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



**Anthony Jones**  
Group CEO



Hi everyone,

We are well and truly racing through 2021 - it's incredibly pleasing to see most of the Group bouncing back from the impacts caused by the pandemic. Some business units and industries however, are still experiencing its ongoing effects and those of the China/Australia trade challenges. Here are some of my highlights from the last month.

## Safety

- Our start to 2021 was concerning. While we have slowed the trend of January, we are still not where we want to be. Of most concern, is the potential those recorded HRI's had to be worse. We need to focus and ensure compliance with our systems and expected culture - these are the processes and actions that ensure our workplace is safe. Ensure you live by our Critical Risk Control's (CRCs) and risk management framework to ensure you and your workmates return home the same way you came to work.
- Our Isolation Program roll out continues. This program is an essential body of work as Energy Isolation is one of our CRCs, a critical contributor to a safer workplace and business.
- Safety is a journey we will always be on, and we must never become complacent. Remember - **Home Safely, Every Day.**

## Autocare - Administration update

- It's now the 14th week of the Voluntary Administration (VA) process. The Administrators have now reached agreements across the core customer base to keep Autocare operating into the future.

- Despite these agreements and progress, other customers have left Autocare. This has lead to a significant amount of restructuring in the property portfolio and sadly, across the workforce.
- These remain uncertain times for Autocare employees however, their safety and wellbeing remain the priority during this time.
- With the changes the Administrators have been able to achieve in VA, I continue to see a strong future for Autocare as a sustainable, predictable business and LINX CCG remains committed to Autocare – it's people, customers and contractors.
- I again thank all of Autocare's committed employees who are working closely with the Administrators to undertake this VA process with professionalism and by living our Values.

## **LINX CCG update**

### **Finance**

- In March, the Group's revenue was \$57.8M - slightly up on plan, and the strongest revenue figure we have seen in close to 12 months. A good result.
- Unfortunately, this revenue result didn't see a conversion to EBITDA in line with the plan. We missed our EBITDA targets in all but one of our business units.
- Challenges continue with C3 AUS although pleasingly, we recently recorded our strongest activity for close to 12 months. The outlook is also promising; we are seeing increased demand for our hardwood chipping services in VIC and WA as the commodity price begins to climb – this is positive and hopefully a sign of more to come.
- Due to challenges I've already mentioned, the Group EBITDA is tracking behind plan for Q1 however, revenues are strong and we now need a solid focus to convert this revenue to earnings.

## COVID-19

- In April, EGM, HSE Peter Seaman issued an update on the pandemic and vaccination program developments across Australia and NZ.
- As we progress through this vaccination roll out stage, our Group Pandemic Management Team will keep you all updated with the relevant legislation and how our fluid approach will adapt and respond as the program unfolds.
- Please visit Pipeline for further information on the Group's Policies and links to the relevant government websites.

## 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 support each other - through these key steps we will strengthen our great businesses and wider Group. Delight our customer for their business is our business. Let's ensure our customers continue to choose us as their preferred partner.

*Stay safe,*

Anthony



## Green machine delivers safety, productivity gains for Pedersen Group



Pedersen Group has welcomed an impressive piece of new machinery with the Sennebogen 875E – the first in Australia – already delivering improved safety and productivity outcomes.

Following an intensive design consultation between Sennebogen, Pacific Materials Handling and Pedersen Group, the new purpose-built material handler arrived onsite at Maryvale, Victoria from Germany in late 2020.

According to C3 NZ and Pedersen Group COO, Gavin Hudson, central to the commissioning of the 875E was the need to deliver an unrivalled level of safety and tangible outcomes for the customer.

“Top of mind was the need to maximise site log storage capacity, while maintaining a strong focus on safety and productivity. This focus on safety and productivity is what sets this bespoke piece of equipment apart,” said Gavin.

Read the full article on the **LINX CCG website**.

Well done to all involved in providing an innovative solution to improve the productivity and safety of our people.



WE ARE ONE



HOME SAFELY, EVERY DAY

## ANZAC Day 2021



ANZAC Day was on Sunday, 25 April, a day we commemorated the men and women of Australia and New Zealand who have served and continue to serve our nations.

We recognised their prominent contributions towards protecting our populations, most recently with the battle of our time, the COVID-19 pandemic.

We also paid tribute to our employees and their families, past and present, who have served. Lest we forget.

## C3 NZ finalists



C3 NZ has been named a finalist in the 2021 New Zealand Workplace Health and Safety Awards – supported by WorkSafe New Zealand and ACC New Zealand. Recognised in the collaboration category, C3 NZ will be vying for the Best Collaboration Between PCBU's Award.

It is pleasing to see our C3 NZ business amongst a range of deserving nominees with a collective commitment to maintaining safe work environments for our people.



**ACT LIKE YOU OWN IT****CUSTOMER FIRST**

## New access to a global network, from Dampier via Singapore



Our customer Toll Global Logistics recently established a fortnightly direct commercial shipping service for containerised and project cargo, open for anyone to utilise, allowing sea freight to be shipped from anywhere in the world to Dampier, WA via Singapore.

This service links to both the Pilbara Region and Australia's North West, with our LINX Port Services team in Dampier providing the stevedoring for the loading and discharge of vessels on behalf of Toll.

### Services at Toll's Dampier site:

- Unpacking
- Container storage
- Fumigation
- Quarantine inspection
- Cargo cleaning
- Tailgate inspection.

### Site stats:

- 12 hectares of laydown area
- 3,7000m<sup>2</sup> of undercover storage
- Approved dangerous goods storage
- Cranes that load up to 150 tonnes
- Forklifts that transport up to 16 tonnes.

### Business benefits:

- **Cost** - this service will eliminate road freight costs from Fremantle.
- **Time** - shorter, direct routes will result in reduced delivery times.
- **Export** - the new route is two way allowing export opportunities.
- **Local transport** - freight needing to be distributed will create opportunities for local transport companies.

## Environmental benefits

The new route reduces road safety risks and emissions due to fewer trucks being on the road. There is an expected reduction of 3.8 million kilometres of road and train travel and three million litres of diesel each year, providing significant safety improvements and environmental benefits.

Although we only provide stevedoring services in this supply chain, our LINX Port Services team in Dampier ensures they *Act Like They Own It* by providing great customer service, completing full safety checks of the vessel and being aware of quarantine issues that they may come across. Well done to the team.



POWERED BY PEOPLE



SAFETY

## Enfield 'Steps up to clean up'



A team of eight from our LINX Enfield site recently recognised Clean Up Australia Day by cleaning up around the site. Operational demand meant that our people were unable to participate on the actual day 7 March, but we didn't let this deter our efforts, instead choosing to take part on a day when we could.

Prior to commencing the clean-up, a safety briefing Toolbox Talk and Job Safety Analysis were completed, identifying key hazards and controls for completing the clean-up safely and with minimal impact on operations. With safety a priority, the team focused on the boundary and the car park, with first aid and radio on hand at all times.

### In just over an hour, the group collected using biodegradable bags:

#### Six bags of general waste containing:

- Cigarette butts
- Polystyrene
- Bubble wrap
- Garden waste (incidental)
- Discarded work gloves
- Food packaging
- Loose parts.

#### One bag of recyclables containing:

- Bottles
- Cans
- Cardboard.

Well done team. By *Acting Like You Own It*, you've proven that any day can be a good day to 'Clean Up Australia.'



**BE BRAVE, BE BOLD****SAFETY**

## C3 AUS to the wombat rescue



Stuart Washbourne



Lucky – the wombat joey

In Tasmania, our C3 Australia team has been trained to uphold a commitment close to our hearts - keeping our people and communities safe, by caring for our native flora and fauna. For example, part of their training is to learn how to safely assist stricken animals on the roadside and check their pouches for joeys.

Recently, when putting that training into practice, Stuart Washbourne found a dead wombat on the side of the road and discovered Lucky the wombat joey - still alive inside the pouch. Lucky is now recovering in the expert hands of the Bonorong Wildlife Sanctuary.



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BUSINESS IMPROVEMENT

## New cybersecurity platform



### Introducing our new cybersecurity platform:

We have invested in a new cybersecurity awareness and training platform that will assist you even further in identifying potential malicious emails or threats, so we can all protect our Group together.

### This training and assessment will help you become:

- Knowledgeable about safe cyber practices.
- Aware of the techniques attackers are using to target us.
- More confident in our cyber decision-making.
- Empowered to participate in attack identification and prevention.

In parallel, the LINX CCG IT function will conduct regular, random phishing tests to highlight areas where further support, training and development is needed. If you fail one of these phishing tests, you will be required to complete further compulsory training.

Please note: emails from the new training platform will come from [awareness@securityeducation.com](mailto:awareness@securityeducation.com).

### Next steps

The new platform is now available; you can explore and complete training that is beneficial to your development now or wait until you're invited to complete the compulsory training that will be released soon.



## LINX locations on Group website



We recently updated our LINX CCG website with contact details for our LINX locations. Website visitors now have the ability to contact our sites directly from the website.



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## 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:



**LINX LHM 550 Harbour Mobile Crane arriving into port  
LINX Port Services Darwin**

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





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