



The Linfox Way.

Code of Conduct

Australia and New Zealand

It's the way we do things at Linfox.

It's who we are and what we stand for.

It's how we act, what we do, and the decisions we make.

**together,
stronger**

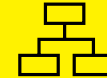


2 welcome to
The Linfox Way

3 what's this
all about?



4 our values
are important:
they are the
foundations
of Linfox



5 together,
stronger:
our culture



6 be safer:
Vision Zero



8 act sustainably:
our commitment



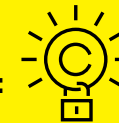
10 working
together:
our people



12 think
customer:
our focus



14 treat it like
it's your own:
our assets



16 The Linfox Way
is for every day



18 if it doesn't
feel right,
speak up!



2 welcome to The Linfox Way

Our values, our vision and the way we work at Linfox defines our success. We want to build on this success and protect the unique culture that makes us proud to be Linfox:

- We believe that leadership comes from the way we behave, not hierarchy;
- We are unwavering in our commitment to safety and the environment;
- We demonstrate a strong work ethic, a practical and collaborative approach;
- We are committed to delivering an outstanding customer experience; and
- We are resilient when things get tough.

We are a proud business committed to keeping our people safe. At Linfox we want you to always represent us with loyalty, integrity, fairness and trust (LIFT).

We are stronger when we work together and have the right people, with the right behaviours, in the right roles.

The Linfox Way is about who we are and what we stand for. Together, stronger.



what's this all about?

does this apply to me?

Yes, it does.

Whether you're an employee or a contractor of Linfox Logistics Australia and New Zealand or a related subsidiary, if you represent our brand and the Fox family, The Linfox Way applies to you. Contractors, consultants and others who perform work or services for Linfox are expected to follow the Code of Conduct laid out in The Linfox Way in connection with the work they are doing for us.

At Linfox we employ people with a diverse range of experiences gained in different roles, organisations and industries. Our future success depends on everyone sharing the same view about what it takes to be successful and behaving in a way that reflects our LIFT values.

The Linfox Way explains our Code of Conduct and the standards of behaviour we expect from you when you work with us. It provides practical examples of how to apply our LIFT values in your everyday work.

We expect you to set the bar high for our business, whether you're dealing with your team, customers or stakeholders. The way we treat each other reflects our brand and benefits everyone. You play an important role in upholding these standards.

leaders own the job of creating a culture of high performance

Our leaders are accountable for shaping our culture and leading Vision Zero. They are expected to role model the high standards of professional behaviour outlined in The Linfox Way. Our leaders hold their people to these high standards too, so that we can maintain an environment where everyone is safe and can perform at their best.

our expectation

We all have an understanding of what's right and wrong. The decisions we make and the actions we take define who we are. Our expectation is that you will uphold the high standards of professional behaviour and conduct outlined in The Linfox Way, and follow our policies, standards and procedures.

The standard you walk past is the standard you accept.

If you do not comply with the Code of Conduct or relevant policies and standards, you may be subject to disciplinary action. If the non-compliance is serious, this may include termination of your employment with Linfox. In some cases, conduct that breaches our Code may also constitute a breach of law and carry civil penalties or criminal charges for you, and Linfox.

As a Contractor if you do not comply with the Code of Conduct or relevant policies and procedures, the contract you have with Linfox may be suspended or stopped permanently.



4 our values are important: they are the foundations of Linfox

As a family business we are guided by our founder Lindsay Fox, who has lived by our LIFT Values of **Loyalty, Integrity, Fairness** and **Trust**. These values are the foundation of our culture and the way we do business.

our vision

To deliver service excellence and adaptable supply chain solutions across Asia Pacific.

Our values aren't just posters on walls; they are the guiding principles which shape who we are, what we stand for and how we behave. When we're united by these values, we achieve amazing things because we're working The Linfox Way.

Working together, anything is possible.

The Linfox Way.

Our LIFT values are what underpins Linfox and our collective success.



Loyalty

We're about people and relationships. If we don't look after one another, we can't win. Together we find solutions and we don't take our relationships for granted.



Fairness

We're all equal and we treat each other with respect. We are one team working towards a common goal. We get the best results when we cooperate and uphold our mutual responsibilities.



Integrity

We do the right thing. Always. We're transparent, honest and ethical in our interactions with our colleagues, customers, suppliers and the public. In short, we're true to our word.



Trust

We trust in each other to deliver. We trust in the good intentions of each other and we're rewarded for that. We accept that trust must be earned and can't be taken for granted.

together, stronger: our culture

We're constantly looking to improve our high-performance culture so our people can continue to perform at their best.

We want to challenge the status quo and achieve new levels of performance and customer service. We do this when we think outside our silos and work together. At Linfox, we believe that if better is possible, good is not enough.

Whether it's putting safety first, a strong work ethic, a practical and collaborative approach, a constant customer focus or resilience when things get tough, our culture is the key to a successful future.

We shape our culture around four pillars: Great People, Inspirational Leaders, High Performance Teams and Exceptional Performance. These pillars provide the foundations we need to continue to grow our business with a focus on the future and keeping our people safe.



Great People:

Together we're Linfox's greatest asset.

We're hardworking, practical and resilient. We're proud to be Linfox.



Inspirational Leaders:

Together we inspire.

We bring out the best in each other. We create a sense of purpose. We empower, value and recognise our people.



High Performance Teams:

Together we unite.

Teamwork gives us our edge. We work together with energy, determination and focus. We respect each other.



Exceptional Performance:

Together we deliver.

We think BIG. We set high standards. We're ambitious. We deliver.



6 be safer: Vision Zero

Nothing is more important to us than the safety of our people, customers and the communities in which we operate. Vision Zero is our commitment to achieving:

ZERO fatalities

ZERO injuries

ZERO motor vehicle incidents

ZERO net environmental emissions

ZERO tolerance of unsafe behaviour and practices.

The focus on safety must be your top priority wherever you are. Whether it's in the yard, in the office, in the workshop, in the warehouse, or on the road, we want you to be safe and we want you to speak up if you feel you're not.

Through strong leadership we work together to find solutions to prevent injuries. Everyone has their role to play and that means always being accountable for your own safety and that of others.

We will not rest on our laurels until Vision Zero is achieved.

**The
Linfox
Way.**

vision ZERO

"We want everyone to go home safely. We care about our people and we want to make sure we have many safe years working together."

Mark Mazurek
CEO Linfox Logistics
Australia and New Zealand



do

- Visibly demonstrate your commitment to safety
- Speak up. If you see something, say something – report all incidents, injuries, near misses and hazards
- Celebrate safety achievements and recognise great safety attitudes
- Develop our people to work safely together
- Consult others when making decisions or proposing changes in safety matters, and involve them in developing risk solutions
- Stop any job if it feels unsafe, and undertake work only when you are fit, authorised and competent to do so
- Comply with our legislative obligations and industry standards
- Ask for help if you're unsure
- Take action when a safety risk or hazard is raised
- Support the safety of yourself and others by following procedures



don't

- Ignore anything that is unsafe
- Knowingly ask someone to undertake an unsafe act or undertake an unsafe act yourself
- Ignore a reported hazard, incident, near miss or safety risk
- Disregard safety procedures, particularly regarding fit for duty and fatigue management requirements, in the hope nobody notices
- Make decisions without consultation
- Fail to complete relevant training for your role
- Perform an activity unsafely; if you don't know how, ASK

For more information speak to your manager or visit the Lintranet.



8 **act sustainably: our commitment**

We care about the environment and believe that working in a sustainable way is not only good for the environment but good for business. We're committed to operating in a way that doesn't deplete the earth's already scarce resources.

Our commitment to achieving zero net environmental emissions, is part of Vision ZERO.

With your help we need to continuously look for opportunities to work in more sustainable ways and work together with our customers to reduce the carbon footprint of our operations.

GreenFox is a symbol of our commitment to the environment, and our journey towards a greener future.

vision ZERO

"Sustainability is really just common sense. We want to leave the environment in the same state as we found it for the next generation."

Peter Fox AM
Chairman



do

- Use Eco Drive techniques to reduce fuel consumption
- Turn off computers, lighting and electronics when not in use
- Think before you print. Try electronic solutions, print double sided or use smaller text
- Work to eliminate waste by reducing the amount you use and purchase
- Think of ways to re-use, instead of using new resources
- Use the recycling bins available at your site
- Immediately report any environmental incidents, as well as hazards that could affect the environment
- Reduce waste by avoiding disposable products where possible
- Report any leaking taps, to prevent water wastage



don't

- Idle vehicles for long periods of time
 - Place recyclable items in the general waste bin
 - Tamper with or bypass any energy efficiency systems
 - Leave lights and equipment on when not required
 - Leave water taps running when not in use
 - Hang onto redundant equipment that could be used elsewhere in the business
 - Ignore spills that may impact the environment
- For more information speak to your manager or visit the Lintranet.



10 working together: our people

We want Linfox to be a place that's inclusive, safe and diverse, where we take pride in what we do and how we treat each other.

Every day we look for ways to improve our work environment. We provide you with the tools and resources you need to deliver, so you can achieve your best and enjoy your role at Linfox.

Our capable and motivated people are clear about the standards of behaviour and performance we expect and how these support personal and business success.

We understand the importance of our employees being physically and mentally fit and well. Our commitment to wellbeing is underpinned by Healthy Fox.



A good self-check before posting on social media is to think - "how would I feel if this ended up on the front page of the newspaper?"



do

- Treat every team mate respectfully, courteously and professionally in all your dealings to create a workplace free from bullying, harassment and discrimination
- Use the Healthy Fox wellbeing tools and programs
- Be inclusive, work together without barriers or ego
- Always demonstrate the LIFT values
- Be careful about what you post on social media – it's not anonymous and could negatively affect our brand
- Present yourself in a clean and tidy manner at all times
- Help your team mates understand what acceptable and safe behaviour is
- Declare personal relationships or conflicts of interest to your manager or Human Resources
- Avoid direct reporting lines between family, friends or partners
- Follow Linfox's policies and procedures: they've been developed to keep you safe and ensure our high standards are maintained



don't

- Cut corners, compromise quality or carry out tasks that are unsafe
- Work when you are unfit to do so or breach our Drug and Alcohol policy
- Behave in a way that creates a hostile work environment and interferes with a person's ability to do their work
- Discriminate against a person or group of people based on personal attributes
- Bully or harass others because of gender, age, race, disability, personal orientations or beliefs
- Dress or behave unprofessionally at work or when representing Linfox
- Behave inappropriately when wearing the Linfox uniform in public
- Make inappropriate posts or comments on social media which could put our own or our customers' reputations at risk
- Speak to the media on behalf of Linfox without prior approval
- Forget to declare personal relationships in the workplace
- Retaliate in any form, to any reported breach

For more information speak to your manager or visit the Lintranet.



12 think customer: our focus

We never take our business relationships for granted.

For over 60 years, our customers and suppliers have been crucial to our success. These relationships must be nurtured to ensure our combined ongoing success.

We are transparent, honest and ethical in all our interactions with customers, suppliers and the public. In short, our word is our bond.

We maintain our competitive advantage through consistently high standards and contract performance, rather than unethical or illegal practices. We reject all forms of corruption and bribery.

We all have a responsibility to act appropriately when a conflict arises between our own self-interest and our duty to Linfox. That means we need to think carefully about whether receiving or giving business gifts may impact our ability to make objective decisions.

We are always looking for opportunities to improve our customers' competitiveness and keep our customers ahead of the game. Smart Fox, our digital suite of tools, assists us to drive efficiency and better meet customer needs.

We never take our business relationships for granted. Let our LIFT values guide your conduct.



do

- Live our LIFT values when conducting business and keep our customer information confidential
- Ensure all business decisions are objective, fair and protect our reputation
- Build positive professional relationships
- Be vigilant and notify your manager if you become involved in a situation where you have or may be seen to have a conflict of interest
- Minimise contact with our competitors
- Exercise good judgment to determine whether the gift or entertainment you give or receive is appropriate and declare to your one-up manager
- Ensure the security of our sites and our customers product, data and intellectual property



don't

- Undertake illegal, immoral or unethical business dealings
- Offer or receive a bribe, kickback or other improper payment
- Abuse the authority of your role
- Engage with our competitors or share any company information
- Receive or provide gifts, hospitality or entertainment in exchange for any advantage or confidential information

For more information speak to your manager or visit the Lintranet.



14 treat it like it's your own: our assets

Vehicles, trucks, computers, mobile phones, data – Linfox trusts you with all sorts of tools and information to perform your job effectively and safely. It's everyone's responsibility to look after these assets carefully and treat them as if they were their own.

Company assets aren't just limited to equipment and tools. For example, Intellectual Property (IP) – things like trademarks, inventions and new ideas or business models – and our IT systems and the information stored on them are all valuable business assets.

It's our duty to protect confidential business data belonging to Linfox and our customers when communicating with the media, online or in political activity. We are also obliged to keep accurate company records of quotes, contracts and transactions.

Think like an owner when it comes to looking after assets.



do

- Operate safely, responsibly, and professionally at all times to uphold our reputation and maintain our assets
- Live the LIFT values and be ethical in your daily business conduct, including the presentation of data
- Take pride in your work environment, keeping it clean and presentable
- Protect our intellectual property and only disclose or exchange confidential information with prior consent from an authorised Linfox person
- Keep personal use of assets to a minimum and use good judgement with the information you access and share
- Protect your login details
- Immediately report any asset misuse or damage you witness
- Always keep our assets, equipment and sites safe
- Ensure our facilities, equipment and your personal presentation are always maintained to a high standard



don't

- Rush work and ignore the required due diligence for data accuracy
- Discuss or disclose confidential information outside of approved recipients
- Steal, wilfully damage or improperly use company resources for private gain or the benefit of a third party
- Use any logos or trademarks belonging to Linfox or a customer without permission
- Tamper with or bypass any IT or surveillance system

For more information
speak to your manager
or visit the Lintranet.



16 The Linfox Way is for every day

The Linfox Way sets the benchmark for our professional standards and behaviour. It's an everyday reminder to help guide your behaviour and that of others.

Our high-performance culture is shaped by the decisions and behaviour set out in The Linfox Way. So, when you see great examples of it in action around you, don't forget to recognise and celebrate it.

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'

Lindsay Fox AC
Founder

decision making The Linfox Way



It ensures the safety and wellbeing of others



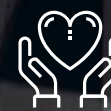
It upholds our legal obligations and complies with Linfox policies, standards and procedures



It upholds LIFT and my personal values



It enhances our reputation



It feels right - my family would be proud



18 if it doesn't feel right, speak up!

speak up!

We encourage you to speak up if you witness behaviour that doesn't match our high standards. Depending on the situation and your comfort level, you can talk to:

1. The individual/s involved directly
2. Your supervisor / manager
3. Your one-up manager
4. Your Human Resources Business Partner or Workplace Relations Advisor

We respect and value your privacy, so your personal details are treated in the strictest confidence. In return, we expect you to protect confidential company information the same way.



If you see something that concerns you, speak up to protect The Linfox Way by:

- Speaking to your manager
- Contacting your Human Resources Business Partner / Workplace Relations Advisor
- Visiting the Lintranet
- Calling the Anonymous Hotline
 - Within Australia: 1800 225 968
 - From outside Australia: +61 1300 776 234
- Contacting our free and independent Employee Assistance Program

just between us

We respect and value your privacy, so your personal details are treated in the strictest confidence.

- We only collect the personal data required to do business
- Your personal information will be collected in a lawful, fair and non-intrusive manner
- We will not use or disclose this information other than for the purpose it was collected, except as permitted by law





LIFT: together, stronger



Loyalty

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