedule people more effectively

Measure Projex

Measure projects to a high level of accuracy

Invoicing Stampli

Accounts Payable automated system integrated to Oracle

Paint Projex

A complete cloud-based project management system

MARKETING STRATEGY

We want our brand to be synonymous with sustainability, the environment and best quality practice. We strive to make the Usher Group the benchmark within the industry.

GEOGRAPHICAL AUDIENCE



AUSTRALIA WIDE

Expanding their reach, Usher Group also serves clients Australia-wide, showcasing their exceptional expertise and commitment to delivering high-quality commercial property solutions across the nation.

SOUTH EAST QLD & NORTHERN NSW

Usher Group places a special emphasis on the South East Queensland and Northern New South Wales regions, as these areas are not only home but also where their expertise and local knowledge truly shine.

CONTENT PILLARS

WE ARE USHER

Emphasise the unique aspects of our company culture, showcasing Usher Care, wellness initiatives like yoga and ice baths, recreational facilities such as skate ramps, and community-building events like BBQs, which set us apart and celebrate our people.

PROJECTS

Showcase Usher Group's expertise by highlighting new project wins, sharing updates on current projects, and featuring successfully completed, standout projects that demonstrate our capabilities.

TESTIMONIALS

Leverage interviews, written testimonials, and engaging blog content to share client experiences, success stories, and insights into Usher Group's exceptional services.

COMMUNITY

Promote Usher Group's community involvement, highlighting initiatives such as the Usher Cup, charitable contributions, volunteer work, and local engagement that underscore our commitment to social responsibility.

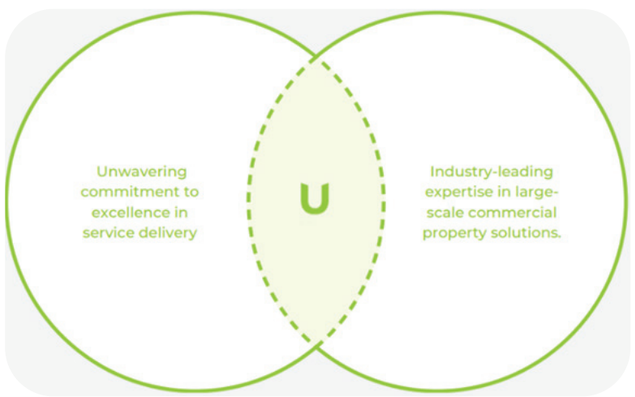
PARTNERSHIPS

Partnerships with leading manufacturers and suppliers, such as Baxta and Washbox.

SERVICES

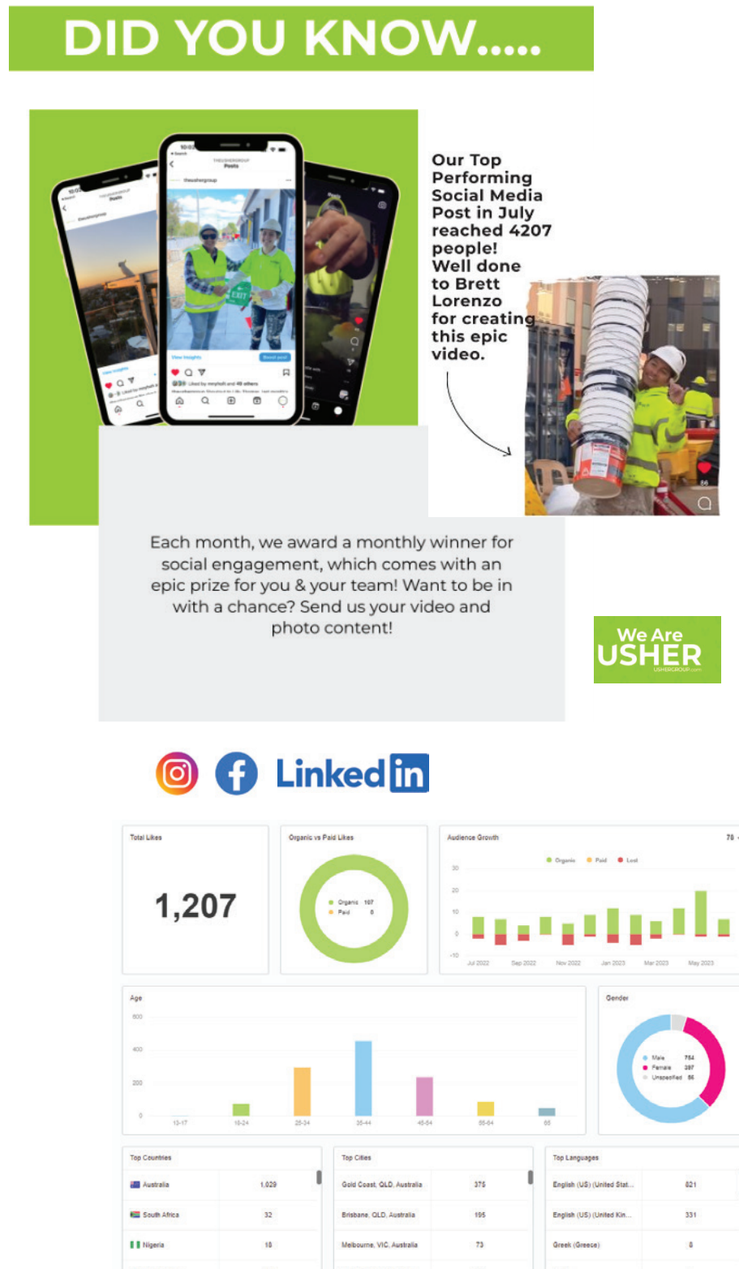
Usher Group will showcase its diverse range of services across each division, using innovative content to highlight coatings, commercial coatings, signage, access, and maintenance solutions.

BRAND POSITIONING



USHER MEDIA

When it comes to creating content, we promote the active engagement of our team to capture and take pride in who we are and the work we do.





USHER BRANDING

The Usher Group recognises the value of brand equity for our clients, community and culture within the business. We look for every opportunity to maximise our exposure and communicate our message.

BRANDING VEHICLES

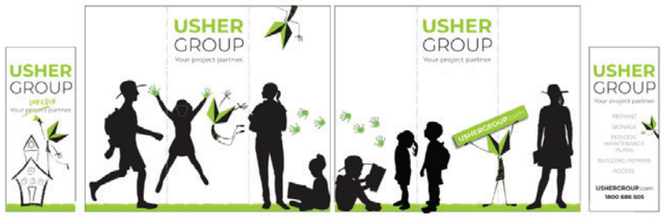


USHER | GROUP MAN

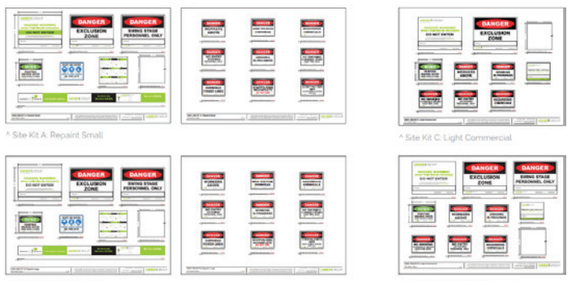


BRANDING AT WORK

US USHER | SYSTEMS



BRANDING SITE SAFETY



^ Site Kit A: Repaint Small

^ Site Kit C: Light Commercial

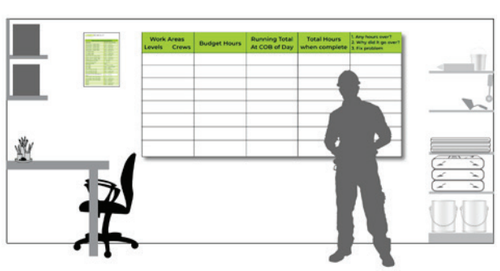
^ Site Kit B: Repaint Large

^ Site Kit D: Large Commercial

USHER | LOVE

BRANDING SITE OFFICE LAYOUT

USHER | SAFETY



^ Internal Elevation - Whiteboard



CUSTOMER SERVICE

The Usher Group has always modelled the business around great customer service. We want every customer to have an amazing experience and we try to move beyond just providing a service, instead we look to anticipate a customers' problems and focus on creating a winning experience to help us stand out from the competition.

Customer Feedback
The Usher Group understand the important role that customer feedback plays in the business. This is why we have put in place an automated customer survey process that is sent out to every customer once a project is completed.

The survey seeks feedback in relation to a number of important elements including workmanship, safety, communication, and satisfaction. There is an internal process in place to manage low scoring responses and also a process to communicate great responses back to the teams.

Most importantly, the process goes to the top of Ushers management structure, involving input from our Founder Theodore.

We use this feedback to gain an insight on what's working well and what should be done to make the experience better. In situations where we have performed less than adequately, an official non-conformance is raised, the issue is investigated, and action plans are put in place to rectify the problem. Once rectified, we look to implement solutions and processes to minimise the issue reoccurring in the future.

Signage Manufacturing Division
What many people may not know is that we operate a state-of-the-art signage manufacturing plant near our head office in Arundel.

Our signage team provide customers with the entire experience. From a complete design service to manufacturing and finally installation.

Our Signage manufacturing facility boasts the latest technology and equipment.

Laser cutter – Very quickly and cost effectively, cuts high quality, complex designs.

CNC – Versatile robotic machine suited to tooling various materials.

Large format digital printing - sprays ink onto the chosen materials to quickly produce quality prints with impeccable detail and accuracy.

Metal fabrication – design and specialised fabrication of metal signage components.

Vinyl cutting – industry leading vinyl contour cutting technology.

Spray booth – customised to suite a variety of applications.



ENVIRONMENTAL PRACTICES

In the midst of global uncertainty, global warming and extreme weather, the role of business in achieving more sustainable business practices is more important than ever. The Usher Group has taken a clear leadership role in environmental practices, by establishing high ambitions in its own areas of operation.

Corporate Responsibility

The Usher Group continues our ongoing efforts to protect our planet, support our employees and communities, and govern our business responsibly.

The Usher Group has put in place a number of targets including achieving sustainable management, efficient use of natural resources, reducing waste generation and achieving environmentally sound management of chemicals and reducing their release.

Our goal is to adopt sustainable practices and integrate sustainability into our everyday work practices.

A number of commitments and initiatives, include:

- Implementing recycling and waste management programs across our facilities.
- Eliminating Microplastics using systems like Washbox.
- Transitioning end users to digital communications instead of paper.
- Support and recognise companies and suppliers making progress on sustainability.
- Encourage recycling in the workplace – from paper, plastic and e-waste in the office, to larger initiatives to eliminate emissions or harmful chemicals in the supply chain.
- Focus on creating an environment for employees to be themselves, thrive and make a difference.



CITIZENSHIP

We aim to make a positive difference within the communities in which we operate and support the causes close to our hearts. We are proud that many of our employees play an active role in supporting and delivering this aim, through volunteering, charitable donations and fundraising. We also work with our service partners and customers to combine our resources in order to make a greater impact.

Usher Love

We recognise that if we wish to make a sustainable lasting impact as an organisation, we need to contribute to charities that have a similar ethos.

Through the Usher Love program, we support many important charities. Corporate philanthropy is an important component of everyone in the business, and we encourage our employees to be a part of the solution.

It has always been a strong belief of the Vairaktaris family that you should give to those who don't have much, as kindness and generosity can change the lives of many.

Usher Community

The Usher Group is a family company guided by the principle to always help others.

We have always been known for our commitment to community service and this became even more apparent during the pandemic, with our continued community service programs whilst having to adapt to a new landscape. Our team members donate their time and talents to serve those in need, especially in the local Gold Coast community.

Proudly supporting organisations like The Village School, Currumbin Wildlife Hospital, Friends with Dignity, The Healthy Minds, Gold Coast Hospital Foundation, Serving Our People, PCYC, Volunteering Gold Coast, Arcadia College and The Good Human Factory.

Usher Cup

In 2024 we are back and bigger than ever! We have so much support pledged to us already from the industry and the community.

With Snapper Rocks locked in to be hosting us again, it is no surprise that many new clubs are wanting to participate next year.

The exciting four-day surfing event will now showcase amateur surfers and emerging pros from clubs across Australia and Internationally.

The lead up to the event has been fuelled by the hugely successful Usher Cup Golf Day. With 144 players the event & its sponsors raised over $35k in funds towards the 2024 event.



CULTURE & WELLNESS

The foundation of our success is driven by our culture. We invest so much of our time in both understanding and cultivating the ingredients of a thriving culture.

We believe that it is only by taking the values off the wall and actually living them, that we can say we have a strong culture.

Our focus is on ensuring our leaders create culture, which drives our behaviours, and it is those positive behaviours that produce the results.



Weekly
YOGA
Class



Weekly
USHER ACADEMY
In-house T&D



Site
BBQ SPIT
Monthly



Monthly
SOCIAL CLUB
Events



Corporate
EVENTS
Golf Days etc.

SIGNIFICANT ACHIEVEMENTS

Usher Groups strong market position, expansion opportunities, and customer retention all point to the potential for it to meet its long-term goals for revenue and sustainability.

Whilst the 2023 results were impacted by a number of economic factors, through intensive planning, re-strategising and staff repurposing, the outcome is looking extremely positive. We have narrowed our focus and strengthened our foundations to position ourselves for the next phase of strategic growth.



Six Years A Hostage

Usher Ticketed Event



Master Painters of the Year

2022 Overall Winner



Usher Cup 2023

International Event



SCA Business of the Year

2021 Strata Services Winner



GC Business of the Year

2019 Supreme Winner



#Top 100 Women

3 x Usher Superwomen

COMPANY HISTORY



2001

Founder Theodore Vairaktaris establishes United House of Kolor (UHK), a small-scale painting company.

2004

The acquisition of Usher & Son helps accelerate company growth, moving the organisation into the big league.





2008

Usher & Son developed a comprehensive range of processes and systems giving rise to Usher Systems

2010

Ushers' Access division UAS commences operations.





2011

Usher Signs opened its doors.

2014

Usher began its national expansion by opening the Melbourne office. Usher & Son officially became the largest commercial painting company in QLD.





2018

The Usher Group is created to amalgamate our services into one organisation.

2021

We celebrate our 20th Birthday.



2022 OVERVIEW

We turned over.

$63m



USHER CUP

Another successful surfing event for the Construction Industry.

The Usher Cup is poised to become a world recognised event



We are proud to be one of the major employers of females in the industry.



We continue to support our local community on many different levels.





OUR PEOPLE

We continued to upskill our people through covid in readiness for the exponential growth in QLD.

NATIONAL CLIENTS

We maintain strong relationships with our national clients. They are an important part of our business.



TED TALK

"12 Secret Pillars to An Epic Culture". Everything I learnt at the Usher Group

OUR BUSINESS

Our business started on its consolidation plan and future vision.

We employed:

350 people

STRATEGIC PARTNERSHIPS

baxta. engineered coatings

paintprojex intelligent project management

TARIS PROPERTY GROUP

WASHBOX EQUIPMENT WASH STATION

USHER SCHEDULER

MAD PANDA MEDIA

USHER CUP

ORACLE NETSUITE

WE BUILD IDEAS

Leadership Dynamics

LUCKY BOY

baxta. engineered coatings

FY23 saw significant change at Baxta with the retirement of founding General Manager, Bob Matthews after nearly a decade of service to the business. Bob left large shoes to fill but assisted in the transition to new General Manager, Todd Spackman.

Financially Baxta had a tough year recording a $31,000 net loss on the back of lower-than-expected revenue numbers due to project delays and not being able to convert some tougher Tier 1 project opportunities. Increased wage costs resulting from the transitioning of the GM role also adversely affecting the net result.

Positively, Baxta maintained its presence in the market as a known disrupter to the market leading Dulux brand securing supply to large scale projects such as Dawn by Mosaic, Infinity Apartments and Capital Court – Homecorp.

In March 2023, Baxta renewed its supply agreement with Wattyl Paints securing supply for the next 3 years. This partnership remains the foundation of Baxta's ability to supply and having this agreement secured provides certainty for the future of the business.

In FY24 Baxta will focus on delivering profitable growth through the continued support of the Usher Group while being as disruptive as possible for our competitors on the ground. Baxta will also continue to build our brand recognition through increased presence on social media platforms with the support of Luckyboy media.







In 2023, the Usher Cup welcomed surfers from seven international teams representing the USA, Japan, Indonesia, New Zealand, and Hawaii, while introducing the inaugural World Club Challenge event to the contest schedule.

The Usher Cup continues to grow year on year, attracting the best of Australia's Boardriders club's along with a selection of international teams.

We also just hosted our inaugural Usher Cup Golf Day at Emerald Lakes through August which saw 150 players/sponsors raising over $30k for our chosen charities in the lead up to the main event in January.





WASHBOX
EQUIPMENT WASH STATION

Usher Groups Washbox equipment has made a massive impact in how the construction industry manage their waste production.

Sustainability is a deeply complex issue for the industry, particularly as there are stringent regulations on health and safety. Amongst the biggest issues are changes to EPA laws, where breaches attract much higher penalties than ever before.

Every day, construction sites in Australia generate 2 million litres of pollution. Traditional wash out drums set up on sites drain into the sewer system. Water plants are not designed to treat hazardous waste and pollutants end up passing through the process. The pollutants that aren't captured often pass through to agriculture and directly to our food. All remaining waste water ends up in our oceans, rivers and waterways, threatening the ecosystem.

To minimise the negative environmental impact and reduce the amount of water used on construction sites during cleaning, we have introduced Washbox to numerous projects across Australia and Internationally.

Washbox is the most productive wash system on the market today.

WASHBOX is a complete site washout solution:

- Washbox incorporates the latest technology in wash water recycling.
- It is a standalone modular system and can be placed anywhere on site with minimum effort.
- It is a closed looped wash solution with no plumbing required.
- Wash without waste - all the wash water recycled within the system.
- Easily maintained – the system is monitored remotely.



paintprojex
intelligent project management

Usher Groups PaintProjex has been a pivotal tool in the success of our sales and estimating team.

A revolutionary software that has not only changed the way we do business but is fast approaching a 'go-to-market' milestone that will help raise the industry standards.

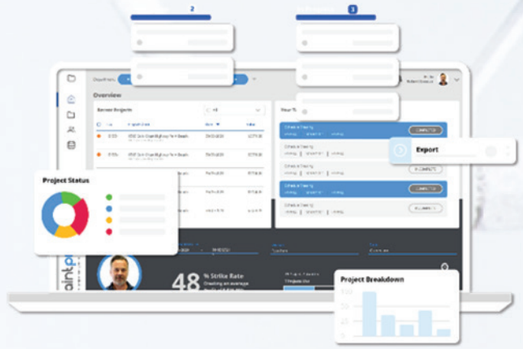
PaintProjex helps with pricing, planning, productivity, budgets, scheduling, and reporting.

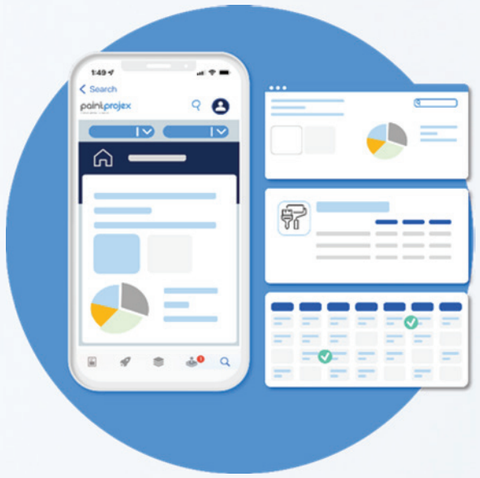
It ties together a multitude of business processes and enables the flow of data between them instead of typical disjointed systems.

PaintProjex is currently unmatched in the industry as a central system to manage a Painting/Trade business.

Key Features include:

- Project Planning
- Measuring / Pricing
- Quote Generation
- Budget Setting
- Scheduling
- WHS templates
- Quality management Templates
- Document Automation
- Reporting





TARIS PROPERTY GROUP

Usher Group has played a pivotal role in the success of Taris Property Group.

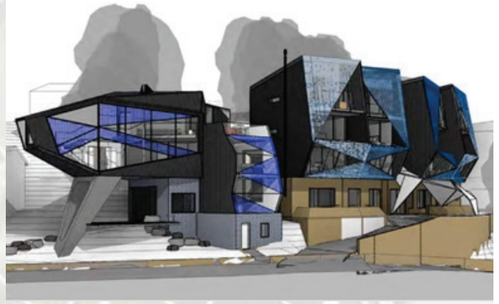
“We are in the business of delivering dreams”. Founded by Theodore Vairaktaris, the Taris Property group construct fully automated habitable spaces which blend luxury with functionality. Each project is inspired and designed with all the fine details that our clients appreciate.

Taris Property Group has both successfully completed developments and has a healthy pipeline of future projects.

Key Projects Include:

- 144 Tallebudgera Dr | Most viewed property in QLD 2019 on RealEstate.com
- 49 Leda Drive | 24 Commercial Premium Warehouses in Burleigh
- Falls Creek Private Residences | Future Project in planning/approval stage
- New Usher Group HQ | future Project in planning/approval stage
- Varsity Commercial Warehouse Development | Future Project starting 2024







FUTURE PLANS

Aside from maintaining our position as one of Australia's largest painting applicators, the Usher Group have put in place a strategic plan to focus on maximising existing relationships by growing the rest of our core services which works hand-in-hand with our goal to position ourselves as the leading trade solutions-based company.

This will increase the strength of our relationships, turnover and profitability without demanding such a heavy load of resources to manage our safety, quality and environmental systems effectively.

We also want to be recognised as an employer of choice with an awesome place to work and for our customers to know that we are a people focussed organisation.

Key to Success

The successful culture of the business commenced from the conception of the business 22 years ago this year.

Moving forward with the same success the company has further developed many inhouse systems and processes including, leadership and culture programs and training to upskill team members.

To refocus the business, we recently setup committees within the company headed by company leaders and supported by committee members.

The 6 Committees consist of:

- Systems – Reviewing and developing internal company systems for efficiency and reliability
- Culture – Working within the company to grow and strengthen the company culture
- Sustainability – Planning and forecasting of revenue and expenditure
- Growth – Innovative planning and review of market demand to ensure future growth
- Safety – Review of all safety requirements, legislation and protocols making sure we are ahead of the game
- HR – Making sure our company employees have the best possible information and resources

Growing our Brand Equity

As we narrow our focus and look to maximise our existing relationships in SEQ the decision was made to invest in the role of a Corporate Partnerships Manager and increase the efforts around our marketing strategies and community engagement.

As a result our brand equity is stronger than ever and we are being seen adding value across all major industry events as well as hosting our very first Usher Ticketed events, which have brought together key industry leaders, suppliers and partners.



THANK YOU FOR READING

We Are USHER

WE LOOK FORWARD TO WORKING WITH YOU AS
YOUR PROJECT PARTNER
IN 2024