



**An Australian icon for 60 years**

## START



**1953**

Lindsay Fox secures his truck driver's licence at a relatively young age.

**1956**

Lindsay starts his business at age 19 carting coal in winter and soft drinks in summer.

**1957**

Lindsay buys his second truck and the slogan, 'You are passing another FOX' is born.

**1958**

Linfox has 10 trucks working on the Schweppes contract.

**1961**

Tyre manufacturer Dunlop signs its first contract with Linfox.





**1963**

Linfox introduces one grocery truck on a three month trial with GJ Coles and Coy (today known as Coles).



**1968**

Linfox wins the Courage Brewery contract, taking the fleet from 30 to 60 trucks.



**Mid 1970s**

BP signs its first contract with Linfox to deliver heating oil.



**Mid 1970s**

Linfox begins transporting for Woolworths.



**1979**

The Linfox fleet grows to more than 1,000 trucks in Australia.



*A winner says: 'There ought to be a better way to do it'; and a loser says 'That's the way it's always been done here.'*

*The moment you don't believe that, you've got no hope. There's always got to be a better way of doing it.*

**Lindsay Fox AC**





ALATRICK  
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080 870 2144

# An Australian icon for 60 years



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## A message from our Executive Chairman

The Linfox story is often described as a fairy tale: 'Once upon a time, there was a man who had a truck...'

In many ways, the story of Linfox and its extraordinary growth over six decades is a fairy tale and I am extremely proud when I reflect on what my family has built.

Our path to success has been built on hard work and a commitment to delivering on a simple promise. When a customer chooses Linfox they can be confident that we will always deliver.

I grew up working in the business. My father Lindsay took immense pride in his trucks and insisted on keeping them clean.

As a child, I would shine the wheels of the trucks with Silvo for pocket money. For me it was an early lesson in attention to detail and maintaining our fleet to an excellent standard. I have never forgotten this lesson and it has seen us rewarded by the biggest brands with their business and their reputations.

Decades later, I still see this commitment and attention to detail in Linfox as we adapt and lead a rapidly changing industry. Technology continues to shape logistics and you don't grow unless you invest in people and research. It's this commitment to ongoing change that keeps us ahead.

As a family business, we take particular pride in caring for the health, safety and wellbeing of our people.

We passionately believe that no one should be injured at work and I am proud to say that we have built a strong safety culture based on our Vision Zero education and training programs.

Sustainability is another area of focus, for me personally and for the business. As a business leader and a father to three children, I want to leave the world in a better place than I found it.

In 2007, Linfox began an ambitious target to reduce greenhouse gas emissions intensity by 50 per cent by 2015, based on 2006/07 levels. Thanks to the considerable efforts of our people and customers, Linfox has achieved and exceeded this target, with a 51.2 per cent emission intensity reduction.

We consider our people to be members of our extended family, sharing our family values of trust, integrity and loyalty. My father founded Linfox on these values and they remain central to the way we do business today.

As we cap off our 60th year, it's these values that will ensure another 60 successful years of Linfox.

**Peter Fox**



## A message from our CEO ANZ

It is a great privilege to be the latest in a long line of Linfox CEOs as we celebrate our 60 Year Anniversary. Joining Linfox in 2001,

I've been fortunate to witness one and a half decades of the incredible story of Linfox. From its humble beginnings of 'one man and one truck', we are now more than 23,000 people in eleven countries.

Today, our business is stronger than ever. We are confidently investing in new services and exploring new markets. Our eyes are firmly on the future with investments in healthcare, eFulfilment services and new business units such as Government and Defence.

I am strongly committed to continuing the growth that marked the tenure of my predecessors. Ours is a family business with a strong culture and deeply rooted values of trust, integrity and loyalty. Linfox was built on these values and they remain central to the way we do business.

We recently celebrated team members in their 20th, 30th and even 40th year of service with a special long service event. This longevity of service speaks to the strong culture of our business and sense of belonging among our team.

I am proud to be a member of the Linfox team and I thank you for your continued support.

**Annette Carey**



## A message from our CEO Asia

The Linfox story is one of growth and I am proud to continue this tradition through our Asian expansion.

Linfox began operations in Shanghai in China in 1984, marking our first foray into Asia. Today, we are also in Thailand, India, Indonesia, Vietnam and Malaysia with our sights firmly set on new markets across the region.

It's not just the Linfox brand that we are establishing in Asia. We also bring our high safety standards, excellent customer service and strong values, all of which we believe set a new standard in the region.

Whether we are partnering with new Asian customers or working with current Australian customers who want to access the ASEAN region, we continue the Linfox tradition of growing our customers' business. Importantly, we now combine this with playing a part in the economic development of a number of emerging economies including Laos, Myanmar and Cambodia. The Linfox Asia team is proud to be investing in the growth of these countries and the reliable supply chain networks that will help them and our customers to prosper.

Linfox is an icon in Australia and we are working to establish that same status in Asia.

**Gabby Costigan**



Lindsay Fox AC was born in Sydney in 1937. Raised in a working class family in the Melbourne suburb of Prahran, he learnt the value of hard work and self-reliance from an early age.

Lindsay left school after realising that a formal education wasn't going to benefit him. At age 16 he secured a truck licence and went to work for his father as a driver. It was the first step towards building his iconic company.

"If you told them you were 18, they would always check your birth certificate, so I decided to tell them I was 19 instead, and nobody bothered to check," said Lindsay.

Lindsay carted 12 tonnes of coal a day from West Melbourne in the winter, each loaded by hand and carried on his broad back. In the summer he carted soft drink. He worked hard but also found time for his favourite pastimes, footy and the beach.

"In 1955 I started playing with St Kilda under 19s and then captained the team in 1956. I even played 20 games for the firsts from 1959 to 1961. Then I hung up my boots," said Lindsay.

In 1957 he met his wife Paula and they had the first of six children in 1961. By the age of 30, Lindsay had six kids and six trucks. He was building his company but he was also building a foundation for his life.

"Without question, the security of the family unit gives you a marvellous foundation from which you can build. I know I set out to achieve more as a result of having the responsibility of a family."

Over the next six decades he used this foundation to build the largest privately owned logistics company in the Asia Pacific region.

As the business grew, Linfox became known for its excellent service and proactive approach.

Paul Simons, the first Chief Executive of Woolworths to partner with Linfox in the 1970s said, "No matter what the deal, it was always done the same way – with a handshake. Once you shook hands, the deal was done."

It wasn't just in Australia's boardrooms that Lindsay made an impact; he also had the respect of his employees and the unions.

"Fox is an Australian icon," says Bill Kelty. "And I don't use that word lightly. The business he has built speaks for itself but what isn't well known is the hours he willingly gives to people, to the community. It could be a chief executive dropping by for friendly advice, a grieving mother who has just lost a child and is searching for some meaning, an old acquaintance down on his luck, a country footy team – they all get his time. That's the true measure of a man."

In 1985 Lindsay stepped back from the day-to-day running of Linfox Logistics and in 1993 his son Peter Fox was appointed as Executive Chairman.

While Lindsay focussed his attention on the broader family business, he still found time for other passions. In 1979 he became the president of the St Kilda Football club, turning its finances around and making it profitable again.

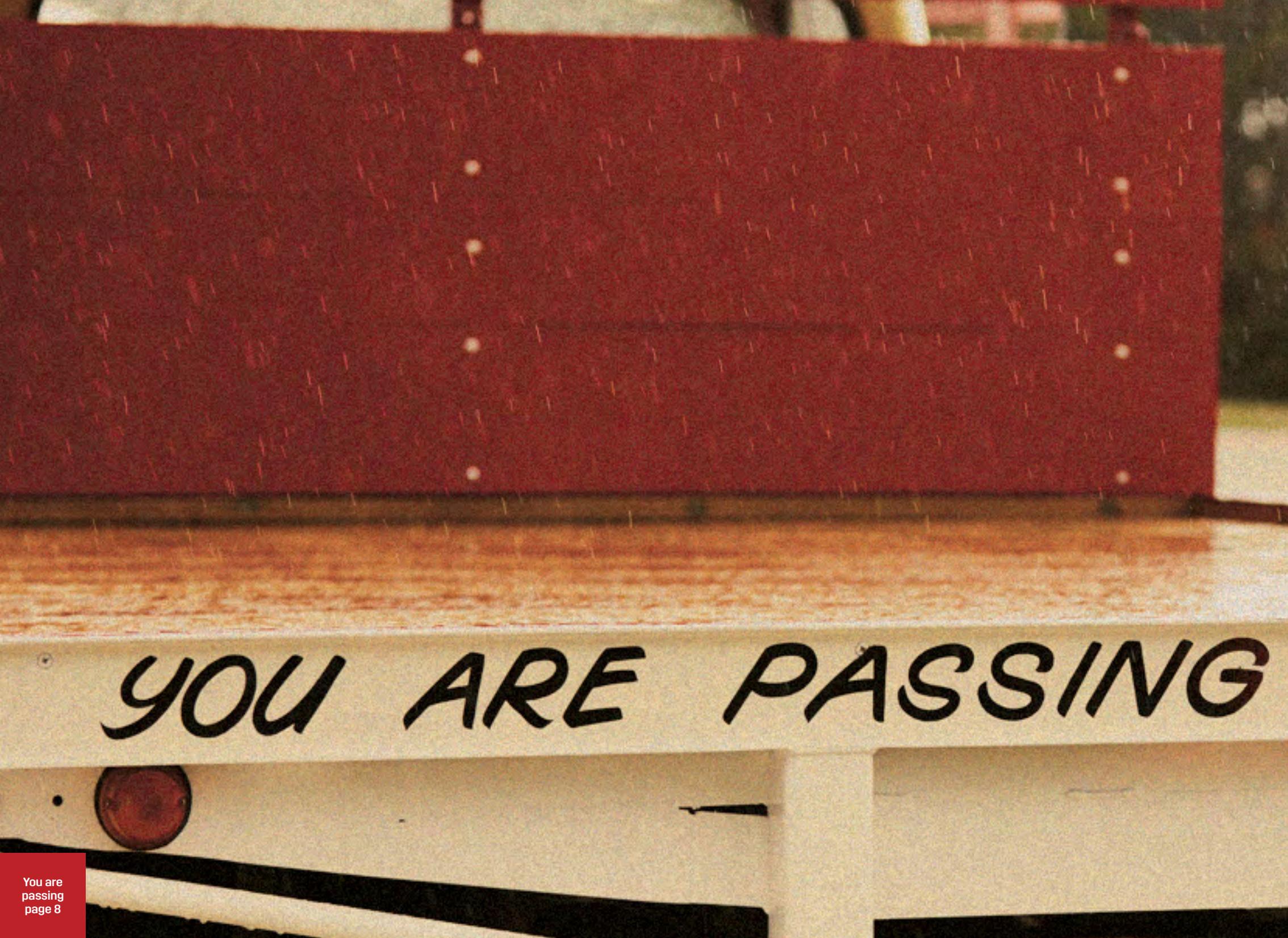
During the Australian recession in the 1990s he travelled the country with Bill Kelty, ultimately helping to create 60,000 jobs by talking with, cajoling and inspiring communities, businesses and governments.

He advised the Federal and Victorian governments on youth suicide and served on the board of the National Advisory Council on Suicide Prevention.

In 1992, he was appointed an Officer of the Order of Australia in the Australia Day Honours in recognition of service to the transport industry and the community. In 2001, he was awarded the Centenary Medal. In the 2008 Australia Day Honours, he was advanced to Companion of the Order of Australia in recognition of his continued service to transport and logistics, the promotion of youth traineeships and for his philanthropic endeavours.

While he's worked closely with many governments, Lindsay has never been political. When asked by a journalist how he describes himself politically, he replied: "I guess, Labor think I'm Liberal, Liberal think I'm Labor, the Catholics think I'm Protestant, the Protestants think I'm Catholic. The local rabbi delivers me matse. So I guess, bottom line, I'm an Australian".

# Our founder Lindsay Fox AC



*YOU ARE PASSING*



# The first decade

*ANOTHER* **FOX**



F-500 FORD

1

*Lindsay Fox*  
CARTAGE CONTRACTOR

22 Stewart St. Windsor  
LA3245  
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Promes

WINDING OFFICE & MAINTENANCE CENTRAL LABORATORY

DELIVERIES  
WINDING OFFICE & MAINTENANCE WORKSHOP CENTRAL LABORATORY

HAZC



## The first decade

Australia in 1956: Robert Menzies was Prime Minister, Melbourne hosted the Olympic Games and a 19-year old Lindsay Fox purchased his first truck for £400.

With his first set of wheels, Lindsay began carting coal and briquettes in the winter and soft drinks in summer.

He purchased his second truck the following year and the now iconic slogan, 'You are passing another FOX' was born.

Lindsay housed his fleet of two at his modest home in the then working class suburb of Windsor in Melbourne.

Known then as Lindsay Fox Cartage, the first two years were marked by slow growth, as Lindsay preferred to work hard in the winter months and retreat to the beach in the summer.

In 1958, a contract with soft drink manufacturer Schweppes saw him expand his fleet to ten trucks.

Lindsay continued to play football for St Kilda before hanging up his boots to focus on his growing business.



RECEIVING  
← WAY IN



COLES S

# The 1960s





**LINDSAY FOX**  
**CARTAGE** PTY LTD  
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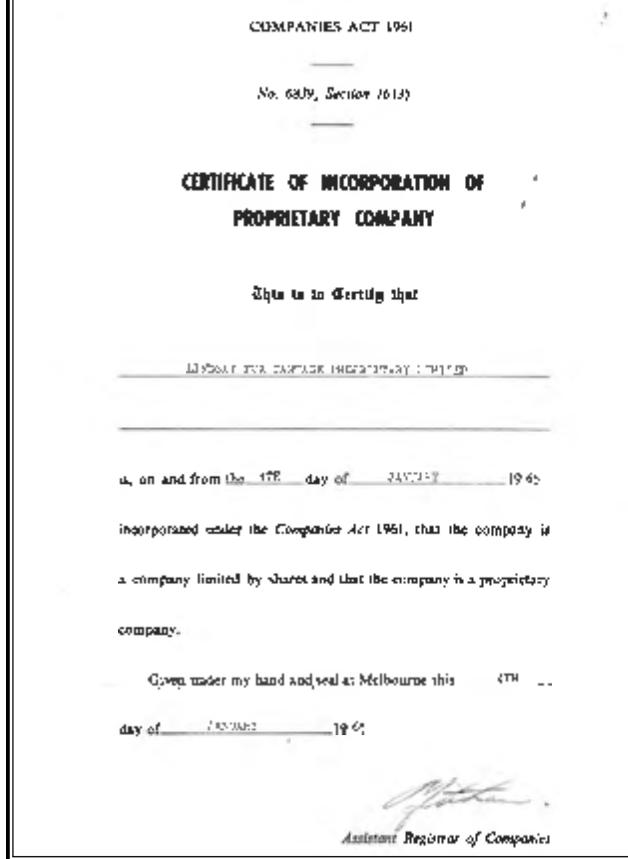
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# The 1960s

In 1960 Lindsay opened his first depot in the Melbourne suburb of Moorabbin to house his expanding fleet of red, yellow and black trucks.

In 1961 Lindsay realised that to continue to thrive, he must stop driving trucks and start driving his business. He employed six drivers and set out to pioneer the contract cartage business in Australia.

Shortly after, the business secured its first contract with tyre manufacturer Dunlop, which remains a key customer to this day.

In 1963, Lindsay convinced GJ Coles and Coy, now Coles, to put one truck on a three month trial. Linfox still services Coles today, making it one of the company's longest term customers.

The growing business was officially incorporated in 1961 and in 1966, Lindsay Fox Cartage was renamed Linfox Transport Pty Ltd.

In 1968 Linfox won a contract with English brewing company, Courage Brewery. This doubled the Linfox fleet to 60 and marked a major turning point in the company's history: the first delivery was the largest single order Linfox had fulfilled.



**DICKINSON**  
A DIVISION OF COLES STORES



# The 1970s







## The 1970s

The 1970s marked a period of significant growth for Linfox, as the business secured transport contracts with several well-known Australian brands in the retail and resources sectors.

With rising demand for central heating in middle class Australian homes, Linfox won a lucrative contract with BP to deliver bulk heating oil in metropolitan Sydney.

It was also the decade that Linfox established Queensland operations, entering into a new partnership with GJ Coles and Coy. The Coles contract also expanded in Victoria.

At this time another retail giant, Woolworths, was growing across Australia at a rapid rate. Linfox leveraged its experience with Coles to secure transport operations for Woolworths in Victoria, New South Wales and Queensland, a significant partnership that continues to this day.

The relationship with Coca Cola also flourished, with Linfox commencing a national delivery service of its soft drink products.

During this time of rapid growth, the company reached 1,000 vehicles and developed a dedicated servicing team known as the Linfox Service Division.







# The 1980s





## The 1980s

The Australian economy continued to grow throughout the 1980s, fuelled by globalisation and deregulation. Linfox capitalised on this growth by further expanding its customers and investments Australia wide.

It was also the decade that Linfox combined its warehousing and transport services to become a fully integrated supply chain solutions provider.

In 1984 the business launched operations in Shanghai in China, its first foray into Asia.

Closer to home, Linfox purchased the Coca Cola fleet in Queensland to distribute its beverage products throughout the state. Linfox also took on distribution for Carlton United Breweries and commenced warehousing and distribution for Arnott's in Victoria.

The 1980s also saw the construction of the new Parliament House building in Canberra. The build commenced in 1981 and continued until it was officially opened by Queen Elizabeth II in 1988. Linfox was contracted throughout the construction to transport the enormous concrete beams featured at the front of the building from Victoria to Canberra in a purpose-built trailer.

In 1989, Linfox took its service 'across the ditch' and established operations in New Zealand.

By the end of the decade, Linfox was Australia's largest privately owned logistics company, a distinction it has maintained to this day.





# The 1990s



128'98



## The 1990s

The 1990s marked a generational shift as Lindsay's eldest son, Peter Fox was appointed Executive Chairman of Linfox Logistics in 1993.

Peter grew up working in the business. Up until his appointment as Executive Chairman, he held a range of operational and management roles, learning about the business from the shop floor. His experience and innate business acumen made him a natural successor to continue the growth of the business.

Despite the recession of the early 1990s and subsequent impact to consumer and business confidence, Linfox continued to grow and attract new customers, including Kmart, Carter Holt Harvey and Wattyl.

Throughout the 1990s, Linfox continued its expansion across Asia, establishing operations in Thailand and Malaysia.

In the late 1990s, Linfox was awarded the logistics contract for the 2000 Olympic Games in Sydney.

The business established an IT-driven central control room to manage freight movements across Australia.

By the end of the decade, the business employed more than 2,500 people, had a fleet of 3,000 trucks, and operated 5.5 million square feet of warehousing space.





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# The 2000s

A yellow, jagged-edged logo with a black outline, containing the word "LINFOX" in bold, black, sans-serif capital letters. The logo is mounted on a brown corrugated metal shipping container. To the left and right of the logo are vertical white labels with the text "TOP LIFT ONLY" and "FRONT LIFT ONLY" respectively. A black metal structure is visible in the upper left background against a clear blue sky.

**LINFOX**





# The 2000s

The year 2000 began with a bang as Linfox managed the logistics for the Sydney Olympic Games. This massive logistics operation – the largest in peace time Australia – involved hundreds of Linfox employees and 12 months of planning. The now famous caldron, which was lit by Cathy Freeman in the opening ceremony, was carefully transported from Port Adelaide to Sydney in a custom-made trailer.



Throughout the decade, the business grew through several significant acquisitions. In 2003, Linfox purchased Mayne Logistics and Armaguard. A few years later, rail freight forwarder FCL was purchased.

Linfox continued its growth in Asia, establishing operations in India, Indonesia and Vietnam. Linfox also began logistics for the Australian Grand Prix, held annually in Melbourne.

In 2006 Linfox established BevChain as a joint venture with Lion Nathan as an end-to-end 3PL provider for the alcoholic beverage industry.

In 2009, the then Prime Minister Kevin Rudd opened Linfox's new global head office in Essendon Fields, Victoria.

In the same year, Linfox and its people rallied to assist the victims of Victoria's devastating Black Saturday Bushfires, providing logistics, warehousing and financial support.







**Linfox Airports Executive Chairman, David Fox**



# Linfox Airports

## Avalon Airport

Linfox purchased Avalon Airport from the Commonwealth in 1997. At that time there were no regular airline services, and all hangars were empty.

In 2004 Jetstar commenced regular passenger flights making Avalon Airport the first secondary capital city airport to do so in Australia. Presently Jetstar operates over 900,000 seats each year, with regular flights to Sydney, Gold Coast, Adelaide and Hobart. Avalon Airport was recently endorsed to become Victoria's second international airport by both the Commonwealth and Victorian Governments.

Recently Avalon Airport has experienced significant growth in international air freight operations, with regular live animal exports, and charters for some of Melbourne's largest major events including the F1 Grand Prix and Moto GP. Each year Avalon Airport accommodates direct charter operations to China, Hong Kong, Singapore, Kuala Lumpur and New Zealand.

In March 2017 Avalon Airport will host its 12th Australian International Airshow, providing the largest display of military aircraft in the world. Each Airshow generates around \$200 million for the Victorian economy and is visited by almost 200,000 guests.

Recently the Commonwealth Government approved a new master plan which provides a 22 hectare retail site, a hotel, an industrial hub, provision for a heavy rail link and expanded airport facilities.





**Deputy Chairman, Fox Group Holdings and Managing Director, Linfox Property Group Pty Ltd, Andrew Fox**



# Linfox Property Group

Linfox Property Group manages more than 8,000,000 square feet of warehouse space.

The expert team design, construct and manage distribution and warehousing facilities to customer specifications. Recent examples include the Dulux distribution centre at Marsden Park in Sydney and the Lion Laverton distribution centre in Victoria.

In 2001, the long term lease to operate and develop Essendon Airport was acquired from the Federal Government by Essendon Airport Pty Ltd, a joint venture between Linfox Property Group and Beck Corporation. Since then, the team have revitalised Essendon Airport and created the vibrant commercial hub of Essendon Fields.

Linfox Property Group also owns the Phillip Island Grand Prix Circuit and the Australian Automotive Research Centre (AARC) - Australia's largest independently owned and operated automotive testing facility located in Anglesea, Victoria.

AARC offers vehicle and component manufacturers an extensive range of test surfaces and driving conditions that accommodates everything from passenger cars and four-wheel drives to heavy trucks and mining equipment.







# Armaguard

Linfox acquired Armaguard in 2003.

Armaguard was established in 1938 and has since become the dominant player in the Australasian cash logistics market.

Its vision is to be the industry leader of innovative, integrated and secure currency and valuables solutions. Since its acquisition by Linfox, Armaguard has pursued this vision with determination and grown into The Armaguard Group.

## The Armaguard Group encompasses:

- 1. Integrated Technology Solutions (ITS)**  
Providing ATM services technology and maintenance.
- 2. Point2Point Secure**  
Offering discreet guarding and transport services.
- 3. Armaguard Currency Management (ACM)**  
Providing end-to-end currency management solutions for New Zealand.
- 4. Armaguard Valuables Management**  
A joint venture with Etihad Airlines to develop a precious cargo hub in Abu Dhabi.

The business has gone from strength to strength under the Linfox Group over the past 13 years, with strategic investments helping Armaguard to become an integrated, state-of-the-art currency management provider.

1984 1

**LINFOX**

The image shows the interior of a yellow and red truck. A safety sticker is affixed to the side panel, featuring the text 'SAFETY FIRST' and illustrations for 'Getting in' and 'Getting out'. The background is a blurred, motion-streaked view of the truck's exterior in yellow and red.

# Linfox Logistics today





## Linfox Logistics today

The last six years have been a story of growth and change. Today, we are more than 23,000 people in 11 countries delivering sophisticated logistics services to some of the world's largest companies.

In 2013, Linfox secured its most significant contract in recent history, partnering with the Australian Defence Force to provide warehousing and distribution services for Army, Navy and Air Force inventory.

A new business unit was formed to manage this milestone contract, employing more than 600 people across 16 Australian sites.

Our business also continues to expand in Asia, where two-thirds of our growing team is based.

In 2014, we separated our Australian and Asian businesses and formed a new International Board. As part of this decision, we appointed a CEO for Asia, Gabby Costigan. Since then, we have been steadily building our regional footprint, with our sights set firmly on three emerging economies in the Mekong Delta region: Laos, Myanmar and Cambodia.

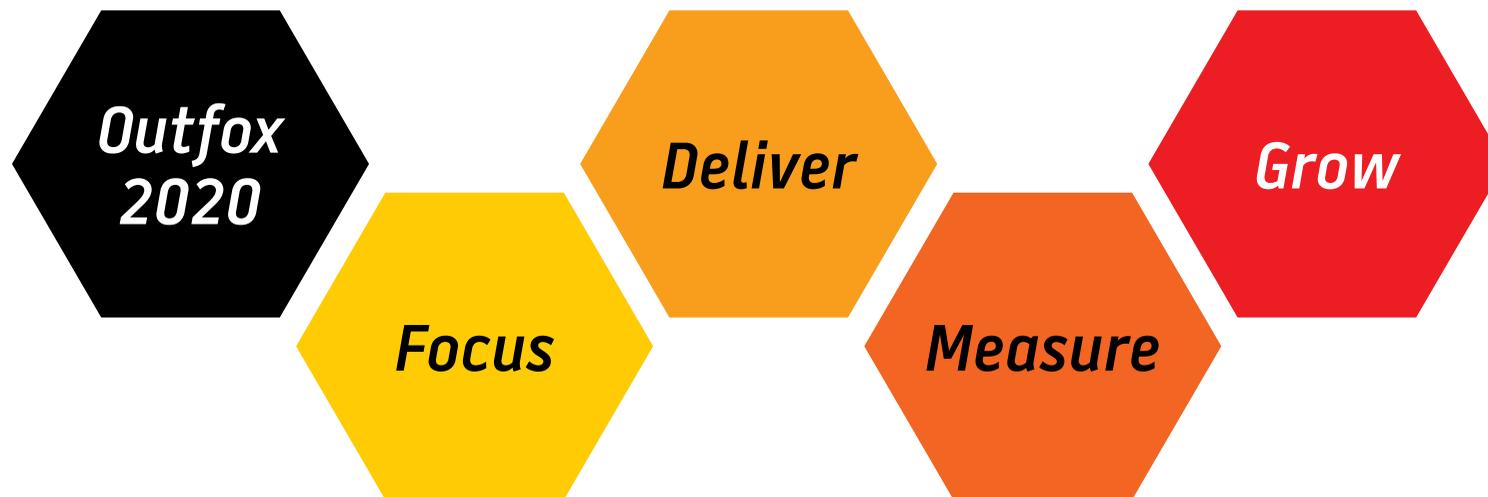
In 2014 we partnered with Phu Bia Mining, the Laos-registered subsidiary of Australian copper and gold producer PanAust Ltd.

Our continued growth in Laos and expansion into Cambodia and Myanmar represents a natural extension for Linfox, leveraging our expertise and established operations in the Asia Pacific.

Armed with 60 years of experience, strong values, exceptional people and a state of the art supply chain network, we continue to grow and invest to ensure that no one passes this Fox.



**Outfox 2020:** deliver agile, innovative solutions to drive sustainable growth. *Play your part.*





# Outfox 2020

We launched our business strategy, Outfox 2020 in early 2016.

Outfox 2020 focuses on innovation, sustainable growth and a more cross functional approach to enable us to share expertise, resources and infrastructure.

The meaning of outfox is simple: to win by being more intelligent and agile.

We chose this theme because these traits are at the core of our strategy. Through our strategy, we outfox our competitors. Put simply, it is how we win.

In recent decades under Peter Fox's leadership we've grown significantly, through new customer partnerships, strategic acquisitions and joint ventures. We roll out more than 100 transformational initiatives each year, ranging from large distribution centre design and build projects, to network optimisation initiatives and new industry solutions.

Our teams continually explore opportunities to improve safety, reduce fatigue and optimise the supply chain.

We are at the forefront of industry research, preparing Linfox and our customers for the future.



## Australia and New Zealand



# Our customers

## Asia







# Our people

More than 23,000 dedicated and talented people work with Linfox.

We are drivers, warehouse and forklift operators, administration and finance officers, safety managers, IT specialists and HR professionals.

We live across 11 countries and speak 15 different languages.

We attract, develop and retain our world class people by:

- hiring based on values as well as capabilities
- encouraging strong performance through individual development plans
- promoting diversity to encourage new and different ways of thinking
- offering programs to enhance wellbeing and improve the health of our people.

Our people demonstrate energy, passion and leadership in a workplace culture that fosters safety, innovation and ongoing professional development.







# Driving Vision ZERO

Safety is our number one priority for Linfox - the safety of our people, our suppliers, our customers and the communities in which we operate. Every day, safety issues are discussed by every team at every Linfox site.

Because when it comes to safety, one accident is too many.

Our dedicated Vision ZERO safety program sets safety rules and guidelines. It has built a culture of responsibility and accountability that drives continuous improvement in our safety and performance.

## **Vision ZERO has a goal of achieving:**

- ZERO fatalities
- ZERO injuries
- ZERO motor vehicle incidents
- ZERO net environmental emissions
- ZERO tolerance of unsafe behaviour and practices

Since launching Vision ZERO in 2006, Linfox has reduced its Lost Time Injury Frequency Rate (LTIFR) by more than 90 per cent.

Vision ZERO has set the standard for the logistics industry and has been widely adopted by other organisations.

**vision**  
**ZERO** **ZERO** Fatalities  
**ZERO** Injuries  
**ZERO** Motor Vehicle Incidents  
**ZERO** Net Environmental Emissions  
**ZERO** Tolerance of Unsafe Behaviour & Practices



# Engaging with Indigenous Australians

In 2009, Linfox signed the Australian Employment Covenant and enacted an Indigenous Engagement Strategy to support, enhance and improve Indigenous employment outcomes.

Working with our employees, customers, community, government agencies and partners we ensure that we are:

**Creating opportunities:** through community, corporate and customer consultation we will create employment opportunities in environments where individuals will thrive.

**Building positive futures:** through ongoing support and mentoring individuals can realise their career goals.

**Changing lives:** through a solid onboarding process and a culturally safe working environment, individuals will become valid contributors.

We have employed a total of 270 Indigenous employees and currently have a 93 per cent retention rate. Our vision is for future generations of Aboriginal and Torres Strait Islanders to overcome the long history of inequality and provide better futures for their families and communities.



The logo was designed specifically for the Linfox Engagement Strategy. The Logo has dual meanings: the dotted pathways represent Linfox's extensive logistics network and the yellow wheel depicts the momentum Linfox will generate by creating employment avenues for Indigenous Australians. The colours combine the Linfox Brand and the Aboriginal flag. The artwork was created by Indigenous graphic artist Marcus Lee whose business is accredited by Supply Nation.





# Green Fox

In 2007, we began a journey to reduce our environmental impact, setting a target to cut greenhouse gas emissions across the business by 50 per cent based on 2006/07 levels.

This represented a commitment to the Linfox sustainability agenda, meeting our needs without compromising the requirements of future generations.

Through the dedication and sustained efforts of our people and customers, Linfox reached and exceeded this significant target in 2016.

Our sustainability initiatives include: new truck and tyre technologies, efficient warehouse lighting systems, eco-driver education programs, aerodynamic vehicle design, best practice equipment use and the creation of a green workplace culture

## What's next?

We are working to transition to a multi-focus target and increase our use of renewable fuels, renewable energy drive-trains, energy efficient lighting and solar energy.

We will continue to work with our customers to reduce their carbon footprint through our operations.

It is an exciting time in the energy and transport industries and we are leading the way in sustainability for our people and customers.





**INFO**

**INDIVIDUAL  
ACCOUNTA**

**MUTUAL SU  
AND RESPE**

**TRUST AND**

**IRAGE**

**TEAM**

Our Safety  
**vis  
ZER**



# Supporting diversity

Diversity in business is a well-researched area and the case for promoting workplace diversity is compelling.

We are a truly multicultural workforce. Our people operate across 11 countries and speak 15 different languages.

With a culture of fairness and equality, we strive to have the best person for the job, irrespective of background, gender or religion.

However, like all operational businesses, Linfox faces challenges in female representation.

We recognise that we're behind some sectors and still have some way to go. Our business is committed to evolving and recognises that the shift must be led from the top.

Of the six CEOs employed by the Linfox Group of businesses, four are women and Linfox joined the National Association of Women in Operations (NAWO) as a Gold Member in 2016.





# Supporting our communities



At Linfox we believe that we have a responsibility to the communities in which we operate. We do this in a number of ways, such as helping out when disasters strike, or participating in community projects to make the world a more interesting place.

## **Dominoes Melbourne**

In 2016, our iconic red trucks and shipping containers played a starring role in Dominoes, a moving sculpture installation which saw a chain of 7000 concrete breeze-blocks knocking each other into action as they traipsed through Melbourne. The project was run by Arts Centre Melbourne.

## **Queensland floods**

In the summer of 2010-11, Queensland was deluged by rain and floods. Our founder, Lindsay Fox joined nine business leaders to form a roundtable and taskforce to provide support and advice to the recovery group. We mobilised resources to deliver necessities to people in affected areas, and matched our employees' donations to the Queensland flood appeal dollar-for-dollar.

## **Thailand floods**

In 2011, Thailand experienced its worst monsoonal rains in more than 50 years. A number of Linfox personnel from across Asia Pacific flew to Thailand to assist our Thailand team with the disaster.

## **Black Saturday bushfires**

Our employees joined in the bushfire relief effort to assist the victims of the devastating fires on 7 February 2009 that claimed over 200 lives and 1,800 homes. Linfox people donated their time, money and goods to help Victoria's bushfire victims and the business provided some of the logistics behind the relief effort.





MONASH  
University



Linfox Monash Strategic  
Partners





# People and development

We are committed to attracting talented, enthusiastic people and offer a number of pathways into our business through exciting opportunities across Australia and the Asia Pacific.

Through our new partnership with Monash University, Linfox people have access to qualifications, leadership and executive education and short courses.

## **Graduate Program**

Every year we welcome a new group of degree-qualified graduates. During a two year program they complete six-monthly rotations across a diverse range of business areas.

## **Cadet Program**

Giving young people the opportunity to gain training and development in a warehouse or transport environment, this two year program is aimed at those without tertiary qualifications who are keen to build a career in warehousing and logistics.

## **Indigenous Linfox Ready Program**

This pre-employment initiative provides training over four weeks and offers full time employment in a warehouse role upon completion.

## **School-based Traineeship**

This program combines schooling, theory and paid on-site training, awarding a Certificate III in Logistics upon completion.

## **Linfox Operational Training**

This program provides Linfox and external people with nationally recognised training and qualifications in logistics, driving and warehouse operations.





## Healthy Fox

Healthy Fox, our all-inclusive health and wellbeing program, provides opportunities, tools and resources for employees to make healthier lifestyle choices.

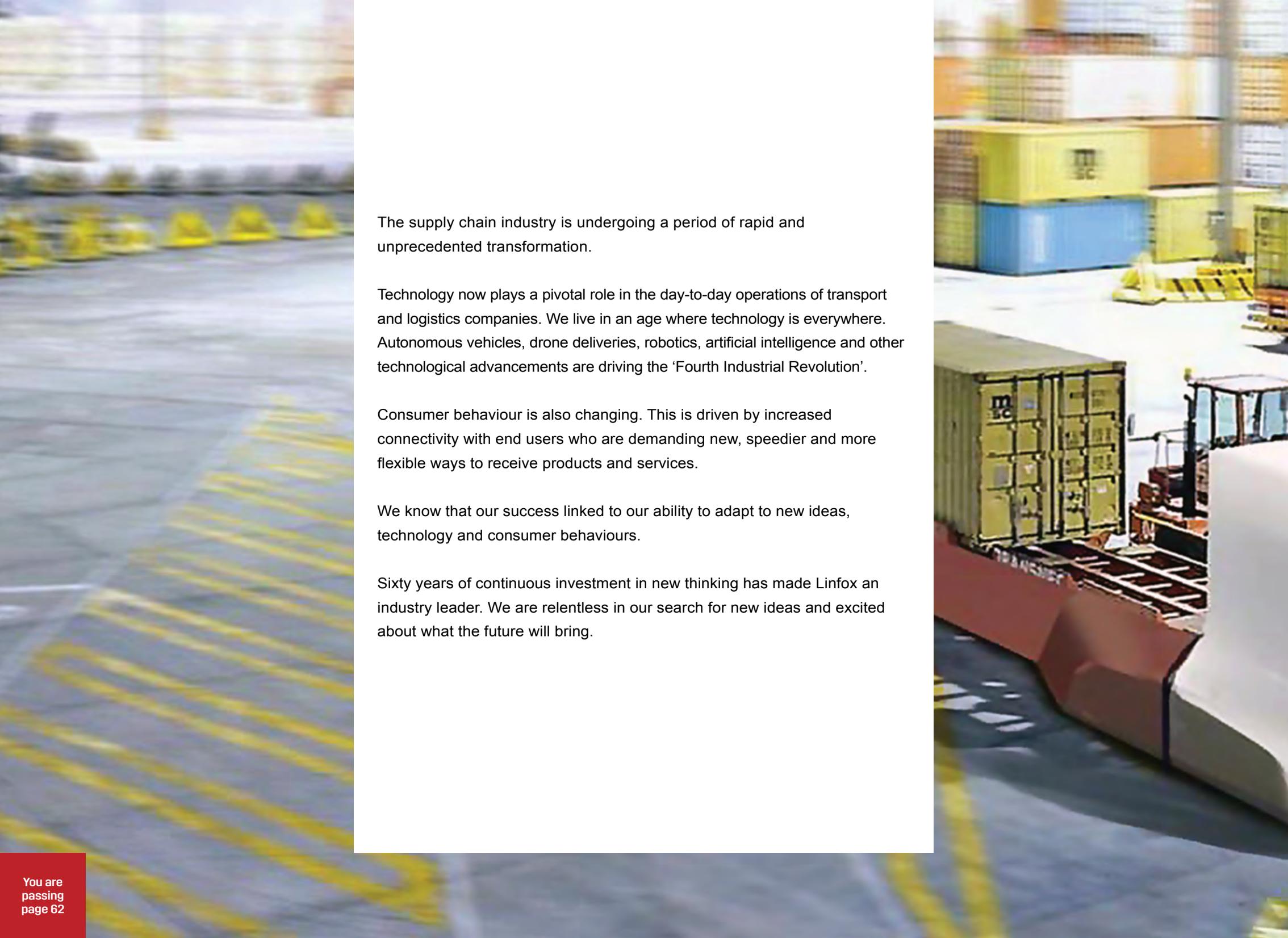
### The Healthy Fox program has four pillars:

1. Mental health and wellbeing: provides a shared language and understanding for a mentally healthy workplace
2. General health: offers opportunities for prevention, early detection and intervention of general health issues
3. Nutrition: educates and supports our people to make healthier food choices
4. Fitness and strength: improves human movement techniques to prevent injuries

Healthy employees are more engaged and productive, but the benefits of a healthy lifestyle extend to the home as well as the workplace.

As our people are members of the extended Linfox family, we consider it our responsibility to provide these opportunities to enhance their health and wellbeing.

**Healthy Fox**  
Driving your health



The supply chain industry is undergoing a period of rapid and unprecedented transformation.

Technology now plays a pivotal role in the day-to-day operations of transport and logistics companies. We live in an age where technology is everywhere. Autonomous vehicles, drone deliveries, robotics, artificial intelligence and other technological advancements are driving the 'Fourth Industrial Revolution'.

Consumer behaviour is also changing. This is driven by increased connectivity with end users who are demanding new, speedier and more flexible ways to receive products and services.

We know that our success linked to our ability to adapt to new ideas, technology and consumer behaviours.

Sixty years of continuous investment in new thinking has made Linfox an industry leader. We are relentless in our search for new ideas and excited about what the future will bring.



# Thinking ahead



SUPPLY CHAIN SOLUTIONS

LINFOX

LINFOX

LFX-06

TRAIN





**1980**

Linfox is delivering for 40 of Australia's top 100 companies.

**1984**

Operations commence in China, our first foray into Asia.

**1989**

Operations commence in New Zealand.

**1993**

Peter Fox is appointed Executive Chairman of Linfox Logistics.

**1997**

Linfox purchases Avalon Airport from the Commonwealth.

**Late 1990s**

Linfox is awarded the contract for the 2000 Olympic Games in Sydney.





**FUTURE**

**2003**

Linfox purchases  
Mayne Logistics  
and Armaguard.

**2006**

BevChain  
established as a  
joint venture with  
Lion Nathan.

**2009**

Linfox signs  
the Australian  
Employment  
Covenant to  
help break the  
cycle of poverty  
in Indigenous  
Australia.

**2011**

Linfox assists  
recovery  
operations  
following the  
Queensland  
floods.

**2013**

Linfox is awarded  
the first Australian  
Defence Force  
contract.

**2016**

Linfox has 23,000  
people and more  
than 6,000 trucks  
operating across 11  
countries in the Asia  
Pacific region.



