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TO BE PRINTED AND DISPLAYED AT OPERATIONAL SITES FOR ALL EMPLOYEES TO READ

February 19 2021 - **Edition No.22**

A message from Group CEO, Anthony Jones



Hi everyone,

I trust each of you are well and into the swing of 2021 by now, enjoying the warm summer weather we are blessed with at this time of year.

2020 DCN Shipping and Maritime Industry Awards success



[Vince Trotter](#)
[EGM Port Services](#)

Last year's awards were held virtually this year at 11.30am today and I have the results hot off the press.

Congratulations to our LINX Port Services business for receiving Highly Commended in the *Excellence in Bulk Logistics or Heavy Lift Handling Award*. The team were nominated for their successful deployment of a new Mobile Hopper System which was developed in collaboration with specialist equipment supplier, Mobile Conveyor Services (MCS).

I'm very proud of the team's efforts led by John Hall, Mick Ryan, Tony Gregory and Vince Trotter – this award/nomination was a terrific collaboration with our customer BlueScope Steel and supplier MCS.

This shows what we can achieve when we work together with other partners in the supply chain to innovate for efficiency and productivity. Shining examples of *Act Like You Own It* and *Be Brave, Be Bold*.



We also sponsored the *Women in Shipping & Maritime Logistics Award* for the third year running and this year GeelongPort's Environment Manager Dr Lisa Mills was nominated.

Congratulations to all the finalists who demonstrate exceptional leadership to deliver improved outcomes towards workplace culture, behaviour, profitability and/or productivity.

Administration update for Autocare

Unfortunately, the start of our year began with Autocare Services placed into Voluntary Administration on 4 February and representatives from FTI Consulting were appointed as the Administrators. The business and industry has been suffering for several years under a changing market and declining storage and sales volumes. Management had been working tirelessly to evolve the business with these changes however, with the onset and persistence of COVID-19, Autocare's Director made the difficult decision to place the business into administration.

Two weeks into the administration process and the Administrators, together with Autocare's senior leaders, have been busily engaging with all stakeholders including employees, customers and suppliers. The view is to stabilise the business and start working through a restructure plan aimed at making Autocare sustainable for the future. I personally continue to see a strong future for Autocare however, the key to its success will be the of reshape the business' cost base and commercial arrangements. LINX CCG continues to provide our support via critical back-of-house services to Autocare and the Administrators.

I would like to thank all of Autocare's committed employees and your senior leaders who are working closely with the Administrators to undertake this administration process with professionalism and by living our Values.

LINX CCG update

Finance

- In January, the Group's revenue was \$46M. This is a positive result for our NZ businesses, LINX and GeelongPort however, challenges continue with the C3 AUS business, related to China trade sanctions impacting log marshalling revenue and the ongoing quotas impacting our hardwood business.
- January's Group EBITDA is tracking behind plan due to headwinds related to C3 AUS and additional costs to serve customers in LINX. It's pleasing the other businesses are operating broadly in line with the plan.
- Financial plans for 2021 were approved by our shareholders late last year and we start 2021 with confidence – an improving global economic outlook, delivering on customer expectations and managing our financial plans - the targets set for 2021 are achievable.



Business trade

We are starting to see positive signs across our Group, notably in C3 AUS. There, commodity process and general sentiment is lifting across the industry. We welcome this and look forward to our mighty C3 AUS business roaring back to life over the coming months. C3 NZ continues to see good volumes and some very positive discussions with our customers continue.

Safety

- I'm pleased the evolution and continuous improvement of our IMS continues, most notably via tactical deployment. In this edition of ChainMail Express, I hope you'll enjoy hearing from three of our Group's senior safety leaders, gaining further insights from them and what they see as our Group's strengths and opportunities to achieve our long-term goals in this critically important area.
- We need to ensure we are focused on our task at hand and are looking out for our personal safety, as well as our team mates'. Have the difficult safety conversations now to learn from unsafe acts and not regret a conversation we failed to have. Safety is a journey we will always be on and we must never become compliant. Remember - ***Home Safely Every Day.***

Thank you

You all play a key role in our Group delivering our plan for 2021. We have some great developments planned and to help bring them to fruition, I urge you all to focus and commit to delivering on these for our combined future success and prosperity. Look after our customers and concentrate on delighting them, for without our customers we won't have a business. Delight the customer and our Group will grow with them.

Stay safe,

Anthony



Focus on safety with Peter Seaman, Luke McNamara and Derek O' Connell

We spoke to LINX CCG Executive General Manager HSE, Peter Seaman to gain insights into his long term safety focuses for the Group. Across Australia and New Zealand, we have some great senior HSE operations leaders. We spoke to two of them, LINX Port Services General Manager HSE Operations, Derek O'Connell and LINX Logistics and C3 Australia General Manager HSE Operations, Luke McNamara to learn how they enable all of us to collectively achieve our Group's long-term safety vision.

LINX CCG Executive General Manager HSE, Peter Seaman



Tell us about your safety history with the Group to date and how you define your role and responsibilities as LINX CCG Executive General Manager HSE (EGM HSE)?

I joined Asciano in 2015 in the Patrick Bulk Port Services (BPS) business, after 20 years at Boral. When LINX CCG separated into its own entity I became the EGM HSE shortly thereafter.

As EGM HSE I have a broad and rewarding portfolio encompassing, Workers Compensation, Health and Wellbeing, Environment, Sustainability, and of course Safety. My role is largely focused on setting long term strategies in these areas and with my capable lead team, supporting the SLT with strong governance structures and systems. Getting our employees *Home Safely Every Day* is my top priority.

What is your long term safety vision for the Group?

My vision is a highly capable workforce that is empowered to make the decisions that enable them to go Home Safely Every Day. To develop a high level of trust between the operational workforce and management and supporting our leaders to build capable teams that rather than just following safety directives, are encouraged and enabled to play a major role in contributing to and upholding our commitment to safety.

The Group's long term focus is on maintaining our emphasis on serious injury and fatality prevention and increasing our emphasis on sustainability and employee health and wellbeing.

What do you see as our biggest opportunity in further improving both safety performance and culture?



Improving and building trust, in my experience, is always the biggest enabler in any team performing.

What is our main safety priority for 2021?

I hope to have the IMS finished this year so we can increase our focus on safety leadership and culture, sustainability and wellbeing. This year we aim to deliver you Lifeguard 2.0, programs aimed at improving our culture and empowering our operational workforce, more sustainability and wellbeing initiatives and hopefully you will see us manage safely through the COVID-19 pandemic emerging on the other side.

LINX Port Services General Manager HSE Operations, Derek O'Connell



How has your prior experience shaped your approach to safety today?

Spending a large portion of my career working in high risk work operational environments, I have seen first hand the importance of safety at the front line. One of my key objectives is to build trust and empower our people to take the time to stop, think and assess to ensure that everyone goes *Home Safely Every Day*.

How are our daily processes helping to achieve the Group's long term vision for safety?

The consultation program will help to drive better communication between the management team and operational employees. Auditing of the Critical Risks is driving consistent improvements across our business. Lifeguard has been and continues to be an integral tool for our business. It has given our operational employees the ability to report events in real time, allowing the management team better visibility in order to respond.

What are the short term goals that will help us achieve the long term goals of LINX CCG's approach to safety?

- Continue to drive the importance of effective consultation with our employees.
- Maintain our focus on managing the critical risks in our business.
- Empower our people to make the decisions to enable everyone to go *Home Safely Every Day*.

Where is there still room for change in our safety culture?

There is always room for improvement. I feel that our key focus is to improve our relationships with operational employees and drive accountability.



LINX Logistics and C3 Australia General Manager HSE Operations, Luke McNamara



How has your prior experience shaped your approach to safety today?

I've been fortunate enough to have worked in some valuable high risk, high reliability organisations, in both the nuclear and petro-chemical industries, as well as having exposure to an extensive range of small, medium and large businesses spanning all sectors.

It's safe to say that good safety in the workplace is intimately linked to visible and genuine leadership and a commitment by senior management, as well as building trusting relationships at all levels from the frontline workforce through to the executive and board.

Like anything we do in business, there are always challenges with resources and constant change, and this needs to be recognised and well considered through open discussion, good

planning and tangible support. Central to all of this, is ensuring the business is operating in an environment of trust, integrity and teamwork.

How are our daily processes helping to achieve the Group's long term vision for safety?

Our long term vision for safety is fundamentally influenced by how we operate our business and the processes that support good safety, essentially support good business. It's my view that 'safety' processes are simply part of how we must operate to remain successful and resilient. The LINX CCG IMS, our central framework and system for safely operating day to day.

What are the short term goals that will help us achieve the long term goals of LINX CCG's approach to safety?

- Identify and implement the key safety and operational processes well for each business unit, including fit for purpose systems, especially in the area of risk assessment, safe work instructions and operational control or supervision.
- Supporting local leadership and ensuring that anything we develop reflects the way work should be done, not the way we imagine it to be done.

Where is there still room for change in our safety culture?

Having only been working with LINX Cargo Care Group for a short period of time, I've seen fantastic examples of openness and willingness to continually improve and sharpen how we do safety, but like any business, there are always opportunities to refine how we view safety and safety culture and improve trust and openness.

**POWERED BY PEOPLE****CUSTOMER FIRST**

Potential recovery within C3 AUS



In exciting news, C3 AUS has successfully secured private woodlot work with our existing customer PF Olsen and new customers APEC and ENTS Forestry in Albany, WA. Combined, these confirmed woodchip harvest and haulage jobs total an impressive 75,000t.

Commencing in January, the ENTS Forestry contract in Albany comprises three harvest and haulage jobs totalling 35,000t, with one Albany and one Esperance in-field chip crew at work until April/May. The PF Olsen/ New Forest/ APEC contracts total 40,000t and will keep another in-field crew busy working on the project until the end of May.

"Following the improvement in the price paid for Eucalyptus Kraft raw pulp in Asian markets, there is some renewed optimism for a hardwood-led recovery within the C3 Australia business. Negotiations continue with PF Olsen/New Forests on the longer term contract in the meantime, but it's great for our people and business to get people back to our bread and butter work again," said GM Planning & Operations C3 AUS, Dale Cameron.

Our hardwood woodchips are sold to pulp mills that typically use them to make:

- Kraft pulp used for packaging
- Tissue paper
- Graphic paper (used for writing and printing)
- Newspaper print.

The increase in demand for hardwood woodchips and pulp price is a positive step towards a potential hardwood-led recovery for C3 AUS.

**POWERED BY PEOPLE****CUSTOMER FIRST**

C3 NZ New Plymouth team welcomes new work from customer Fortuna



The C3 New Plymouth team pictured (from left to right): Clare Numssen, Scott Alexander, Shaun Hartley, Tama Parata, Jo Taylor, China Judd, Mark Smith and (in front) Trevor Bracegirdle.

C3 NZ recently supported our customer, Fortuna, commence operations at Port Taranaki. In late December 2020, Fortuna received approval to export from Port Taranaki.

The New Plymouth team quickly swung into action, creating space within the newly allocated areas to enable Fortuna to commence operations within three weeks.

This increase in volume, has returned volumes to previous log marshalling levels and has enabled the recruitment of five additional casual staff members, with three joining the checkpoint team and two additional loader operators.

Work commenced on Fortuna's first vessel, the *Uni Bulker* on 26 January and was completed the following day. Although the New Plymouth team had to overcome temporary storage issues during the preparation and loading of the vessel, they handled this very well.

Management from SAA New Zealand (SAANZL), the company that stevedored the vessel, had positive feedback to share.

"Big thanks to your team for making the Uni Bulker a success. The issues we anticipated around supply were pretty much negated by your team and overall a successful first outing for Fortuna [was achieved]. Your efforts and professionalism are much appreciated by SSANZL," said SAANZL National Operations Manager, Kevin Smylie.

Well done to the C3 NZ team for delivering great customer service.



OUR PEOPLE IN THE SPOTLIGHT

Getting to know LINX CCG

Head of Environment Robyn Simpson

How long have you been with LINX Cargo Care Group?

I came to LINX in October 2017.

What sparked your interest in science?

I'm always outside, always curious, looking closely, wondering 'why' and turning over sticks and stones to find new things. Science is a way of thinking - a constant curiosity.

How did you choose your field of study and where did you study?

I loved science and moved from the country to study biomedical engineering at UNSW. I soon realised this career would mean being stuck in a lab, so I changed courses to study soil and environmental science. Next minute I was in the bottom of a trench, sampling dirt outside Bathurst.

What were you doing prior to joining LINX CCG?

I started my career by volunteering with the Soil Conservation Service in Condobolin which led me to my first paid environmental job. I've worked in consulting, manufacturing and mining, in almost every AU state, the US, Canada and Thailand. Prior to joining LINX CCG I was at Pacific National, where one of the last projects I worked on was feasibility study for a hybrid-battery locomotive.

Before working at LINX CCG what was the most unusual or interesting job you've ever had?

One of my first enviro roles was at a remote mining site in the NT - I had all the transport options for every environment: a quad-bike, a Landcruiser and a boat. My monitoring risk assessments included crocodiles in the river, as a potential hazard!



Before working at LINX CCG what was the most unusual or interesting job you've ever had?

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What's your favourite task or part of your role?

I love seeing our business improve. So many people doing the hard work to do things better and being part of the solution. Improving our warehouse lighting and energy use, water treatments, fuel efficiency and training our personnel in wildlife identification and rescue are some of the many projects I've enjoyed working on.

What is a fun fact about yourself that many people may not know?

I always know where North is - I seem to have a magnet and a map in my head. In 2020, I won a bursary and got to study sustainability with other practitioners with Cambridge University.

When you have 30 minutes of free time, how do you pass the time?

I'm part of a community sustainability group, I mountain-bike with a ladies bikie gang, and spend weekends at cricket, AFL, tennis and the beach with my sons and our pet whippet. I do love a bath and a book.



HOME SAFELY, EVERY DAY



INNOVATION



LINX Port Services' customer collaboration

LINX Port Services applied our skills and knowledge operating Cargill's new export mobile ship loader in Port Adelaide, SA for the first time in January this year.

This major project, completed together with Cargill and Flinders Port, set the scene for a future-fit and competitive offering that will support South Australian grain growers and facilitate export trade for years to come.

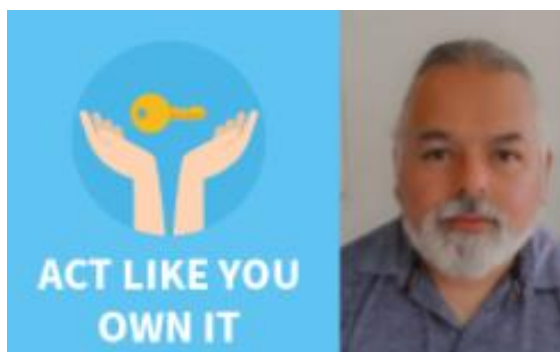
The timing could not have been better for the local grain sector with a strong winter crop coming after a number of drought-affected seasons that resulted in grain loading ceasing from the third quarter of 2018. Cargill's new ship loader and drive-over hopper was designed and built specifically for grain loading. It was an excellent example of collaboration between Cargill and LINX Port Services, before and during vessel operations. Thorough joint safety engagement sessions were held to ensure all stakeholders understood the safe work instructions and identified, discussed, and mitigated key risks.

The customer had this to say following the loader's first vessel operation:

"I wanted to send a note off to you guys to thank your whole team in Adelaide for the job they did over the last week getting the Sun Excelsior loaded. Not without issue and frustrations with the equipment but I don't believe we had any safety incidents which is a fantastic result and something we should continue to set strive towards."



Jim Zissopoulos – Infrastructure Specialist, LINX CCG IT team



In recognition of his extensive work reconciling our Telstra account charges, Jim has been awarded the *Act Like You Own It* Award. Through this work, Jim has recouped a staggering \$750,000 of excess charges made to our account.

Jim is based at our North Sydney office and has been with the Group since 2002 (Asciano). Leading the networking portfolio for our IT team which covers networks at sites, both Wi-Fi and 4G and our cloud data, to achieve this he works closely with Datacom (IT Helpdesk), Telstra and other vendors. He also leads IT projects and guides the IT component of projects such as mergers/acquisitions, site relocations and consolidations. Jim also provides technical advice to the Group and mentors colleagues in his extended team.

Jim *Acts Like He Owns It* with his consistent effort, attention to detail and honest communication with our vendors, ensuring LINX CCG does not overpay for essential services.

Congratulations Jim on your well deserved recognition.



Community sponsorship - Bluejays Softball Club

Our LINX business is a proud sponsor of the Bluejays Softball Club in SA, a community-minded club that encourages women and kids to get involved in the sport of softball.

The club has a rich history, established 35 years as a women's softball team, evolving into a club of different age groups and divisions, adding in a junior team largely due to the members' children developing a keen interest in the sport.

LINX's sponsorship of the Bluejays has helped cover the cost of new training tops and safety gear and the promotion of their junior squad to encourage the recruitment of new members. Go Bluejays!



Medibank corporate cover

Our partnership with Medibank means that our employees have access to more with Medibank Corporate Cover.

New members: Join Medibank Corporate Hospital and Flexi Extras Cover by February 28 and you could get an Adidas Gift Card. Plus, Medibank will waive 2 and 6 month waiting periods on extras.*

How do I get this offer? Medibank will have phone consultations available from 9 February – 28 February 2021 for you to have a chat and take up the offer.

Scan the QR code below to book a consultation:



Existing members: If you are already a Medibank Private member, now is a great time for a health cover review to ensure you have the cover that suits your needs.



Resilience event: Medibank is hosting an event on **Resilience & Wellbeing** – Steph Prem who is a former Winter Olympian, speaker and also one of Australia's leading health and wellness experts will be talking everything around resilience.

Event details: Thursday 25th February (12.30pm – 1.30pm)



**For new members only*



WE ARE ONE

Around LINX CCG

Our operational teams experience some simple, moments that showcase the variety, scale and reach of our operations. Check out this great snap:



C3 NZ, Masterton, New Zealand
Submitted by Jake Davies

If you would like to contribute a photo of your site for consideration, please send to chainmail@linxcc.com.au or post your image on **Yammer**.



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