



# Health and wellbeing in transport and logistics

How Linfox is leading the way

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**HealthyFox**  
enhancing  
your wellbeing



**For 65 years the Linfox legacy has been built by our people.**

Our transport drivers play a vital role connecting communities with essential goods, but we know this important work can impact physical and mental health - the long journeys, the hours, the sedentary lifestyle and time away from family and friends.

At Linfox, we understand that to lead the way to be safer, we must support the health and wellbeing of the people who keep our nations moving.

The future of our industry depends on it.

Over the years, Linfox has introduced a range of programs and initiatives to keep our people safe, with a focus on safety, health and wellbeing.

We launched the Healthy Fox program in 2014 to provide tools, resources and opportunities to help our professional drivers make healthier lifestyle choices.

If we can make a difference to someone's wellbeing, there is no reason we can't check in and make sure they look after themselves. If our drivers are healthy, they are going to be happier and more productive.

This dedication to health and wellbeing also inspired Linfox's recent collaboration with industry partners to launch the Healthy Heads in Trucks & Sheds Foundation, with my father Lindsay Fox as trusted Patron.

With added pressure placed on warehouse workers and professional drivers due to COVID-19, it is critical we unite as an industry to understand and address the health of our workforce.

**Peter Fox**  
**Executive Chairman**  
**Linfox Pty Ltd**



**vision**  
**ZERO**





# What we know about health and wellbeing in the road transport and logistics sector in Australia



Driving trucks is the most common work for Australian males, with one in 33 men being a driver. It's hard work - long, sedentary hours, shift work, fatigue and sleep deprivation can take their toll on the health and wellbeing of professional drivers. For those who know the industry there are no surprises there.

But it's not just the truck drivers. In fact, the greatest number of injuries and illnesses in the transport industry occur to people not driving a truck. This includes machine and plant operators, trades workers, technicians and labourers, store people, and the administrative and managerial staff too. Transport workers are up to five times more likely to be injured at work than any other Australian worker.

Deeper insight into common risk factors is needed to allow us to help shape the future health and wellbeing of our industry.

Until now, Australian research has concentrated on driver fatigue, driven largely by the focus on improving road safety over the past three decades. While there has been international research in this area, the unique aspects of the industry in Australia – such as our geography, social structures, regulatory and commercial models, healthcare and workers' compensation systems - mean that it can't always be directly transferred to the Australian context.

## INSIGHT THROUGH RESEARCH

To better understand the health status of transport workers and the risks involved in their work, Linfox teamed up with the Transport Workers Union and the NSW Centre for Work Health and Safety to support a national, multi-year program of research by Insurance Work and Health Group at Monash University.

### DRIVING HEALTH: NATIONAL TRANSPORT INDUSTRY HEALTH AND WELLBEING STUDY

Linfox is a major partner in the Driving Health study run by Monash University's Insurance Work Health Group, in partnership with the Transport Workers Union (TWU) and the NSW Centre for Work Health and Safety.

The study is the first of its kind in Australia and aims to develop evidence on the physical and mental health status of Australian transport workers, factors affecting health and recommendations for interventions for improvement.

The sixth and seventh report findings released by Monash University's Driving Health study in 2021 reveal more work is needed to ensure the future health of our transport drivers across Australia.

Insights from the study have served to deepen our understanding of the challenges faced by drivers and reinforced the importance of our ongoing health and wellbeing strategies.



**Mark Mazurek,**  
CEO Linfox Logistics  
Australia and New Zealand

### A PROBLEM SHARED IS A PROBLEM HALVED

Healthy Heads in Trucks & Sheds (HHTS) represents Linfox's shared commitment to promote the prevention and understanding of mental health issues across the entire Australian supply chain industry.

In my personal life, I have had friends who work in our industry who have taken their own lives. I hope in future that I can do a better job of seeing

the signs and helping those who need it most, and I know this starts with listening and making time and space for a conversation.

For me, my participation as a founding Board member in HHTS is a great step toward a united industry approach to this problem and will allow us to make sure that support is available for our frontline people regardless of who they work for.

### STAGE 1 – WORK INJURY AND ILLNESS

In Stage 1, Monash University's landmark study examined 12 years of data. The study found that more than 120,000 claims for work-related injury and disease were lodged by drivers over the study period.

Only 17 per cent of these claims came from vehicle crashes, with the rest caused by physical and psychological stress, falls, slips and trips and other causes. Over the 12-year period, the claims added up to more than one million lost weeks of work.

#### Findings snapshot

- These injuries and diseases resulted in loss of 1,071,230 weeks of working time, or total of 22,317 years of productive working time loss.
- 545 compensated fatalities among truck drivers over this 12-year period. Truck drivers had 13-fold higher risk of dying at work than other Australian workers.
- Vehicle crashes accounted for 17 per cent of total working time lost to injury and disease in truck drivers. The remaining 83 per cent arose from injury and disease caused by musculoskeletal and psychological stress, falls, slips and trips and other causes.
- Drivers over 65 years were at highest risk of work-related injury and disease, and took longer off work than younger drivers when injured.
- Most common type of injury in truck drivers was musculoskeletal injury (such as back pain).
- Mental health conditions were less common, but drivers with such conditions took more than 10 weeks off work.

### STAGE 2 – DRIVER SURVEY

The second stage of the Driving Health study involved an online survey. People who drive trucks, buses, vans and taxis were invited to provide health insights to aid understanding about what can be done to help them be healthy and stay healthy at work.

### THE DRIVING HEALTH STUDY INVOLVES THREE MAIN PHASES:

**Stage 1 (complete)** – Analysis of three large insurance claims databases was undertaken to provide a national profile of illness and injury among transport sector workers. It helped to reveal new information on the burden of illness and injury in the transport sector, and to identify populations of workers at high risk for poor health.

**Stage 2 (complete)** – Online survey and detailed follow-up interviews were conducted with professional drivers, their employers and their family members. These interviews sought information on mental health, physical health, work and social function. The aim of this phase was to move beyond descriptions of health to provide new insights into factors in the workplace, at home and the community that affect health in positive and negative ways.

**Stage 3 (to come)** – Insights from the first two phases will be combined with 'on the ground' transport sector knowledge. This will then inform recommendations about interventions that can be co-designed and implemented by employers, regulators, drivers and others across the industry

Find out more about the Driving Health: National Transport Industry Health and Wellbeing study at [www.drivinghealth.net](http://www.drivinghealth.net)



**Lindsay Fox**  
Linfox Founder and  
HHTS Patron

## SHARING A LIVED EXPERIENCE

If anyone is familiar with the pressure on drivers in the trucking industry, it's Linfox founder Lindsay Fox.

The son of a truck driver, Lindsay left school at the age of 16, bought his first truck when he was 19 and went on to build the largest privately-owned transport company in Australia.

Lindsay has experienced first-hand that truck driving can be highly demanding work.

"I've seen the impacts mental health can have on people in our industry and know that it's time that we speak up on this issue as much as we have done on safety," Lindsay said.

"When you're under pressure, you try to keep it to yourself. But the only way to get rid of that is to download it to people that you believe in and trust. We do everything we can to encourage this open dialogue between our workforce and our management."

## Online survey

The survey revealed:

- Most drivers were overweight or obese and report dealing with medical conditions while at work.
- One in every two drivers was obese, compared to one in every three Australian men of a similar age.
- Almost a third of the drivers had three or more diagnosed medical conditions, which is four times greater than the average for Australians.
- The most common medical conditions were back problems, high blood pressure and mental health problems.
- Mental health is a big concern for young drivers, where 1 in 5 drivers under 35 years had severe levels of psychological distress, compared to 1 in 9 Australian men of the same age. Drivers of all ages were more likely to report severe psychological distress if they worked longer hours, drove short-haul and if they had more than one medical condition.
- Over half self-reported that they were in good to excellent health.
- Twice as many drivers rated themselves as being in fair to poor general health than the average for Australian men.
- Poor general health was more common in those who worked longer hours, were obese and had more than one medical condition.
- Chronic pain was also common among drivers. Two in every three reported pain, with the majority saying their pain had lasted three months or more. Drivers with more than one medical condition were more likely to have severe pain and pain lasting longer than a year.
- The survey measured driving performance by the number of crashes reported in a year and number of near misses reported in a month.
  - A total of 181 crashes were reported.
  - Near misses were much more common, with over two thirds saying that on average they had one near miss per week.
  - Younger drivers, those who worked longer hours and had more than one medical condition were more likely to have more near misses.
- Most drivers said their work ability was good or excellent. However, drivers who were overweight or obese and had more than one medical condition were more likely to say that their work ability was poor.

## STAGE 2: SURVEY SAMPLE

### Online survey

Almost 1,400 drivers from all over Australia completed the survey between September 2019 and May 2020. It included both long-haul (more than 500km per day) and short-haul (less than 500km per day) drivers, as well as owner operator and employee drivers. Most drove B-doubles and worked between 40 and 60 hours per week, with most long-haul drivers working more than 60 hours per week.

### Telephone interviews

The study interviewed 17 drivers and 9 family members across Australia.





### Telephone interviews

Participants and members of their families were then given the option to continue with the study by taking part in a follow-up telephone interview. The findings released in 2021 revealed common themes that impact driver health and wellbeing, including unrealistic demands, financial pressures and lack of respect and recognition, including not being appreciated by the public or management.

The responses identified seven key areas of impact experienced by drivers. These included:

1. Physical health barriers, including not having access to eat good food or get good sleep.
2. Coping with stress on the road and factors that helped get them through tough times.
3. Impact on relationships with family and friends, and the changes drivers required to fit in with them.
4. Drivers' description of themselves as the "lowest in the food chain", however some workplaces were described as better than others.
5. Desire for the ability to manage their own rest (regulations can mean drivers are required to rest when alert and drive when sleepy).
6. Limiting factors such as full parking bays, dangerous roads and dirty facilities.
7. Perceptions that the public don't respect them and what they do.

Drivers also provided feedback about things that made it easier or harder to be healthy:

- ✓ Having connections to help with mental health - like talking to family and friends
- ✓ Having different ways to cope and being able to enjoy the good things about work
- ✗ Unrealistic demands that decrease control over work
- ✗ Financial pressure to be on time and for the lowest cost
- ✗ Not being respected for the work that they do
- ✗ Support systems that don't match what they need.

### TURNING INSIGHT INTO ACTION

According to Linfox Group Manager Safety, Health and Wellbeing, Chris Wilks, this research informs Linfox's holistic approach to health and safety.

"We know this is highly demanding work," said Chris. "This critical research gives us further insight into the work and life impacts of truck driving. Since the study began, Linfox has responded to common risk factors that have emerged with

tailored initiatives and programs to support our drivers."

Chris said while the journey has begun, the latest results of the Driving Healthy study show that there is much more work to be done.

"Now that we have deeper insights into the challenges that professional drivers face, we must continue working together as an industry to help shape the future health of our transport drivers."

This investment in research and the cooperation with the Monash University team, the Transport Workers Union and NSW Centre for Work Health and Safety is part of Linfox's ongoing work to ensure our strategies effectively target and mitigate risks to safety, health and wellbeing - the foundation stones of our culture.

The study reported that drivers mainly discussed the negative elements about their job and the resulting health impacts. Drivers also felt that change was required across three areas: drivers, the companies and regulators. The study recommended that any programs designed to address physical and mental health would therefore need to apply to drivers, businesses and the wider industry.

“This year has shown us the critical role that truck drivers have in keeping Australia moving,” said lead researcher, Dr Ross Iles on release of the latest findings.

“They frequently experience isolation and separation from loved ones, and the nature of long-haul work in particular offers limited opportunities for incidental physical activity and good nutrition. This reveals a need for additional supports to ensure they can do their work safely – it’s our turn to keep them moving.”

### STAGE 3 – INTERVENTION DEVELOPMENT

In the third and final phase of the Driving Health study, the team at Monash University will combine insights from the first two phases with ‘on the ground’ transport sector knowledge. The objective is to develop programs, services and policy interventions that, upon completion of the study, can be implemented by employers, regulators, drivers and others in the sector.

The outcome of the study will be a set of ‘ready to implement’ interventions that can be taken up by people working in the transport sector.



### VISION ZERO: BEING SAFER EVERY DAY

The health of our team members is inextricably linked with safety on our roads and at sites.

Keeping Linfox people and our communities safe is built into the fabric of our business through our industry-leading Vision Zero strategy.

Vision Zero represents our strong commitment to safety, health and environment. This holistic, company-wide campaign aims to reduce, and ultimately eliminate fatalities, injuries, motor vehicle incidents, unsafe

behaviour and practices and net environmental emissions.

Our constant drive for continuous improvement in our safety standards has seen a significant reduction in our lost time injury frequency rate (LTIFR) and total recordable injury frequency rate (TRIFR) in Australia and New Zealand over the last few years.

The conversation about safety is one we have with team members across our operations every day, whether they are based in the yard, in the office, in the workshop, in the warehouse or on the road.

We set clear expectations on safety and maintain zero tolerance of unsafe behaviour and practices. We celebrate people who lead the way in keeping themselves and others safe, and challenge those who do not.

Our goal is for our people, our suppliers, our customers and the communities in which we operate to go home safely to their families at the end of each day.

#### Our safety commitment:

At Linfox, we are committed to achieving Vision Zero. We care for all our people and our customers, and through strong leadership we will work together to find solutions to prevent injuries. We are one team working towards a common goal. We hold ourselves and each other accountable for safety.





## TOGETHER, STRONGER: HEALTHY FOX

For nearly a decade, Linfox has built meaningful strategies and tools to support physical and mental health and wellbeing through a dedicated program called Healthy Fox.

Healthy Fox's holistic approach includes a range of initiatives covering mental health, general health, nutrition, and fitness and strength. The four pillars influence a yearly calendar of events, educational tools, resources and activities that connect people with the information and support they need to make healthy lifestyle choices at work and home.

These include:

### 1. Mental health

Creating an environment where team members can work effectively, productively and with a sense of achievement by looking after the psychological safety of our people.

Initiatives include:

- Healthy Minds in Uncertain Times webinars
- Mind Fit workshops

- Mental Health First Aid training
- Employee Assistance Program (EAP)
- Connect. Move. Motivate. challenge
- R U OK? Day awareness campaign
- Mental Health Month awareness campaign
- Movember campaign.

### 2. General health

Providing tools and resources to prevent and provide early detection of general health concerns.

Initiatives include:

- Flu vaccination program, including COVID-19 vaccinations
- Bowel Cancer prevention program
- Avner's Foundation Pancreatic Cancer awareness
- Breast Cancer awareness
- Quit Smoking program
- Ovarian Cancer awareness
- Sun Safety program and skin checks
- Men's Health prevention campaigns
- Donate Life awareness campaign
- Discounted private health insurance - BUPA or Medibank.

### 3. Nutrition

Supporting employees to make sustainable and healthier food choices.

Initiatives include:

- FOXtrition program
- Educational workshops
- Nutrition tip sheets
- Avner's Foundation Remember September.

### 4. Fitness and strength

Encouraging and supporting team members to improve fitness, muscular strength and endurance to enhance physical performance.

Initiatives include:

- Injury prevention program
- Fitness Passport
- Connect. Move. Motivate challenge
- Movement programs.



### TESTIMONIAL

I wanted to share feedback from one of my drivers after completing the Steps Challenge earlier this year. Since receiving their pedometer, they have continually used it to track their steps and push themselves. The challenge has even been the catalyst to them taking the journey further and starting to train. Due to these changes, the driver has now lost close to 15kg.

**Linfox Operations Supervisor, NSW**





#### **CASE STUDY: CONNECT.MOVE.MOTIVATE**

Healthy Fox's recent remote Connect. Move. Motivate. campaign was aimed at providing a trusted community for men to interact and share. We recognised the impact COVID-19 was having in the workplace and its effects on how we interact with each other. The Connect. Move. Motivate. challenge was designed for Linfox to help us find new ways to reconnect through communication, shared experiences and being active together, even remotely.

By focusing on connection, the employees who participated experienced improvements in:

- mental health by 24 per cent
- social connectedness by 12 per cent
- loneliness by 5 per cent.

These were key factors in improving participants' overall wellbeing by 23 per cent and social connectedness by 26 per cent. Our female participants' overall mental health and wellbeing also improved by 19 per cent.

"The program provided an opportunity for us to demonstrate how to be Together, Stronger as we measured the impact of people's mental health and wellbeing during the COVID-19 pandemic, also demonstrating our commitment to make the conversation about mental and physical health as everyday as safety."

**Linfox National Health and Wellbeing Manager, Marian Merrigan**

**We recognised the impact COVID-19 was having in the workplace and its effects on how we interact with each other.**

#### **TESTIMONIAL**

The Connect. Move. Motivate. campaign definitely improved my overall focus, not just physically but mentally. It made me understand in order to be successful as part of the Linfox team a healthy body both physically and psychologically needs consistent development.

I have joined my first civilian gym in 20 years and I now have a better understanding of how to train smarter thanks to Healthy Fox. Physical fitness and improved mental health needs 3 key areas to train better, therefore becoming a more effective member of the team. 1 - Train, 2 - Diet, 3 - Sleep and recovery.

**Fuels Driver – Caltex QLD**

## EMPLOYEE ASSISTANCE PROGRAM

Linfox understands that sometimes people don't feel comfortable raising sensitive issues with their managers or peers and need more professional, confidential assistance and counselling. This is why we invest in our Employee Assistance Program, ensuring it is continuously and widely accessible to all team members and their immediate families across Australia and New Zealand.

The program is a free, 24/7 confidential service providing support and assistance across eight key areas including money, family, legal, employment, managerial, career, conflict, nutrition and lifestyle.

## UNITING THE INDUSTRY ON MENTAL HEALTH: HEALTHY HEADS IN TRUCKS & SHEDS

We encourage our people and those in the wider industry to feel safe and secure to speak up about mental health and seek support when they need it. Fostering open dialogue about mental health is just as important as our work on safety.

Linfox founder, Lindsay Fox's insight into the pressures and demands of transport driving inspired Linfox's founding partnership in the industry initiative Healthy Heads in Trucks & Sheds Foundation (HHTS).

Lindsay is the Patron of HHTS, the first national, evidence-based approach to tackle mental health in the road transport and logistics industry, with CEO Linfox Logistics Australia and New Zealand, Mark Mazurek, a founding board member.

Linfox, along with Woolworths, Coles, Australia Post, Toll, Qube and Ron Finemore Transport have combined as founding members in partnership with the National Heavy Vehicle Regulator (NHVR) to fund the inception and development of HHTS.

Healthy Heads in Trucks & Sheds promotes the prevention and understanding of mental health issues in truck drivers, distribution centre and warehouse staff, and other road transport industry participants, as well as to support healthier options around diet, exercise and individual wellbeing.



HHTS will deliver a 3-year Industry Blueprint Strategy, National Framework, Guidelines and Charter for Psychological Safety for road transport and logistics. As part of this, organisations who become members of HHTS will be able to carry out a self-accreditation process based on a maturity model of best practice approaches to Psychological Safety.

## SUPPORTING NEW RESEARCH

HHTS Foundation will partner with Griffith University in a research project to better understand mental health and wellbeing within the transport and logistics sector. The project aims to understand the effects of mental health and wellbeing, psychosocial factors, distraction and fatigue and the role these factors play in crashes and injury.

Naomi Frauenfelder, CEO of HHTS said, "The project will also involve an investigation into sleep quality by studying 50 voluntary participant drivers, and the effects of sleep on potential driving issues such as fatigue, concentration, cognitive performance and health and wellbeing of these drivers."

Griffith University's Chief Investigator on the project Dr. Darren Wishart stated, "This research will give us the opportunity to better understand mental health and wellbeing in this unique sector of the community. We hope to

use the outcomes from this research to help improve safety for heavy vehicle drivers along with the overall health and wellbeing within the heavy vehicle transport and logistics sector."

Neil Singleton, Insurance Commissioner from MAIC added, "This information will be used to inform future safety regulation and practices across the heavy vehicle industry, and contribute to a suitable and appropriate road safety and logistics mental health plan to look after our industry workers".

Funding for the project has been provided by the Motor Accident Insurance Commission (MAIC) with substantive in kind support from HHTS, including from both Foundation Members Woolworths and Linfox. The project is expected to run for approximately 18 months.



Learn more about the Healthy Heads in Trucks & Sheds foundation at

<https://www.healthyheads.org.au/>



## LEADING THE WAY IN SAFETY, HEALTH AND WELLBEING

Linfox's commitment to be safer extends to the communities in which we operate. Our drivers are often first at the scene of incidents on our roads, stepping in to take action to assist others in need.

### Selfless actions save a life

Linfox driver Matt Georga was honoured with the prestigious Bridgestone Bandag Highway Guardian Award from the Australian Trucking Association (ATA) in 2020 after his intervention helped save the life of a community member.

Matt was returning from a delivery when a vehicle ahead began driving erratically. He positioned his rigid behind the vehicle and turned on his hazards to alert other drivers.

When the vehicle struck a concrete barrier, Matt safely parked his truck. Another motorist removed the unconscious driver from her car and performed chest compressions while Matt performed mouth-to-mouth resuscitation until Queensland Ambulance Service arrived. The driver had suffered a cardiac arrest and the actions of Matt and others helped save her life.

"Matt's priority was the safety for other motorists and for the driver that day, and through his quick action, not only helped save the life of the driver but also reduced the risk of a much bigger incident," said Bridgestone Australia and New Zealand Managing Director, Stephen Roche.



Matt Georga



Andrew Hastings

### Best Emergency First Aid Response Award

Linfox driver, Andrew Hastings and warehouse team members, Clive Bacon, Terry Turner and Harriet Tomlin were selected as finalists for the Best Emergency First Aid Response Award in 2020 in the inaugural Australian Workplace Health & Safety Awards.

The award recognises first responders to an emergency first aid event in the work environment and included entries from around the country.

Andrew was selected as the winner for his brave actions and compassion at the scene of a serious multi-vehicle collision.



Linfox takes the health and wellbeing of our  
team members seriously and welcomes  
feedback about ways we can improve it.

Please email your ideas and comments to  
[healthy\\_fox@linfox.com](mailto:healthy_fox@linfox.com).



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enhancing  
your wellbeing

[www.linfox.com](http://www.linfox.com)