

Shaping  
a better  
tomorrow,  
together.

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We are Rayo.

We build energy  
infrastructure.

We're here for the future  
of Australia's energy.

# Operations & Maintenance Capability Statement



# Executive Summary

Rayo provides trusted operations and maintenance services for Australia's high-voltage infrastructure — supporting transmission and distribution networks, renewable generation assets, and large-scale industrial and mining facilities.

We exist to keep critical assets performing safely, efficiently, and predictably. Our programs are structured to reduce outage risk, optimise asset life, and give asset owners complete confidence in their network performance.

Our delivery teams bring decades of experience managing the operation, inspection, and maintenance of complex substation and generation systems across the national grid. With Rayo, clients gain the agility of a specialist contractor backed by the discipline and systems of a Tier 1 delivery organisation.

# Our Technical Capability

Rayo delivers a complete lifecycle approach to high-voltage asset performance, covering:

## Primary Plant Maintenance

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Inspection, maintenance, repair and testing of oil and SF<sub>6</sub> circuit breakers, including timing analysis, contact resistance, Insulation resistance, Gas and oil analysis and mechanical testing.

Maintenance and condition assessment of instrument transformers (CTs and VTs).

Inspection and servicing of isolators and earth switches, including operational testing and contact alignment.

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## Operations & Switching

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Provision of authorised HV operators to conduct network switching and isolations under formal access systems.

Development of switching schedules and isolation procedures, tailored to client frameworks.

Support for planned outages, energisation, and commissioning.

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Replacement and performance verification of surge arresters and earthing systems.

Full-scope transformer maintenance, oil sampling and filtration, bushing testing, and condition monitoring.

On-Load Tap Changer (OLTC) inspection, contact wear assessment, oil filtration, and functional testing.

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## Inspection & Reliability

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Balance of Plant inspections for renewable assets, including mechanical, electrical and civil condition assessments.

Thermographic surveys, oil analysis coordination, and asset health reporting.

Implementation of condition-based maintenance programs to predict failure and extend service life.

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## Secondary Systems & Protection

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Testing, calibration and verification of protection relays — electromechanical, static and numerical.

Secondary injection, end-to-end scheme testing, and trip/intertrip verification.

SCADA and control system testing, point-to-point checks, and functional integration.

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## Testing & Commissioning

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Comprehensive HV and LV testing across Doble and Omicron testing platforms — insulation, winding resistance, CT/VT ratio, contact resistance, tan delta, SFRA, and more.

Functional and performance testing of primary and secondary equipment prior to energisation.

Integration of OEM test procedures into structured Inspection & Test Plans (ITPs) for full traceability.

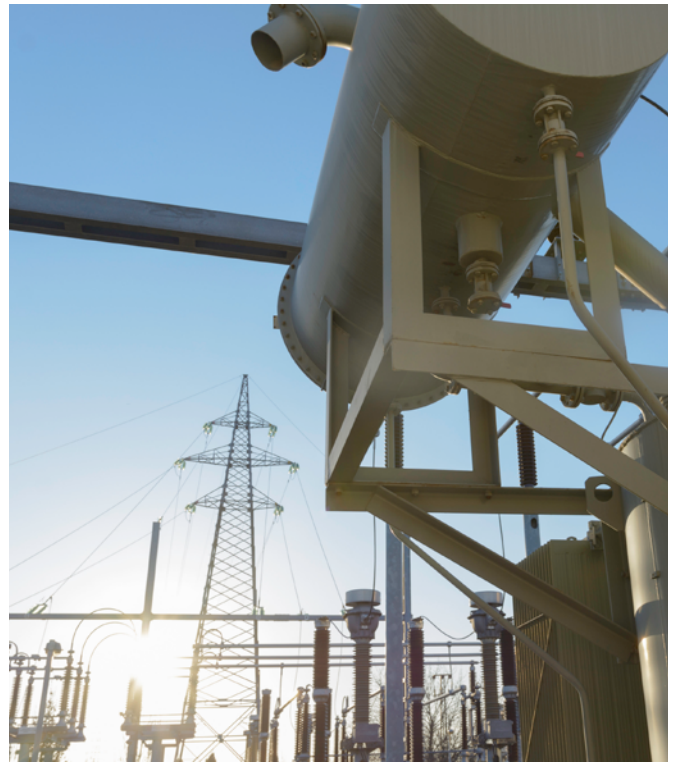
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# Safety, Quality and Governance

Rayo operates under an integrated Safety, Quality and Environmental (SQE) Management System aligned with ISO 9001, ISO 14001 and ISO 45001, ensuring a consistent, transparent and auditable approach across every stage of delivery.

Our system goes beyond compliance to build capacity, resilience and assurance. Safety, quality and environmental performance are embedded together within a whole-of-lifecycle risk management framework, so every decision is made with full visibility of risk, opportunity and performance.





**We focus on practical safety leadership, not just procedures.**

Our on-site “Buddy System” pairs less experienced technicians with senior Access Supervisors to provide mentoring and heightened supervision where risk is greatest. Daily inclusive pre-starts ensure every person onsite understands the day’s critical risks and controls.

Rayo’s approach is informed by modern Safety-II and Human & Organisational Performance (HOP) principles and supported by a Critical Risk Framework that keeps attention on the controls that matter most.

**Visible leadership is central to our culture.**

Our senior SQE leader, Lucas Marsh, provides hands-on field oversight, mentoring teams, resolving issues in real time, and ensuring alignment with client expectations and operational realities.

Quality assurance is maintained through robust Inspection and Test Plans (ITPs), document control, and independent audit and verification. Environmental performance is supported by a dedicated Environmental Manager and detailed Environmental Management Plan (EMP) addressing waste, spill prevention, noise, dust and rehabilitation.

This leadership-driven, innovation-enabled SQE framework gives clients confidence that every Rayo project will be delivered safely, transparently, and to the highest standard of quality and environmental care.

# The Rayo Advantage

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Proven expertise across transmission, distribution, renewable and mining sectors.

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Authorised HV operators and technicians with OEM-aligned procedures.

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Agile, responsive delivery model supported by strong governance.

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Transparent reporting and  
clear accountability from  
start to finish.

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A genuine partnership approach  
— focused on reliability, risk  
control and performance.

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To discuss any components  
of Rayo's capabilities,  
please contact:

**Liam Casey**

General Manager

Rayo Maintenance Services

0403 012 551

Address:  
Suite 1, Level 6  
Adelaide SA 5000

Website:  
[rayo.au](http://rayo.au)