



CHAIN MAIL EXPRESS



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

March 17 2021 - **Edition No.23**

A message from Group CEO, Anthony Jones



Hi everyone,

Some highlights from my perspective over the last month.

Safety

- As I've previously communicated, our January results were concerning with four HRI's occurring across the Group. Pleasingly, this result has not continued into February. We have one HRI reported in Autocare however, this is still promising progress.
- Our safety strategy roll out continues with a focus on our Isolation Program. This program is an important body of work as Energy Isolation is one of our Critical Risk Controls, a critical contributor to a safer workplace and business.
- Continue to be focused on your task at hand and looking out for your personal safety, as well as your teammates'. 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.**

Autocare's Administration update

- It's now the sixth week of the Voluntary Administration (VA) process and the Administrators, together with Autocare's senior leaders, continue to busily engage with all stakeholders including employees, customers and suppliers.
- The business has stabilised post the initial weeks and the major work streams of restructuring fixed costs and customer contracts are well under way.
- These remain uncertain times for Autocare employees however their safety and wellbeing remains the priority during this time.



- I personally continue to see a strong future for Autocare - the key to its success will be how the business' cost base and commercial arrangements are reshaped.
- The Administrators are conducting a sales process for the business and the outcomes will be communicated over the coming week.
- LINX CCG remains committed to Autocare - our main objective is to see a sustainable business for Autocare's employees, contractors and customers.

I would like to again thank all of Autocare's committed employees and 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 February, the Group's revenue was \$49.8M - slightly down on plan but up on last month's result of \$46M and last year's result of \$49.5M.
- Across the Group our NZ businesses, LINX and GeelongPort delivered positive results.
- Challenges continue with C3 AUS, related to China trade sanctions impacting log marshalling revenue and the ongoing quotas impacting our hardwood business. Pleasingly, we are starting to see increased demand for our hardwood chipping services in Victoria and Western Australia as the commodity price begins to climb – this is positive and hopefully a sign of more to come.
- February's Group EBITDA is tracking behind plan due to the above mentioned headwinds, as well as Autocare and the VA process, however other businesses are operating broadly in line with the plan.
- As we approach the end of 2021's first quarter, we will re-forecast (9+3) to provide further clarity and refinement to our FY2021 outlook.

Business trade

- Well done to C3 NZ and Pedersen Group COO Gavin Hudson and his team for the strong start to the year in NZ, entering into long-term agreements with several of our largest customers.
- Trade volumes continue to increase with strong PCC (vehicle) numbers.
- LINX Logistics is trading well with new volumes for BlueScope Steel and strong volumes experienced across rail and interstate linehaul.
- The outlook for C3 AUS is more positive than in the previous 12 months, however we are still behind on the original forecasts set. Commodity prices and demand are improving and we are hopeful the business will return back to where it was.



Thank you

You all play a key role in our Group delivering our plan for 2021. Maintain your focus on the key deliverables for our customers and our people, through these key steps we will strengthen our great businesses and wider Group. Delight our customer for their business is our business. Our customers get a choice, let's not forget that.

Stay safe,
Anthony

Careers

Supporting you in your role...

linxcc.com.au/about/careers/



POWERED BY PEOPLE



PEOPLE & CULTURE

Showcasing our sites **C3 AUS, Walcha**

Our Walcha site is part of C3 Australia's forestry operations providing cut to length harvesting services for the Forestry Corporation of NSW. The site is relatively new, now 16 months into a five-year contract.

Walcha is approximately 50km southeast of Tamworth, NSW and is the workplace for eight of our people. While the business recruited a new supervisor for the site, Harvester Operator, Peter Hutton stepped up to lead the team temporarily. Part of the team has just completed a short-term contract in Tumut in Southern NSW, salvaging burnt pine from the 2019/2020 bushfires, while the rest of the team operate three harvesters and four forwarders in the Nundle State Forest, in the Walcha region.



The Nundle State Forest is extremely hilly which requires a lot of focus from the operators due to its difficult terrain. Log trucks wind their way up around 600 metres to the highest point and haul product from the gravel roads of the forest. Despite these challenges, our Walcha team produced 182,992 tonnes of product in the first 12 months of operation.

Working in such a demanding environment means that the team is hyper focused on safety.

"Our goals are to remain safe and productive. A lot of forestry operations have been driven by piece rate payments for operators, meaning the more you can cut, the more you get paid. We run a model of hourly rates. This provides a safer environment as our teams are being paid to remain safe and efficient, as opposed to racing to earn the highest dollar. We want to provide a workplace where employees are supported to do their job and at the safest level achievable, ensuring they go home safely to their families every day," said C3 AUS, Regional Manager QLD/NSW, Kevin Ford.

Kevin welcomes a visit to the site, *"I would encourage any of our NSW based people to visit our Walcha operations and get a feel for what C3 Australia does as a business. I get a lot of questions regarding forestry and I think Walcha gives you a great appreciation of our daily operations. It is a challenging working environment but it lies amongst some very beautiful scenery."*



LINXLegends

Nominate now...

Ask your manager for a nomination form.

LINX LEGENDS



HOME SAFELY. EVERY DAY



PEOPLE & CULTURE



SAFETY

C3 NZ employees amongst the first to receive the COVID-19 vaccination

Earlier this month seven people from our C3 NZ Marsden Point branch were amongst some of the first to be vaccinated in their region. The local newspaper, The Northern Advocate was there to report on the milestone.

Those who received the Pfizer/BioNTech vaccine, consisted of 87 border workers from Northport and the Ōpua Wharf. Custom workers, marine pilots, data entry operators and other staff employed to screen and manage vessels arriving into Marsden Point, were in the first cohort of border workers to choose to receive the vaccination.

C3 NZ, Data Entry Administrator and Shipping Yard Co-ordinator, Brooke Sneddon grabbed the chance to provide an extra level of security in her work at the border by receiving the vaccine.



"We've got the gloves and the masks but it's also good to know we are protected as much as we can be, it just takes a little bit of that worry out of coming to work every day," said Brooke.

"One of my motivations for getting this vaccine was the hope that it can help get things back to normal quicker and we can travel soon, as I have family overseas."

Left: Data Entry Administrator and Shipping Yard Co-ordinator, C3 NZ, Brooke Sneddon receiving one of the first COVID-19 vaccinations in her region



CHAIN MAIL
EXPRESS

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WE ARE ONE



PEOPLE & CULTURE

HARMONY WEEK



This week is Harmony Week, an opportunity to celebrate our diversity and highlight inclusiveness, respect, and a sense of belonging for everyone.

At LINX CCG we value a diverse and inclusive workforce and our teams are constantly striving to meet the needs of our wide customer base in new and innovative ways.

You can help raise awareness and show your support for Harmony Week by wearing orange from now until 21 March. Orange signifies social communication, meaningful conversations, the freedom of ideas and mutual respect and was chosen for these reasons to represent Harmony Week.

Let's be guided by our We Are One Value for Harmony Week and reflect on the importance of respecting each other and cultivating a workplace where there is a sense of belonging for everyone.

Yammer

Connecting you across the Group. Have you joined our network yet?

yammer.com/linxcc.com.au#/home

yammer
The Enterprise Social Network



PEOPLE & CULTURE



BE BRAVE, BE BOLD



International Women's Day

We have incredible women who work for LINX Cargo Care Group across Australia and New Zealand. In the lead up to International Women's Day 8 March this year, we wanted to share some of their perspectives on #ChooseToChallenge...

"It's good to challenge yourself every day, that is how you continue to learn. Be Brave, Be Bold and just be yourself! Always encourage those around you to get in and have a go, you have nothing to lose."



#ChooseToChallenge



Jessie Dunster
LINX Port Services
Stevedore, Port Kemb

Stevedore - Jessie Dunster has been with LINX Port Services in Port Kembla for almost six years. She loves how diverse the role is, from transporting cars, loading and unloading different types of cargo to driving forklifts – "Every day is so different, that's what I love about it!"

Jessie is all about challenging herself at work to *Be Brave, Be Bold...*

"It's good to challenge yourself every day, that is how you continue to learn. Be Brave, Be Bold and just be yourself! Always encourage those around you to get in and have a go, you have nothing to lose."

Donna Carrafa is our LINX Logistics Goulburn Murray Business Manager. Donna has been working with the LINX Riverina Rail Service for eight years and has more than 15 years' of experience in the rail and transport industries. Donna manages third party terminals used to supply products to our customers. Her role includes planning all rail and wagon services and forecasting products required by our customers each week. Donna is all about challenging herself at work to Be Brave, Be Bold...

"I challenge myself every day to think outside of the box, to find areas for improvements in everything I do. I am brave enough to call out when I see ways that others can improve and am bold enough to encourage them to make the changes."

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#ChooseToChallenge



Donna Carrafa
LINX Logistics Goulburn Murray
Business Manager





“I challenge myself at work every day to be comfortable with being uncomfortable and to take up more opportunities outside of my comfort zone. This is to try and ensure continued personal and professional growth.”



#ChooseToChallenge



Claire Robertson
LINX Cargo Care Group
General Counsel

Claire Robertson holds a senior leadership position as General Counsel for LINX CCG. Claire has been with us since 2014 and in her current role, oversees our Group's portfolio of liabilities and risks. Claire has extensive experience in general corporate commercial and employment law, across many different industry sectors such as transport and logistics, building and construction and mining.

Claire strives to *Be Brave, Be Bold* at work every day...
“I challenge myself at work every day to be comfortable with being uncomfortable and to take up more opportunities outside of my comfort zone. This is to try and ensure continued personal and professional growth.”

Michaela McClintock began her career in C3 NZ, delivering forestry services in a checkpoint role more than six years ago. Michaela has continuously challenged herself to grow within her role and has recently become an Operations Supervisor at the Picton Branch.

Her various daily responsibilities include running toolbox talks, engaging and guiding the team about safety, overseeing operations and rostering upcoming vessels.

Being Brave and Bold means to Michaela...

"My role as Operations Supervisor is quite new and challenging. I feel that in such a short time I have grown so much. Our Picton Branch is around 40% women, which I am really proud of. I hope that I inspire other women in our industry to strive further and challenge themselves."

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#ChooseToChallenge



Michaela McClintock
C3 NZ Operations Supervisor,
Picton

“I continually challenge myself and my colleagues to Be Brave, Be Bold and identify areas of improvements in current processes and systems used to constantly improve and evolve how we manage our key risks across the Group.”



#ChooseToChallenge



Lauren Ng
LINX Cargo Care Group
Head of Internal Controls and Risk

Lauren Ng is Head of Internal Controls and Risk for LINX Cargo Care Group. Lauren ensures our Group's governance, processes to manage risks, security and internal programs are efficiently managed by liaising with internal stakeholders, including our operations teams and external auditors.

Lauren lives our Be Brave, Be Bold value with these actions...

“I continually challenge myself and my colleagues to Be Brave, Be Bold and identify areas of improvements in current processes and systems used to constantly improve and evolve how we manage our key risks across the Group.”



INNOVATION

Pederson Group's new Sennebogen 875E



Pederson Group's new Sennebogen 875E is hard at work at our Maryvale site in Australia. Scan the QR code below to watch how years of work have all come together.



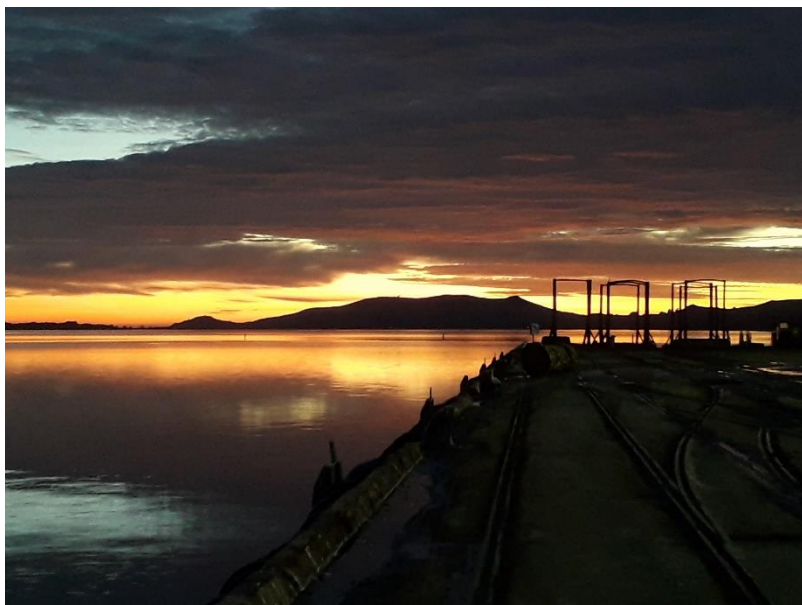
WE ARE ONE

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, Port Chalmers, New Zealand
Submitted by Gary Moore

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





WELLBEING
conversations.



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 between 1 March - 31 March 2021 and you could get six weeks free. Plus, Medibank will waive the 2 and 6 month waiting periods on extras.*

How do I get this offer? Medibank will have phone consultations available until 31 March 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.



**Six weeks free started from 1 March.*



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