



*In this edition:* **CEO Update** LINX's role in NSW Ports supply chain **C3 NZ wins prestigious award** Anthony Jones rejoins ALC Board **Our people in the spotlight**

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



Hi everyone,

Welcome to the midway point of 2021. The COVID-19 pandemic is still with us, the recent Victorian lockdowns in Australia reminding us we are not through this just yet.

As the vaccine rollout gains pace around the world, there are positive signs with cities coming back to life throughout Europe and the USA. These are positive steps for our economies and we are seeing these effects flow into our business results. Despite the great steps our countries have made, we still have a little bit further to go. To our Victorian colleagues we are with you, and we thank you for your resilience and commitment to LINX CCG through what is not doubt an extremely difficult time for you all. My thoughts are with you all and hopefully in the coming days, life will become more normal as it was before Lockdown Four.

On a business front, both our Sydney and Melbourne corporate offices are relocating. I hope you enjoy your new office spaces and make them home like we did with our last ones.

In NZ, C3 has opened a new checkpoint facility at our Port Nelson site. From our new facility, we will build on our emerging COM3TS technology and improve our working at heights safety standards. These changes are important in delivering our promise to the customers and the wider industry.

## Safety

- Unfortunately we continue to see too many injuries and High Risk Incidents (which are serious near misses) happening across the Group. In May alone, all three HRI's caused concern. We will learn from these incidents as we do with all, but I ask each employee to review the Lessons Learned and HSE Safety Alerts to familiarise yourself with the key points of each incident. These are risks we need to ensure are well understood and managed on a day-to-day basis.
- Safety is a journey we will always be on, and that journey needs everyone's commitment. The phrase **Home Safely, Every Day** is more than just a few words to me. Every person has the right to raise a safety concern and stop work if they feel it's unsafe, and you can do this through confidential reporting in Lifeguard - I reaffirm my commitment to this process and encourage everyone to speak up and have their say. We come to work so that we can enjoy life outside of it – so remember the most important thing you do is to go home, in the same condition you came to work.

## Autocare – Voluntary Administration update

- I am pleased to say that LINX CCG put forward a Deed of Company Arrangement (DOCA) to the Administrators last week to bring Autocare back to operating as part of our Group. The Administrators have called the Second Creditors Meeting for Tuesday 22 June at 2pm. During this meeting, Autocare's creditors will decide whether to accept this proposal or not.
- Subject to the outcome of this meeting, LINX CCG is hopeful that Autocare will return to the group by the end of June.
- This has been a long and tiring process for the Autocare team and I am extremely thankful for all of their efforts to reshape and renew the future of Autocare. We look forward to having the Autocare team back in the LINX CCG family.

## LINX CCG update

### Finance

- In May, the Group's revenue was \$54.9M – a pleasing result and in-line with our plan.
- The EBITDA results across the Group were also pleasing with all but two of our businesses achieving on our forecast.
- Our C3 AUS business continues to see revenue grow and we are buoyed by sentiment in the market and customer feedback. However, we still have some way for volumes to lift back to the plan and prior numbers we saw before COVID. We trust revenue and earnings will continue to grow as world economies open up.
- Due to challenges I've already mentioned, the Group EBITDA is tracking behind plan for first half 2021, pleasing though we are ahead on our re-forecast. We are hopeful we will be able to bridge the gap in the coming months through improved trading.

### My next CEO live stream

I will deliver my next CEO message via live stream in early July – please look out for your invite to join me soon and as always, feel free to participate in the Q&A session after my update.

### Thank you

Again thank you for your continued efforts across the Group and I look forward to hearing and seeing more of the great work we are doing for our customers and communities over the months to come.

*Stay safe,*

Anthony



## C3 NZ wins prestigious award



Pictured: Gavin Hudson, Damian Pearson, Hayden Watson, Deborah Cameron, Craig Stewart

Recently C3 New Zealand claimed the prestigious *Best Collaboration Between PCBU's Award* at the 2021 New Zealand Workplace Health and Safety Awards.

The Award recognised C3's work leading a complex and detailed non-routine operation at the Port of Tauranga in August and September 2020. The team worked with multiple stakeholders to safely discharge nearly 40,000 tonnes of stowed logs from the stricken MV Funing vessel. The Award is testament to the work of all those involved in what was a high-risk operation that has rarely – if ever – been undertaken anywhere in New Zealand.

Well done to the entire C3 New Zealand team on this fantastic achievement.

**BE BRAVE, BE BOLD****PEOPLE & CULTURE**

## **Anthony Jones rejoins the ALC Board**



As the Australian Logistics Council strengthens its focus on effective government relations, and supply chain efficiency and safety in Australia's freight and logistics industry, it's an exciting time for our Group CEO Anthony Jones to rejoin the ALC Board.

Anthony was previously on the Board for three years and now returns with an active voice on diverse and complex supply chain conditions and experiences, combined with expertise in leading international operations through challenging market conditions, such as those presented by the ongoing COVID-19 pandemic.

"Together with my fellow Board members, I hope to continue the great work the ALC does by ensuring the vital freight and logistics supply chains get the focus they rightly deserve, in all aspects of state and federal politics. To ensure the silent engine, moving Australia, has a voice now and into the future, delivering Australians the strongest and most reliable supply chains possible," said Anthony.





## Our people in the spotlight

Group Chief Financial Officer, LINX CCG

**Andrew Batch**



### What were you doing prior to joining LINX CCG?

I worked as Group Financial Controller at RCR Tomlinson, an ASX listed company for seven years. Prior to RCR, I worked across different industries such as at Chubb Security, George Patterson Y&R and Ernst & Young.

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

One of the most interesting jobs I've had was with Ernst & Young in London. I was on the British Airways audit and I was fortunate to get a tour of the Concorde that was in the workshop for maintenance at Heathrow. One thing that stood out was how small the cabin was and definitely not suited for 6ft 8inch people like myself...

### How is this EOFY different to last?

No significant changes to EOFY as the finance team put a lot of time in planning for the year end and factors in the current challenges/requirements. We have pretty tight deadlines and the team works together (in office or virtually) to get the job done. The finance team adapted to the challenges of working through COVID-19 and was able to quickly adapt and support the Group who qualified for JobKeeper throughout 2020.

### How do you Act Like You Own It?

I encourage everyone to participate and take the lead where an opportunity presents (big or small). Keep asking questions and get to the appropriate solution and then deliver.

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

I coach my son's soccer team and support my daughters in their love of gymnastics. I barrack for the Sydney Swans and get to the games with my kids when I can. I also enjoy riding my bike for fitness and spending time at the beach with my family.



ACT LIKE YOU OWN IT



PEOPLE &amp; CULTURE

## Our people caring for our environment

Our Group is committed to creating a more sustainable future for our planet, working hard to improve our environmental and sustainability impact. We have a responsibility to preserve the natural environment, local ecosystems and wildlife where we operate across Australia and New Zealand. For World Environment Day, we reflected on how some of our teams demonstrate a great example of environmental preservation and with the formation of our sustainability committee we look forward to seeing more examples like this.

### C3 Australia - Tasmania



C3 AUS has been operating in the Forico forest estate in Tasmania since late 2020. The estate manages around 170,000ha of land of which half is retained native vegetation.

The team complies with a Forest Practices Plan (FPP) issued by our customer, Forico, to manage where and how the plantation block is harvested by C3. This includes areas of high-conservation value to be preserved, how to maintain and enhance biodiversity, soil and water values, heritage factors and the visual landscape.

The team follows these procedures when operating in an effort to help protect threatened species that frequent the area such as eagles, butterflies, devils and crayfish.

Since these operations began, our team has also followed a self-assessment process where they check their own operations and continually try to improve their practices in conjunction to site audits by Forico.



## Albany Bulk Handling - WA



Our site, Albany Bulk Handling (ABH) in WA is home to a range of wildlife such as Ospreys who like to make nests on our shiploaders, the endangered Western ringtail possum and Mutton birds. The lucky team at ABH even get to see whales, dolphins and seals at times. To help keep these animals safe the team checks for and relocates them when needed.

To help improve their local ecosystem, our ABH team is currently planting more trees around the site and makes sure they always recycle and utilise their compost bin.

"I enjoy working at ABH, the added bonus is the wildlife we get to see and help. I am an advocate of looking after our environment and always encourage everyone on our site to look after what we can," said ABH SHEQ Co-ordinator/Administrator, Roxane Green.



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## Pink Shirt Day New Zealand



Recently our C3 New Zealand team at the Cross Road office in Tauranga, NZ rocked pink to work and came together for a morning tea to again raise awareness for the third year in a row for Pink Shirt Day.

Celebrated annually, this event has our ongoing support for the spotlight it shines on bullying, together with the focus on creating supportive environments that are kind and inclusive in our communities, schools and workplaces.

**Kōrero Mai, Kōrero Atu, Mauri Tū, Mauri Ora – Speak up, Stand Together, Stop Bullying.**



## LINX CCG Sustainability Committee



The LINX CCG Sustainability Committee was recently launched in May 2021. Working together to lead our sustainability program, the committee's purpose is to embed sustainable business practices into all decisions the Group makes. They aim to achieve this by making sure projects include positive sustainability outcomes, driving site-led initiatives and sharing the results.

Led by LINX GM Commercial and Customer, Rob Scarlett, as Chairperson, the committee members are:

- **Robyn Simpson** - Head of Environment, LINX CCG
- **Peter Seaman** - EGM HSE, LINX CCG
- **Lauren Ng** - Head of Internal Controls and Risk, LINX CCG
- **Greg McLane** - GM Strategy and Corporate Development, LINX CCG
- **Shannon Eagles** - GM Communications, LINX CCG
- **Bill Simmons** - Asset Manager – Road Assets, LINX CCG
- **Ally Ballard** - HR Business Partner, LINX Logistics, Rail and C3 AUS
- **Kersten Ross** - GM Commercial and Customer, LINX
- **Joanne Allan** - OHS Manager, Pedersen Group
- **Mick O'Connor** - Operations Manager Geelong, LINX Port Services
- **Luke McNamara** - GM HSE Operations, LINX Logistics, Rail and C3 AUS
- **Richard Haskett** - GM Commercial, C3 NZ

Thank you to our Committee members who *'Acted like they owned it'* by putting up their hands to join. We are looking forward to seeing the new projects and initiatives that lay ahead.



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 Australia's Walcha site in the Nundle State Forrest, NSW**

**Photograph taken by Kevin Ford**

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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