

# TOLL

TODAY

OUR NEW LOOK

## LIFTING THE SAFETY BAR

and bringing world class safety to Toll

## MEETING OF THE MINDS

Toll's inaugural Future Logistics Conference

A LITTLE THING CALLED EVOLUTION...  
TOLL'S TRANSFORMATION

**TOLL**

DEC'17/JAN'18

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# TOLL

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# MANAGING DIRECTOR

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## Welcome to the first edition of our new look *Toll Today*.

>> We want to keep evolving as a business and the way we communicate with our Toll community is paramount, so we're breathing new life into our company publication, *Toll Today*, and bringing it to a broader audience.

What an exciting time to be part of logistics. New technologies, trends and improved processes are driving new ways of working with our customers and suppliers across varied industries. As the possibilities are endless for smarter, simpler solutions, it is critical we match these with our customers' expectations. What our market, customers and their customers demand continues to be at the centre of our business transformation. On page 10 we talk about how we are transforming to improve our offering and what our customers can expect now, in the short term and beyond.

Toll's inaugural Future Logistics Conference in July brought our customers and thought leaders together in what was a fantastic meeting of the minds. We tapped into trending industry topics, our customer needs and supply chain thinking to name a few, as we discussed changing requirements across industries and sectors (see page 6). Safety was a key theme and as featured on page 4 of this new *Toll Today*, we have a clear plan and significant investment in building a world class safety system to keep our people, customers and communities safe. This is a critical focus for our business, together with making it as easy as possible to do business with us.

Adding to that, our major investment in technology and fleet (page 12 & 13), with the support of our owners Japan Post, is helping to shape the new Toll, and will build on the incredible capabilities and breadth of our global end to end services. Our proud people are working incredibly hard to make these changes real across our business in order to add value to our customers, so thank you to all of our Toll employees for your commitment and professionalism.

Now more than ever with the Christmas and peak period upon many of us, our business flex is stronger than ever. You can read about what it takes and what we're improving in our preparedness for handling increased volumes for our customers, as well as some insights into our customers' business. Our new Graduate Program at Toll (page 23) is building the people capability and diversity that is essential as we grow, adapt and navigate logistics into the future. This is an exciting part for me.

I'm proud to be Toll. Thank you for your support, I hope you enjoy the festive season and New Year period...and the new look *Toll Today*.

**Michael Byrne**  
Managing Director

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## FEATURED IN THIS EDITION

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**Rachel Botsman**

Global authority on a new era of trust.  
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**Noel Meehan**

Our CFO brings experience and a bold vision to Toll.  
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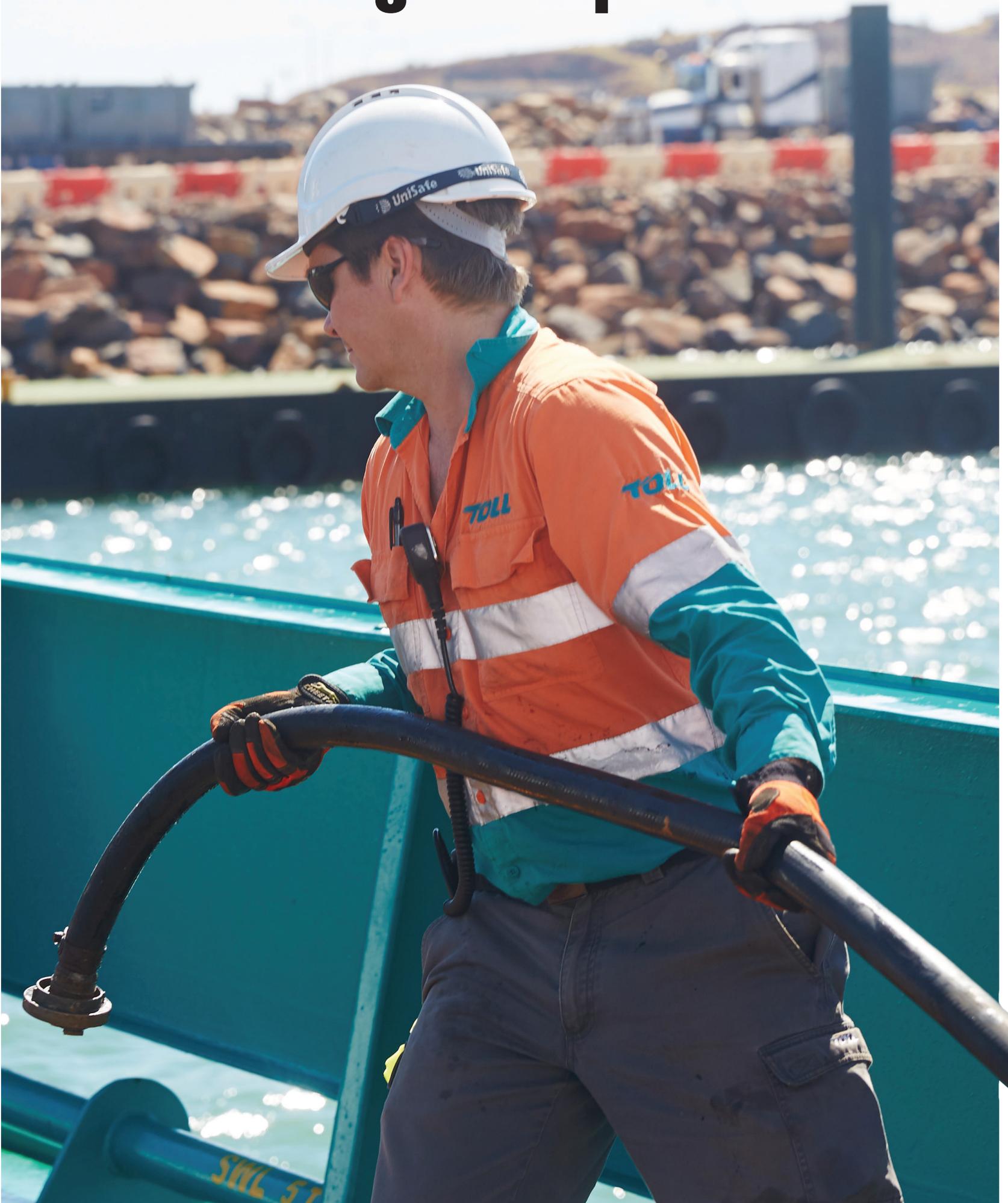


**Steve Bolton**

Toll driver awarded for bravery.  
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LIFTING THE SAFETY BAR

# Delivering on expectations



# Toll's transformation starts with embedding a strong safety culture

At the core of Toll's transformation is achieving world-class safety, starting with a detailed review of the personal, behavioural, cultural and organisational factors that influence every aspect of our operations.



>> Zero tolerance for health and safety is now becoming the norm. It is not only the right thing to do, but it is also sound business practice.

Passionate safety ambassador and Managing Director of Toll, Michael Byrne is leading the charge. Michael and the leadership team have identified areas to improve Toll's safety to bring best-in-class culture across the group.

Michael speaks strongly about the need for leaders to care deeply about their people and speak to them often. "Every leader and every individual has an obligation to themselves, their family, their friends, their colleagues and their business, like Toll, to be safe," Michael said. "To do this, we need to get uncomfortable and to ask the tough questions about behaviours and processes, and ask again. Life is precious and fragile, and we need to protect our people and communities every day."

Toll's recently appointed Group General Manager, Health Safety and Environment, Richard Turner, believes a safe workplace culture starts at the top.

"Good leaders are visible and actively demonstrate and lead a strong safety culture. Toll leadership is committed to developing a culture that empowers individual ownership of safety at all levels of the organisation," Richard said.

"Part of my role is to get every single person thinking about how they can embed safety in their daily behaviours, and to help create a high performance safety culture where people have the courage to speak up when it comes to safety."

For Neil Stevens of safety experts JMJ Associates, there is no debate that creating an integral approach among all stakeholders, with an "unwavering commitment" to an incident and injury free culture, can nurture world class safety standards.

Cooperation will inevitably reap rewards. "People must take personal responsibility, not only for their own safety, but also for those around them. If someone is at risk, speak up. The result is that everyone goes home safely every day," Neil said.

Neil explained, "Increased technology and communication now mean people are becoming more sensitive and demanding of safer workplaces. It's also the case that CEOs,

directors, managers and supervisors are increasingly being held personally accountable for serious incidents."

It is a win-win situation, as Neil clarified, "By focusing on people, empowering them and making them feel valued, it is possible to tap into why safety is important to them. They then feel inspired to do the commercial things: improving productivity, profitability, and attracting new business."

Having the best operating procedures in the world does not necessarily mean people will follow them - but people do follow good leaders. And leaders exist throughout organisations regardless of post or position.

**"WE ARE A BUSINESS THAT SPANS COUNTRIES, CULTURES AND CLIMATES; WE HAVE MULTIPLE OPERATIONS, ACROSS DIVERSE SECTORS, FROM MINING TO RETAIL, AND WE CARRY LARGE SCALE ASSETS INCLUDING SHIPS AND PLANES, BUT SAFETY IS COMMON TO ALL OF US AND A NON-NEGOTIABLE."**

- Michael Byrne  
Managing Director,  
Toll Group

**Help make a safer environment for you and your workmates by asking the following questions:**

- What are the safety challenges we face as a team?
- If I look around me right here, right now, what are my risks?
- Where do I see people being unsafe e.g passing under or stepping over things as if on auto-pilot?
- What makes me and others become normalised to risk and how can I interrupt that pattern?
- What is stopping you from getting that regular health check?

Toll and industry experts brought the world of logistics to a diverse group of customers from some of the world’s biggest businesses including retail, mining, FMCG, banking and automotive industries at Toll’s inaugural Future Logistics Conference, held at the Grand Hyatt Melbourne in July.

Michael Byrne, Toll Managing Director, and John Mullen, Executive Chairman Toll, opened the event providing insight into Toll’s current and future direction under the ownership of Japan Post, as well as the broader logistics industry. Feedback was overwhelmingly positive, with many delegates valuing the conference for its transparency, professionalism and range of topics.

Here’s a snapshot of some of the speakers and topics covered during the two-day event.

## Rachel Botsman

Global authority on a new era of trust

>> Rachel is considered one of the 21st century’s cutting-edge minds. She is recognised as one of the “Most Creative People in Business” by Fast Company, and “Young Global Leader” by the World Economic Forum.

Rachel spoke to a captivated audience at the Future Logistics Conference on how technology is transforming human relationships and what it means for life, work and how we do business. With innovation changing the way we think and challenging our notion of working within large organisations, Rachel highlighted the need to constantly challenge our own and the market’s assumptions and question the ‘right answer.’

To a variety of industries and businesses, including Toll, she asked how we can think differently about unlocking value, and about the scale and distribution of products and services. She also asked how we can transform our ‘lens’ on trust and take the leap of faith to trust new technology and people.

This new era of trust could bring with it a more transparent, inclusive and accountable society — if we get it right. Rachel provides great insight for our employees. As Toll embarks on its Transformation Program, the importance of engendering trust as a business and with our customers will be central to continued success.



Rachel Botsman

## Putting safety at the heart of large complex organisations...leadership matters

>> Speaking at the conference on global best practice safety leadership, Neil Stevens from safety experts JMJ Associates, spoke about delivering transformative change at large organisations to improve safety outcomes.

Neil explained how a strong safety culture can only be achieved by strong leadership, which requires investing in capability at all levels of the business.

Toll has embarked on its own long-term journey across its global operations to deliver industry leading safety results. The first step has involved engaging with leaders and employees to undertake a detailed review of personal, behavioural, cultural and organisational factors, and engaging everyone in our vision for safety at Toll. You can read more about this on page 4.



## The future of transport

>> More and more businesses are opting to choose the safest possible truck as we see advances in technology rapidly increasing into the heavy vehicle market.

Toll has been partnering with Mercedes-Benz for more than a decade, supplying light and heavy duty vehicles that meet Toll's high safety standards. The latest of these models supplied to Toll include advanced features such as automatic braking for objects, including pedestrians, as well as lane departure warning, fatigue detection, adaptive cruise control and complete connectivity.

"Safety has always been at the heart of what we do at Daimler, which is why we are the leaders in this field," said Daniel Whitehead CEO of Daimler Truck and Bus Australia, whose company presented at the conference. "The standard safety of our new Mercedes-Benz trucks is very high, but we also offer an optional Safety Pack, which is fitted to all Toll Mercedes-Benz models."

Mercedes-Benz Trucks is working in many areas of design, engineering and safety that will change the way trucks operate and are driven, but the company has a specific focus on efficiency, which it sees as critically important. Daimler is currently conducting Highway Pilot automated heavy vehicle trials with both Mercedes-Benz and Freightliner.

"We have some very efficient models in the pipeline from Freightliner and Fuso, while our recently introduced Mercedes-Benz truck range is delivering significant fuel economy savings," Daniel said. "Emissions are also an important part of the efficiency story and we are the only truck manufacturer in Australia that is able to deliver a full range of trucks that meet the Euro 6 emissions standards, which reduce particulate matter by 99 per cent and reduce nitrogen oxide levels by 97 per cent."

Toll currently has a five year heavy vehicle replacement program underway that will ensure our fleet will have the latest safety, innovation, ergonomics and fatigue management, systems, as well as improved fuel efficiency and reduction in CO2 emissions.



## Vision Van & eCommerce solutions - a glimpse into the future

>> Technology is a key driver in changing the supply chain and even the once humble delivery van is in line for a complete makeover.

The automotive industry will change more in the next 10 years than it has in the last one hundred. From long haul interstate to short inner-city routes, logistics can no longer do things the way it has always been done – our customers and their customers want anything, anywhere, anytime, with great service and no delays. So what's the solution? Think global telematics systems, 3D parts printing, proactive servicing and droids, according to Mercedes Benz Vans who presented in a focus group at Toll's Future Logistics Conference.

### Drone deliveries in urban areas

In an exciting view of the future of urban eCommerce distribution and deliveries, Mercedes-Benz Vans, US drone systems developer Matternet and Swiss online marketplace, *siroop*, have started a pilot project in Zurich to test an efficient van and drone-based system for on-demand delivery of eCommerce goods.

The pilot project, which started in September this year, will see the use of beyond line-of-sight drone operations that use vans as landing platforms in a major urban area, to test a fully-automated eCommerce drone network.

The drones are loaded directly by the merchant and fly to one of two Mercedes-Benz Vito vans equipped with precision landing technology. The van stops at one of four pre-defined points, called "rendezvous points", within the city of Zurich, where the van driver takes possession of the product and delivers it to the customer, while the drone returns to the retailer. The entire logistics chain from order receipt to delivery to the customer will be timed and compared against conventional delivery methods to gain insights into the efficiency of the solution.

### Last mile delivery advances

In another initiative, Mercedes-Benz Vans has launched a pilot study for an emission free, interconnected 'Vision Van'; an all-electric vehicle which combines innovative solutions for last-mile delivery. In a global first the van will digitally connect all people and processes involved, from the distribution centre to the recipient.

This system is aimed at reducing delivery time and offers end customers new opportunities such as same-day delivery at an agreed time. 'Vision Van' is expected to boost efficiency by 50 percent on last mile deliveries. The vehicle has a range of 80km to approximately 270km. Deliveries are emission-free.

Bernie Dalton, Senior Category Manager, Procurement at Toll, said, "Toll and Mercedes-Benz Vans have a long-standing relationship and will be looking keenly at developing opportunities together in this space."

"Both Toll and Mercedes-Benz Vans have a shared vision of the future that puts safety and the environment first while moving forward to increase efficiency in the supply chain."

These solutions could help make the future transportation of goods and passengers even more efficient, environmentally friendly and open up new business opportunities and economic benefits for customers.

"TOLL AND MERCEDES-BENZ VANS HAVE A LONG-STANDING RELATIONSHIP AND WILL BE LOOKING KEENLY AT DEVELOPING OPPORTUNITIES TOGETHER IN THIS SPACE."



- Bernie Dalton,  
Senior Category Manager - Procurement

# Rapid pace, Rapid change

Innovation insights from Toll's Head of Innovation...

>> Peter Carney, Head of Innovation and Product Development, Global Logistics at Toll, brought to life at the Future Logistics Conference how the rapid pace and rate of change in technology will impact logistics and our society.

From driverless vehicles, to full traceability, to voice and facial recognition - the possibilities are endless. At Toll, we're working to deliver and shape this future and it is Peter's role to marry existing technologies with new, ground-breaking techniques: "The use of advanced mathematics to optimise the routing of vehicles is a case in point," Peter said. "Here at Toll we are already using world class systems and as well investigating new mathematical techniques to solve complex problems in virtually real-time."

## All eyes on traceability...

Traceability is an area where Toll is already involved. At the conference Peter revealed how Toll has worked with the company GS1 on a pilot project for their supply chain data to help with interoperability between logistics providers that will support traceability.

Peter explained, "When it comes to standards we take for granted the fact that we can use our mobile phone overseas and use it on the telephone networks of other countries; so too it will be useful to move goods between logistics providers and be able to trace these goods across the systems of those companies."

"Traceability is a concept that is increasingly important as consumers seek to know more about the products they use and how they are made" Peter said.

## Artificial intelligence is already here...

Artificial Intelligence (AI), which only a few years ago was considered in the realms of science fiction, now seems likely to become embedded in our lives, much the same as the internet and the mobile phone.

"As with those technologies, we don't need to know how it works, but rather what it might do for us. A prediction is that AI will usher much greater use of voice recognition with devices such as laptops, computers and mobile phones. Such a technology is likely to be very useful in warehouses where voice can be more convenient than using hand-held scanners," said Peter.

Warehouse operations are likely to be further transformed through image recognition and augmented reality. There are already offerings in the market that use glasses with cameras to produce augmented reality views of operations, which Toll has been experimenting with in Singapore.

"It will be a blend of cameras, other sensors, image recognition and general artificial intelligence that support driverless cars in the long run," explains Peter. "At Toll we have been exploring driverless technology and shortly will introduce driverless forklifts in one of our sites in Australia."

## Internet of Things

Perhaps one of the more hyped expressions in the last decade has been the Internet of Things (IoT). The fundamental idea behind IoT is that a myriad of devices can sense the physical environment and make the data from these devices available over the internet. Actions can then be initiated by computers based on this data, without human intervention.

Offering a working application of this technology, Peter shared how Toll is embracing IoT. "For hospitals in Singapore, Toll has developed a Smart Cabinet for medical consumables," Peter said. "When medical consumables are used the cabinet detects this and orders in replacement stocks, thus ensuring the hospital never runs out."

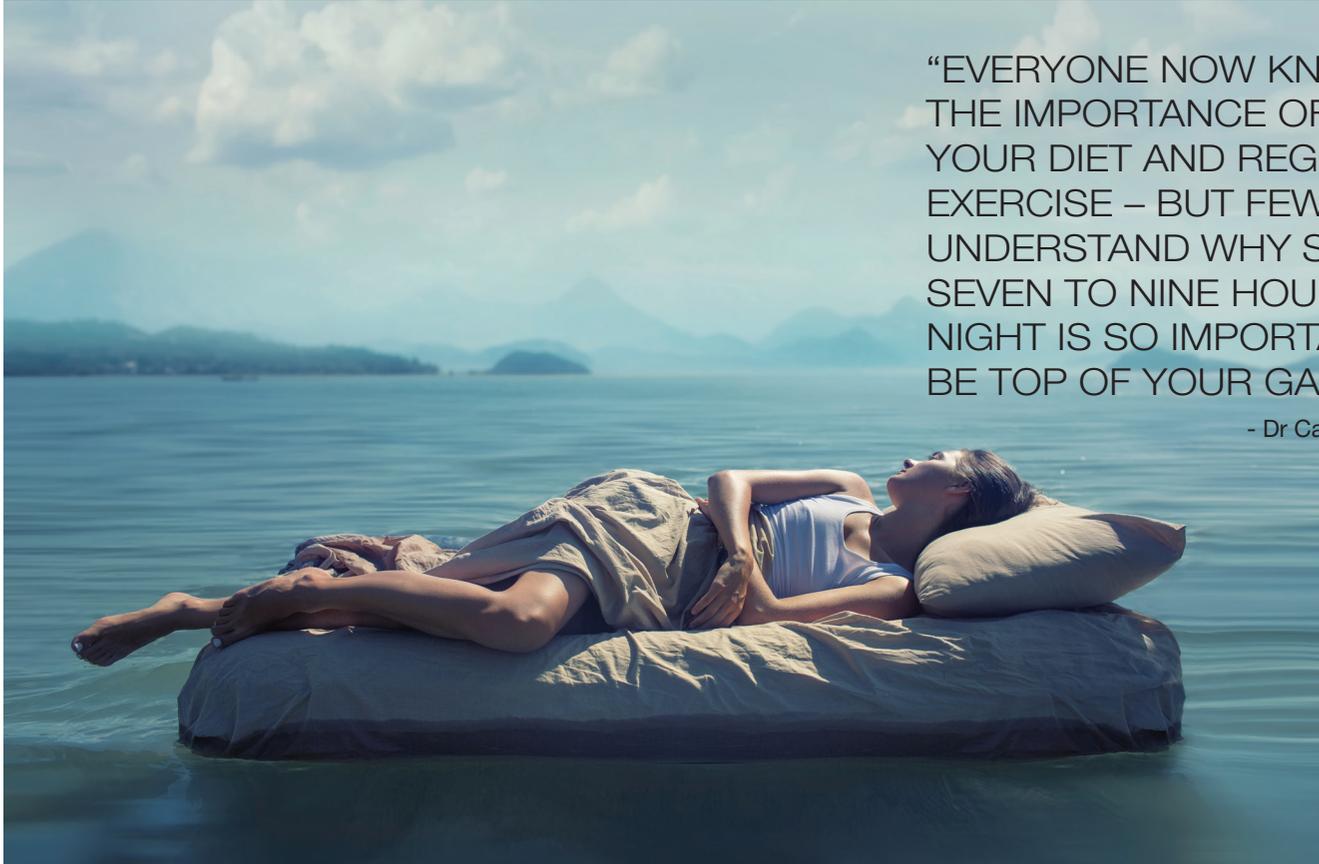
## Collaboration leads to innovation

Toll relishes opportunities for collaboration to improve supply chains. "The systems and processes that can be created when working together with our customers and suppliers are the most powerful," Peter said. "This is the realm of innovation. We are excited about opportunities to be innovative, challenge our comfort zones and advance our respective knowledge."

**"THE SYSTEMS AND PROCESSES THAT CAN BE CREATED WHEN WORKING TOGETHER WITH OUR CUSTOMERS AND SUPPLIERS ARE THE MOST POWERFUL. THIS IS THE REALM OF INNOVATION."**



Peter Carney  
Head of Innovation and  
Product Development,  
Global Logistics, Toll



“EVERYONE NOW KNOWS THE IMPORTANCE OF YOUR DIET AND REGULAR EXERCISE – BUT FEW UNDERSTAND WHY SLEEPING SEVEN TO NINE HOURS EACH NIGHT IS SO IMPORTANT TO BE TOP OF YOUR GAME.”

- Dr Carmel Harrington

## Three pillars of good health - A good night's sleep

>> Sleep is one of the three pillars of good health and many societies are behind the times in their thinking of how crucial this daily ritual is to all our lives. That's the key message conveyed by Dr Carmel Harrington, an internationally recognised sleep expert when delivering her engaging presentation at the Future Logistics Conference. Her talks regularly wow audiences with their directness and humour regarding a subject little understood and often overlooked.

She insists, “Sleep is as important to your health as taking regular exercise and eating well. Societies need to change their attitudes to this issue. Everyone now knows the importance of your diet and regular exercise – but few understand why sleeping seven to nine hours each night is so important to be top of your game.”

Figures suggest most adults currently sleep for just 6.5 hours per night during the working week, a decrease in two hours sleeping time since 1960.

Obviously, for the logistics sector sleep can be critical for drivers and operators of powerful equipment and many others beside. Despite the culture in today's 24/7 world to work long hours prevalent in so many businesses, the fact remains that a sleep deprived workforce is less productive, less efficient and tends to make more mistakes.

Dr Carmel explained, “When sleep deprived, tasks are performed more slowly but with a higher error rate. Indeed, the negative effects are so great that people who are legally intoxicated outperform those lacking sleep.”

The body performs vital restorative functions while sleeping that are physically impossible during our waking hours, Dr Carmel revealed. For instance, when someone is asleep the brain removes toxic wastes that are the by-product of his or her daily brain activity.

In a study evaluating the difference of just one hour less sleep (six hours vs seven hours), participants were asked to perform a difficult thinking task and researchers observed significantly less prefrontal cortex activation

in the six-hour sleepers, which resulted in the seven-hour sleepers significantly outperforming the short sleepers.

Furthermore, Dr Carmel explained how lack of sleep makes people impulsive, rash, difficult to get on with, become demotivated and put on weight. She added, “Depression is the most common psychological disorder in the western world and it is growing in all age groups. It has long been recognised that depression can cause sleeping problems but it is now known that the relationship is bi-directional. In other words, poor sleep can also cause the onset of depression.”

Dr Carmel offered the following advice: “Instead of being occupied with the internet or work, start preparing your body for sleep and relax, dim the lights in the room you are in, have a warm-hot shower and perhaps read a book.”



Dr Carmel Harrington

## 8 tips for a good night's sleep!

- Get up at the same time every day
- Exercise for at least 20 minutes per day
- Eat whole foods – diet is important!
- Avoid caffeine after midday
- No alcohol
- Do not sleep during the day (a 20 minute nap is okay)
- Small meal at night and especially no big meal within 3 hours of bedtime
- Do not exercise within 3 hours of bedtime (this will activate the body)

# TOLL IS UNDERGOING ONE OF THE LARGEST CHANGES IN ITS **129-YEAR HISTORY**

WE HAVE ENTERED A NEW ERA,  
RETHINKING THE WAY OUR EMPLOYEES  
WORK TO HELP TOLL TRANSFORM INTO A  
CUSTOMER-FOCUSED GROWTH COMPANY,  
WHERE SAFETY COMES FIRST AND WHERE  
EMPLOYEES ARE INSPIRED TO HAVE  
REWARDING CAREERS.

Toll Managing Director, Michael Byrne, has a clear vision for Toll's future: a highly focused logistics company with global scale.

To achieve this, Toll initiated a global transformation program in January 2017 and, since then, there has been a rapid and deep delivery of reform across the business.

"Having undertaken a thorough, no-stone-turned review of every major aspect of our company, it is clear that Toll has world-class assets and people, with tremendous scale and breadth, that needs to run better," Michael said.

"Every day our talented team of employees move people and goods safely and efficiently. We need to keep raising the bar on operational excellence and hold each other accountable to deliver."

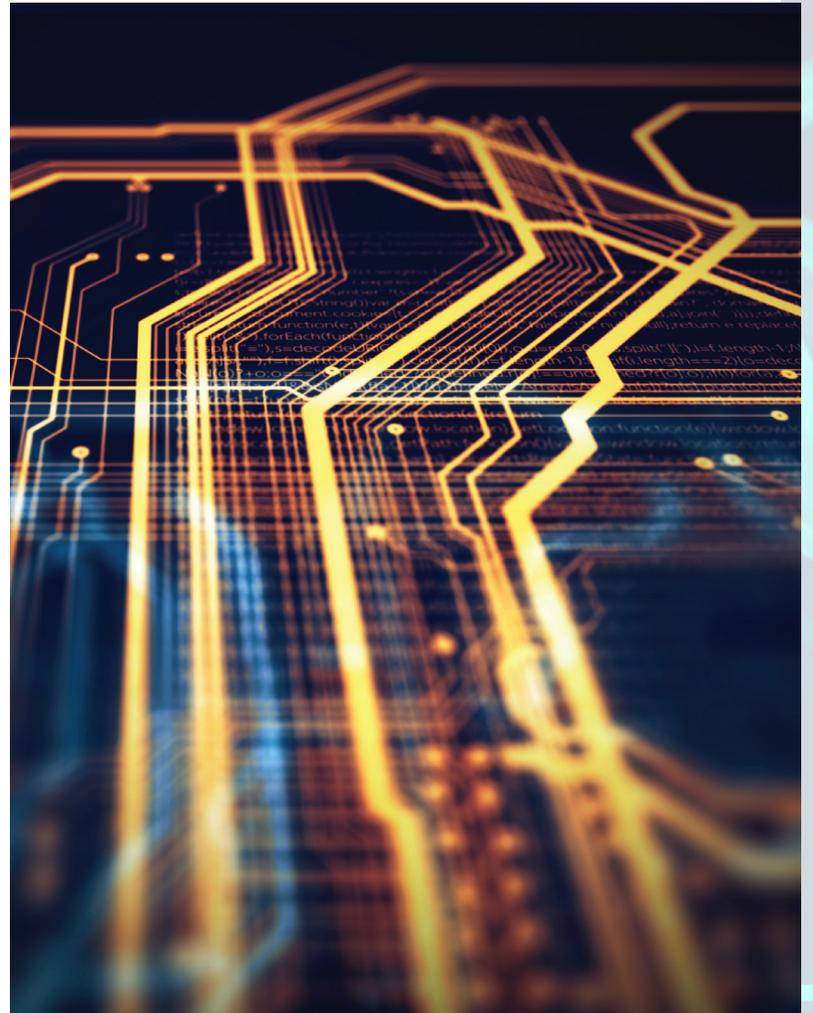
The first part of our transformation is a three-year turnaround plan, getting the business 'match-fit' and returning Toll to sustainable growth. The following three years are about driving growth.

Since January, actions have been taken across Toll to make the company safer, simpler and stronger, drive growth, and create more value for our customers. Michael emphasised that the Toll of the future will be a highly focused logistics company with unmatched global scale and strength in technology and assets. Michael outlined the following actions that Toll is taking to achieve our transformation:

## **Toll will focus on markets where we have strategic advantage**

Toll will strategically invest in markets that play to our unique strengths and capabilities, with a focus on growing operations in Asia, Oceania and North America and Europe. As a result of this Toll has withdrawn from a small number of markets in Europe. It has closed its Hong Kong office and brought together teams from across Hong Kong and different parts of Singapore into the one office to drive collaboration.

We have re-engineered our customer-facing operations to align with our customers' industries. This allows us to drive growth for Toll and our customers' to deliver industry solutions.



## **Taking action to drive customer growth and value**

We are listening deeply and responding with urgency to our customers so we can support their growth. Our Voice of Customer research includes feedback from Australia, Asia and the U.S. where 25,000 customers have been invited to participate.

In response to customer feedback, in July we revamped our account management model. Our large customers with complex needs now have a dedicated and specialist account manager that has a deep understanding of their industry sector to provide more value and strategic support.

We have also improved our customers' digital experience with the launch of a new website and the launch of MyToll (see page 14). The new channels better support our customers online to find Toll's services and to track and trace their deliveries.

On a day-to-day basis we are focusing on better reporting, improved customer care and a streamlining of processes.

## **Toll is getting simpler and stronger**

On 1 July, we restructured the business to create a simpler, leaner organisation that brings us closer to our customers. We have consolidated five divisions and 24 businesses, to three divisions and 11 businesses.

Toll is shifting how it works. We have more than 1,000 initiatives underway that are driving a step change in how we operate, delivering approximately \$300 million in total sustainable benefits by FY20.

### **An example of some of these initiatives include:**

- Streamlining our organisational structure to work smarter and more efficiently
- Creating a simpler network business by removing duplication and optimising our network routes across linehaul and PUD
- Centralising our external spend to leverage our buying power domestically and internationally. This includes fleet, equipment, property and procurement.

# A LITTLE THING CALLED EVOLUTION

## People and leadership changes will improve Toll's delivery and accountability

Toll has made significant changes to its leadership team. Since January, a third of the Global Leadership Team are new to their roles, coming from outside the business, creating a new team that blends together both fresh perspectives and institutional memory. A new director, Geoff Wilson, was appointed to the Toll Board. Geoff brings 35-years' experience in mergers and acquisitions and auditing, bringing a global lens, having worked across Australia, Hong Kong and the US.

We have centralised a number of support functions, including HR, legal, strategy, safety and IT, to create core centres of excellence and drive faster and more consistent decision making.

We have also launched our first ever graduate program with 15 graduates working across Toll, of whom half are women, and half have English as a second language. The program is expected to double in size next year and be more international. We are also training 18 young people that Japan Post has sent to Australia, fostering the deeper relationship with our shareholder.

## Focus and execution

The timeline for the Transformation Program is three years and we expect that changes will be absorbed into the day-to-day business as outlined by Saul Cannon, Chief Strategy Officer.

"I'm excited about the future for Toll and our customers. We will be closer to our customers. We will be better able to respond and easier to deal with. We are making far reaching changes to transform Toll into a customer-focused growth company."

Saul continues, "We will ensure that the legacy of the program endures," Saul said. An enterprise-wide transformation office has been established, supported by a change management capability and a balanced scorecard of various transformation targets. The changes are already paying off – Toll is continuing to show revenue growth and improved cost performance."



Saul Cannon  
Chief Strategy Officer

## Delivering on our priorities



Safety Obsessed



Customer Driven



Operationally Excellent



Financially Strong



Passionate People

## Listening and responding to our customers

>> We engage with thousands of our customers around the world to understand how we can improve our business. In response to this feedback, multiple initiatives are underway to improve the way we sell to and service our customers. See below for a snapshot of some of the ways we are making it easier for our customers to do business with Toll.

### Better channels



#### MyToll

30,000 customers migrating to MyToll in FY18 for a better digital experience



#### New website

New Toll website launched in November. Simple, secure and mobile friendly



#### Call centres

Reducing our contact telephone centre numbers from 165 to 10 so we're easier to reach

### Better service experience



#### Better billing

Improved billing experience for our customers by streamlining invoices



#### Relationships

New account management model will give our large customers one account manager



Damain Bishop  
Chief Customer Officer

"Our goal is to simplify the interactions with Toll across multiple channels. Customers are loving our new model, and the way in which we've designed the business. Previously some of our customers would have five or six account managers looking after them, now they have one dedicated resource – a person who can engage more deeply with them and get to know their business much better. Understanding our customers, understanding what they're wanting, where they trade, and the opportunities for us to grow with them is very important and we're much better placed now than we were."

# A LITTLE THING CALLED EVOLUTION



## Investing in the future

>> We are investing AUD\$1.5 billion in **fleet and equipment** as part of a six-year global strategic procurement replacement program.

### Brand new fleet and equipment to be rolled out across Toll

**NEW**  **388** Prime Movers

**NEW**  **359** Trailers

**NEW**  **229** Rigid Trucks

**NEW**  **180** Light Commercials

**NEW**  **557** Forklifts

It is essential that all our vehicles across our fleet are safe and efficient. Our new vehicles will be monitored with a global telematics system that has 24-hour centralised monitoring of all vehicles. We're also fitting cameras to vehicles that capture events on the road to assist with safe driving analysis.

Here are just some of the key features we are continuing to invest in to help keep all our drivers and the community safe:

- Latest EBS Braking Technology – can activate without the driver to stop a collision or rollover
- Three Points of Contact – preventing slips, trips and falls
- Fatigue Detector – helps prevent incidents by detecting driver fatigue
- Side Underrun Protection – prevents pedestrians or cyclists from going under the vehicle
- Side Guard Assist – prevents blind spots with cyclists
- Seat Belt and Park Brake Alarms – alerts driver when these are not activated
- Lane Assist Departure Warning – alerts driver when vehicle strays from lane
- Active Cruise Control – automatically adjusts vehicle speed to maintain a safe distance from vehicles ahead
- Minimum Euro 5 Emission Standard – reduces CO<sub>2</sub> emission.
- Aerodynamic design & Low Rolling Resistant Tyres - for greater fuel efficiency

For Toll's heavy vehicles, our five-year heavy vehicle replacement program will ensure our fleet will have the latest safety, innovation, ergonomics and fatigue management systems, as well as improved fuel efficiency and reduced CO<sub>2</sub> emissions.

We are also maximising the capacity of our new trailers. Through better design and the use of the national Performance-Based Standards Scheme, we have increased the capacity of our trailers meaning we can move more goods for our customers, with fewer trucks on the road.

Look out for our bolder and smarter Toll branded vehicles on the roads!

# A LITTLE THING CALLED EVOLUTION

## Digitally ready

Toll is currently implementing a three-year, AUD\$420 million investment in technology covering ten programs of work that will transform everything from Toll's core systems to our customer-facing channels, in what Michael Byrne, Toll Managing Director, has called, "Toll's largest ever investment and single biggest endeavour in technology."

Work commenced with the development of an IT strategy and design of a new global IT operating model. The objectives were to stabilise the IT foundations to simplify, standardise and improve Toll's IT landscape and to implement building blocks for transformation to deliver a higher level of value to the customer.

### Key changes already undertaken include:

- Refreshed the IT organisational structure to enable the new IT Operating model
- Centralised core IT capabilities
- Defined new global IT processes
- Established enterprise IT governance forums

Chief Information Officer, Françoise Russo believes the changes are transformational and working to world-class standards. "To date these changes have enabled a reduction in duplication, the implementation of a standard set of IT offerings, and improvements in service provision. Additional changes will focus on defining a pipeline of value adding technology investments, implementing global technology solutions and improving Toll's customer offering."



Françoise Russo  
Chief Information Officer

## >> 10 programs driving business transformation

### IT Risk and Security Program

Strengthening the foundation of the IT landscape through the delivery of improved risk and security services

### Health, Safety & Environment Systems (HSE)

Design and deployment of HSE compliance and injury management systems

### Contemporary Infrastructure

Streamlining and simplifying the IT landscape through data centre footprint consolidation, network consolidation and transformation of end user hardware and software.

### High Performing IT Organisation

Building a high performing IT organisation to drive business value, increasing IT effectiveness and efficiency via a new Global IT operating model.

### Global Finance Transformation

Establishing a finance shared services function and a global Finance Operating Model

### MyToll

Delivering a single, global Toll digital experience for our customers with advanced track and trace

### Toll Driver App

A single scanner solution for drivers and depot staff, running a standard data-driven application to pick up and deliver items

### Telematics

Delivering a common and integrated global Telematics platform that supports a diverse fleet of vehicles and enables more effective management of transport asset deployment, operation and maintenance

### Master Data Management

Better data, with a single source of the truth to enable smarter and more informed decision making

### Warehouse Management System

Development of a Global Warehouse Management System template and deployment model, with initial deployment in the U.S



## Coming up...

During the next 12 months you can expect a focus on:

- Improved ease of business for our customers
- Enhanced operational excellence in all areas of the business
- Visible change management plans and implementation
- Embedding a performance-based and accountable culture

## A LITTLE THING CALLED EVOLUTION



## Improving our customer online experience

>> Our customers want simpler, faster ways to access Toll services and our new Toll Group website and online portal, MyToll, will deliver.

The new website has been designed to provide a user-friendly experience with improved navigation and functionality throughout, allowing customers to access information more easily and carry out tasks quickly – with the option to share these features across major social networking sites.

The site includes extensive information to help customers understand Toll's range of logistics solutions across four areas – Freight, Logistics, Express and Business Services. Service guides and case studies work together to provide a detailed overview of Toll's capabilities across a range of industry sectors, including retail, agriculture and healthcare.

Created with the user firmly in mind, the website has been designed using the latest technology so the site is completely secure and compatible with today's browsers and mobile devices. Shortly our website will be available in multiple languages.

See it for yourself, on any device, at [tollgroup.com](http://tollgroup.com)

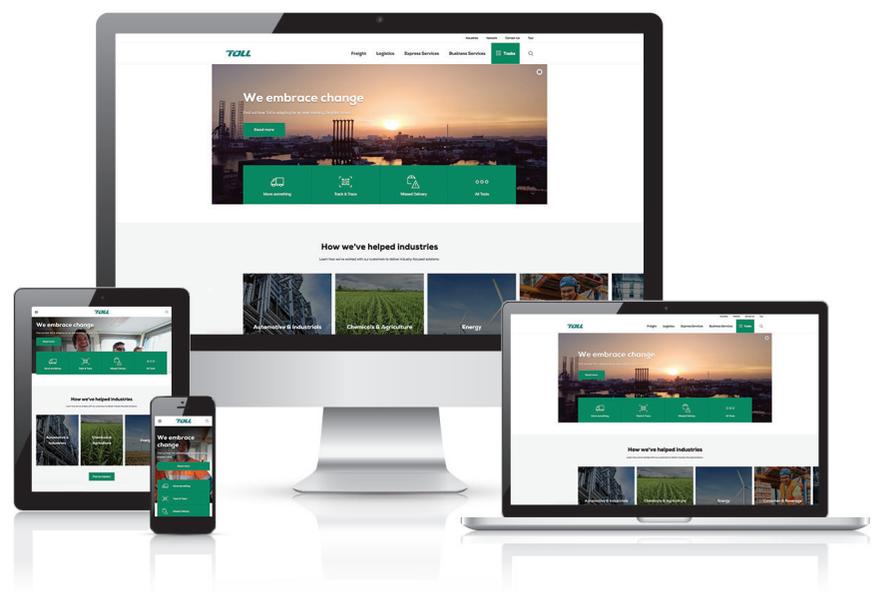
Toll also launched MyToll 2.0 – a slick, online portal where Australia customers can track and trace their parcels. MyToll enhancements mean that customers can now create shipments, book pickups, make a rate enquiry and print shipping labels, all off a customisable dashboard.

Customers will also be able to update their profile and notification preferences, allowing them to select how they wish to be informed of their shipment's progress. About 30,000 users will migrate to MyToll over the next year, starting in Australia, as Toll plans to rollout the new platform to other locations across the globe.

Chief Customer Officer Damain Bishop said that the new platforms will make us incredibly sharp on customer centricity. "The release of our new website and MyToll's new features is a major achievement in Toll's digital transformation.

There is so much passion to evolve Toll, to really digitally transform the business. I'm excited about how these will make it easier for our customers to do business with Toll."

For more information visit:  
[mytoll.com](http://mytoll.com)





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**To find out more about this offer, visit [mercedes-benz.com/trucks](http://mercedes-benz.com/trucks) today, or visit your local authorised Dealership.**

\*For vehicles purchased and delivered between 1 March and 31 December 2017 unless extended. While stocks last. Please contact an authorised dealer for eligible available vehicles. Scheduled servicing and repairs are provided on the standard terms, conditions and exclusions of a Best Basic Service Plan and excludes wheels, rims and tyres. Please contact your dealer for a copy of the Plan's full terms. Servicing is based on 60,000km intervals for b-doubles and 70,000kms for single trailer applications.

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Trucks you can trust



READY FOR THE RUSH?

# Peak season

Peak season – September to January – is a phenomena in the transport and logistics industry that people plan for up to a year in advance and takes in major cultural celebrations, such as Christmas, Lunar New Year, and shopping events such as Black Friday and Singles' Day.

## What does the peak season look like across our operations?

As retail booms and Christmas draws nearer, Toll's global network of road, air, rail and sea prepare for significant increases in volumes and specialised service requirements.

Our Global Express team will be moving more than 40 tonnes of freight per minute by Christmas. For Toll, we have to make sure our facilities are ready and our operations are geared up to ensure that we can accommodate the increased volumes across our network.

Bruce Wilson, President of Toll's Global Express division, commenting on the end-to-end solution for our B2B and B2C network says, "With retail at its peak, many of our customers rely on us to meet their customer's expectations. From fresh salmon to the latest fashion – they all rely on the strength of our network."

## Making it easy – Toll supports peak trading

Here are just some of the ways Toll is making peak trading easy and efficient for our customers:

- Maintaining a strong focus on safety at all times for our employees and customers
- Proactively supporting our customers' business - more peak planning and resourcing assessments
- Adding additional road, air and rail linehaul to support increased volumes
- Extending operating hours across major depots to accommodate increase in volume
- We are growing our alternative delivery points network to make parcel collection easier – when consumers are not home and a parcel can't be left at the door, they have more flexibility to collect their parcel from alternative locations

From September to October 2017, our international freight forwarding arm moved more than 95,000 containers via ocean freight and 20.5 million kilograms via airfreight globally across regions including Greater China, South East Asia, Australia, New Zealand, and North and South America.

Even our specialist relocation team in Toll Transitions will move more people during the peak period, managing approximately 13,000 household goods removal uplifts for the relocation of Australian Defence Force members and their families.

With more people out and about during this peak period, the Toll Air Ambulance crew and medical team provided by NSW Ambulance and ACTAS, are always ready to provide exceptional critical care to the community, particularly during this busy time of year.



## Top customer tips for a smooth delivery season

1. If planning a product release or a shopping promotion, such as a Boxing Day sale, let Toll know in advance so we can help plan for your increased activity
2. Make sure the correct packaging is used as it can impact delivery time
3. Labelling is really important for a smooth delivery:
  - make sure the label is easy to see
  - barcodes need to be printed clearly (time to clean the printer!)
4. If you're closing up office over your respective holiday period, let us know so we can ensure you get your deliveries as expected

## Sea change – supporting Huon Aquaculture

During December, Huon Aquaculture, one of our largest seafood customers in the Australian market, will move approximately 4,000 tonnes of Tasmanian Salmon from Huon's processing plant to the Australian mainland. *Toll Today* caught up with Damien Hardiman, Business Development Manager, Huon Aquaculture.

### How does your business gear up for Christmas and how does Toll support your business?

In terms of gearing up, December is the busiest time outside of Easter. From a volume point of view there is a lot of pressure on us to get fish to market and Toll becomes crucial in getting our fish to our customers. Day-to-day monitoring happens from both businesses' customer service teams. Not only are we busy and Toll is busy, but our customers are also busy.

We have the capacity to harvest fish every day but we have to increase every aspect of that to get through this period from staffing levels to our packing teams. As soon as we start harvesting, the clock starts ticking. We harvest by night to be fresher by day and first to market. Toll is critical in delivering that promise.

### How have you worked with Toll to make sure your seafood is delivered in time and fresh over the busy Christmas period?

We get together with Toll each week and have an overview of the volumes we are anticipating. We look at how to best utilise the whole Toll network to make sure our salmon gets where it needs to go. We also take time to examine any ways we can improve our partnership from volumes, packing and distribution.



### Snapshot of Toll's Delivery: from Tasmania to Sydney's Fish Market:

-  Toll maintains the cold chain for the entire journey by sending a refrigerated trailer to Huon
- ↓
-  Toll picks up the salmon and the vehicle gets rolled onto the ship
- ↓
-  The refrigerated trailer then drives directly to the Sydney fish market to a central point – collected by wholesalers.

## Fuelling Nespresso's deliveries

Nespresso uses Toll's exclusive air freight and road network to ensure its customers enjoy next-day delivery. *Toll Today* caught up with Mathieu Cordonnier, - General Manager Supply Chain, Nespresso.

### Tell us about your partnership with Toll

We have a lot of Club Members in regional areas that may not be able to frequently visit one of our Nespresso Boutiques. Toll has helped us expand our next day delivery coverage to regional areas and make Nespresso more accessible.

### How is Nespresso working with Toll to make sure your club members' experience is great over the busy Christmas period?

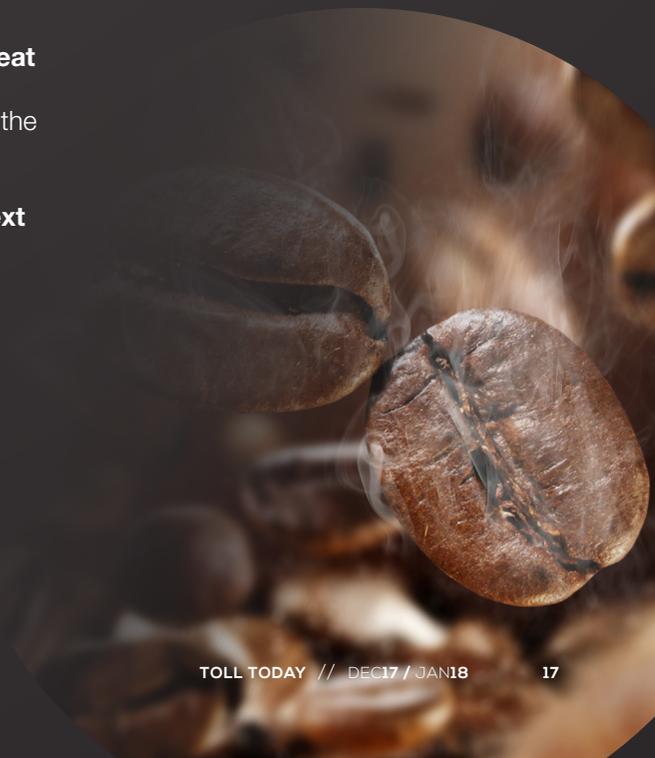
The Nespresso team shares daily expected volumes with Toll. This is particularly valuable during the busy year-end period.

### How do you see the delivery service expectations for club members changing in the next couple of years?

Reliability of our next day delivery promise will remain critical but the need for speed (same day) will increase. On the other end, I imagine our Club Members will also be looking for innovative solutions to ensure delivery on the first attempt, as well as sustainable/carbon neutral solutions.

### Tell us about any new products coming out for Christmas?

The Nespresso Vertuo launched on 1 November 2017 brought to Australia a revolutionary new process for extracting high quality coffee, containing unique Centrifusion™ technology that rotates the capsule up to 7,000 RPM to enable extraction lengths from espresso to a large mug. Barcode technology reads cup size, temperature, rotational speed, flow rate and time the water is in contact with the coffee to allow for precise extraction.



## OUR COMMUNITY

### Minutes with...

Kota Abe

Japan Desk

Group Sales & Marketing

“I FEEL LIKE MY WORK HERE AT TOLL IS HOPEFULLY SUPPORTING THE RECONSTRUCTION IN JAPAN...”

#### Tell us about yourself and your background at Japan Post?

I was born in a small country town in Japan. My father still works in one of the post offices, it is a great close-knit community which I love. I was fortunate to meet positive and challenging Japan Post workers at my job interview, which was enough for me to decide to take the job. I started to work for Japan Post in 2008 after the privatisation.

There are approximately 24,000 post offices, and many colleagues are working hard to support our customers. I accumulated experience in sales, marketing, HR and corporate planning in several workplaces including the post office, a regional branch and head office.

In Japan Post, the memory of the Great East Japan earthquake in 2011 is deeply engraved in my heart. After the earthquake, I joined the Japan Post restoration assistance team. My primary job there was searching for bodies of colleagues and their families in morgues, and I shared my colleagues' pain who lost their families in Rikuzentakata & Ofunato. At present, Japanese government's sales in Japan Post group shares are planned to fund the reconstruction in areas which were hit by the earthquake and tsunami in Japan. The growth of Toll in Japan Post group will contribute to this reconstruction.

I feel like my work here at Toll is hopefully supporting the reconstruction in Japan, like the lyrics of my favourite Japanese song. *“My simple work goes round and round the world, and gives a smile to someone who I have never met with. These small things give colours to my life.”* I hope my Toll colleagues feel the same as I do and are proud to be Toll.



#### What do you enjoy most about Australia?

The people in Australia are very kind, particularly for a family with a newborn baby. My first baby was born in Melbourne in August 2017. Thanks to everyone for their support, fortunately he is healthy, although he doesn't sleep very long like most babies.

#### What do you miss most about Japan?

I feel like Australia is much closer to Japan than I expected before I moved here. It takes 10 hours from Tokyo to my hometown by bus, which is almost the same with the flight duration between Melbourne and Tokyo. However, I would like to see my family and friends soon to introduce our new baby!

### Minutes with...

Camilia Teo

Marketing and Corporate Communications Executive

#### Tell us about your role?

I started at Toll in May 2016 and in my role I manage the marketing and corporate communications for Global Logistics, Singapore. The scope varies from internal and external communications, including social media and PR, to designing banners for print, to procurement of marketing materials like corporate diaries and pens.

#### What does a typical day look like?

A typical day sees at least two to three meetings or visits by customers to Toll City. In between meetings is my opportunity to respond to some emails, prepare slides or finish up some content writing. Occasionally, I get to visit one of our sites and meet colleagues on the ground and spend time with them. It's always great to visit our sites to understand more about this fantastic business we are in, understanding the things we do, how we do it, and why we do it.

#### What's the most rewarding aspect of your role?

I love it when colleagues recognise the importance of getting the word out about the great work we are doing here at Toll in Singapore and they come voluntarily to me to share their stories – it means this culture of sharing is spreading. It's easy for an employee to be in a silo with his or her work and not see the true incredible size of our company. I love being able to share and celebrate that we do so much more. It's a bonus when I see their eyes open wider and they feel my excitement too.



Being involved in strategic work also gets me pumped up – just knowing the direction the company is going towards and working with partners to make it happen makes my work all the more exciting and important.

#### How would you describe your team?

We do our best to share the great work Toll is doing in Singapore. Nonetheless, I see much potential to bring the brand further. Often, I get the chance to speak with local students and new hires. One question I ask is, “Has anyone heard of Toll? Or ST Logistics?”. Usually, the response is a handful of hands. I know we can make the Toll brand a household name here in Asia and I can't wait to be part of the journey as we continue our growth in this region.

## OUR COMMUNITY



### Toll driver awarded for bravery

Steve Bolton

>> Toll truck driver, Steve Bolton, has been awarded the Bridgestone Bandag Highway Guardian Award, in recognition of his swift action and invaluable assistance to emergency services after witnessing a car roll into a river on the Tweed Valley Highway, in Queensland, Australia.

The Bridgestone Bandag Highway Guardian Award pays tribute to truck drivers who go above and beyond the call of duty to assist those around them during the course of their normal work. The award was presented at an industry event on 17 October.

Steve was humble in receiving the award for bravery. "I did what many others would have done. All road users should respect each other and understand how their actions can affect others. Safety is a shared responsibility and something we are passionate about at Toll."



Steve Bolton  
Toll truck driver

Steve has been with Toll Group since 2008 and over that time has delivered an exemplary driving record. A member of our senior leadership group, Steve is also one of our driver trainers, on our safety committee and plays an active role in the accreditation of drivers.

This award acknowledges Steve's unfailing commitment to safety, demonstrating that it's always at the forefront of his actions.

Congratulations Steve!



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[omega-heavy-trucks.com](http://omega-heavy-trucks.com)



OUR COMMUNITY



東日本大震災

## Toll helps the reconstruction of the Great East Japan Earthquake

>> The sheer scale of the devastation unleashed by the Great East Japan Earthquake of 2011 is mind-blowing: 19,533 people were killed and 2,585 people are still missing; 6,230 were severely injured; 121,768 buildings were destroyed, with another 280,160 buildings substantially damaged. Perhaps most shockingly, six years after the earthquake struck, 123,000 people are still forced to live as refugees.

Projected recovery costs budgeted for the reconstruction period from 2011 to 2021 are ¥2,934 billion, and can be helped by the success of the Toll Group. This is because part of the proceeds from the step-by-step sale of shares in Toll Group's parent company, Japan Post Holdings, have been earmarked by the Japanese government as a revenue source for the cost of recovery from the Great East Japan Earthquake. Already share sales in Japan Post Holdings have raised ¥1,436 billion.

If the Toll Group performs well this will promote the success of future public offerings of Japan Post Group shares, thereby generating additional earthquake support revenue over the next few years. This should act as a great incentive for all stakeholders involved with the Toll Group to make a difference and aid the disaster recovery. The money will be dedicated to supporting victims, reconstruction projects, special grants to local governments and disaster prevention measures.

## Driver Reviver helps us fight driver fatigue

>> Toll Driver Reviver is a community program that has been operating in Australia for more than 26 years. Powered by volunteers from a wide range of service organisations and community groups, members give up their own time to promote road safety, and help to reduce the road toll.

Fatigue is one of the biggest causes of fatalities on our roads, causing between 20 to 30 per cent of fatal road accidents around Australia – even higher in rural areas. Our rest stops provide drivers and their passengers with a place to take a break, particularly on long trips.

We are committed to road safety and the belief that all injuries are preventable – everyone has the right to get home safely. Toll's professional drivers spend more time on roads than anyone else and are acutely aware of the role fatigue plays in road safety.

In its long history, volunteers from organisations such as Lions Clubs, State Emergency Service (SES), Volunteer Rescue Association (VRA) and the Rural Fire Service (RFS), have served more than 23 million cups of tea and coffee, boiled more than five million litres of water, and provided drivers and their families with more than 27 million snacks.

Driver Reviver National Director, Allan McCormac OAM, urges people where possible to take advantage of the great initiative. "Drivers need these breaks especially during the upcoming public and school holidays where many people are travelling on our roads and if you live in Australia we encourage you to take advantage of this wonderful community service."

For more information visit [tollgroup.com/driverreviver](http://tollgroup.com/driverreviver)



## MEET OUR NEW CFO

# Our new CFO brings experience and a bold vision to Toll

>> The new Chief Financial Officer for Toll Group, Noel Meehan, has had a varied career from laying pipes to teaching English to becoming CFO of the Year in Australia.

After graduating from University of Leeds in 1988 with a Bsc (Hons) in Mathematics, Noel worked across the globe before arriving in Australia in 1989 where his journey began looking for work while travelling around the country and enjoying life.

“I had many jobs before joining the corporate world, ranging from teaching, driving machines, to construction. Having arrived in Australia, I worked on construction sites, driving trucks, laying pipes and bricklaying. It was a good way to learn more about the country and the people. Having decided to permanently live in Australia, I took a job with Australian Airlines and that was my introduction to corporate life, working in finance and operations. I then moved into corporate finance and I loved it.”

Noel met his wife in Melbourne before moving to Sydney with Qantas Airways for eight years, where they had three children under the age of four.

“I then took a job with Orica in Melbourne, which was an ex-ICI company, in corporate accounting and then moved up to become CFO of the Chemicals Division and became head of investor relations and took on the Group CFO role in 2005. It was an interesting time as we were involved in expanding the company and made several acquisitions.”

“I am very proud to say that I was voted CFO of the Year in 2006 largely due to the work I did with Orica and the finance team.”

Following a serious cycling accident in 2013, Noel decided to take a two-year sabbatical to spend more time with his family and travel, ticking off places and events from his ‘bucket list’.

“As I was recovering in hospital I decided that I would take some time out to recover my health and spend some time travelling with each of my children. I also travelled to see the Tour de France as I am a big cycling fan.”

After two years Noel wanted a new challenge and was headhunted by Treasury Wine Estates.

“They ticked a lot of the boxes I was looking for, they are a global company based in Melbourne, so I could be with my family. It was important to me that the company I worked for had a good business culture and a high degree of integrity.”

After 18 months as CFO of Treasury Wine Estates a decision was made to relocate many of the senior management positions to the United States.

“The company went through a transformation which would involve the CFO role relocating to the USA and I wanted to spend more time in Melbourne, so we parted amicably.”



Noel Meehan  
Chief Financial Officer

Noel was then approached to join Toll Group. “I am very proud to have been invited to join Toll’s transformation team and to be part of the transition of this 129 year old company.”

“Toll needs to be an integral part of the supply chain and develop agility and nimbleness that matches the changing world we live in and the changing demands of customers,” said Noel.

“Customers are looking for value at every level and back to front, that means the basics have to be right from Toll’s perspective in order for us to deliver on customers’ needs. My role is to help provide the financial operating environment that brings insights, simplicity and real-time data access to help us make informed decisions for a sustainable and competitive future.”

Japan Post are also playing an important role in Toll’s transformation not only providing funding but also strategic support for the Group.

“Japan Post has a long-term perspective to enhance Toll’s logistics ability, leveraging its own global footprint to provide support to Toll. Ultimately we have a company of 44,000 people and we operate in around 50 countries worldwide and we need to develop a co-ordinated model that is a united Toll,” said Noel.

**“TOLL NEEDS TO BE AN INTEGRAL PART OF THE SUPPLY CHAIN AND DEVELOP AGILITY AND NIMBLENESS THAT MATCHES THE CHANGING WORLD WE LIVE IN AND THE CHANGING DEMANDS OF CUSTOMERS,” SAID NOEL.**

“I am excited to be part of a global business, with humble beginnings in Australia, which is investing in world-class systems, world-class service and unmatched breadth and capability.”

Our aim is to inspire our people. This will lead to us optimising our business performance, network and assets. We need our employees to contribute to this process and when we have that result, it will be very rewarding for them and bring success to the company and our customers. The future is bright.”

# TOLL GRADUATE PROGRAM



## Shaping the future of the logistics industry

>> Toll's Graduate Program offers young professionals the chance to gain exposure to a vibrant global logistics company while learning on the job about the industry, continuous improvement, people management, financials, safety and technology.

Kreth Vaithianathan is studying for her Master of Management qualification at the Melbourne Business School and joined the Toll Graduate Program because of the dynamic nature of the industry.

"Every day you are on the go and there are fresh challenges. My passion is operations as it is the heart and soul of our business," said Kreth.

"Operations will challenge you to think smart and act fast as time is a critical factor. There is diversity in operations across Toll, every business unit has its uniqueness and a different approach towards operations," she added. Kreth had a dynamic start to her career with Toll, spending her first three months in the Global Express division at the Melbourne Airport site.

"The sort facility at the Global Express site is state-of-the art and the largest of its kind in Australia, The scale of the operation and the eye for detail required is mind-blowing. I had the opportunity to work with the operations team on both the day shift and night shift.

"EVERY DAY YOU ARE ON THE GO AND THERE ARE FRESH CHALLENGES. MY PASSION IS OPERATIONS AS IT IS THE HEART AND SOUL OF OUR BUSINESS," SAID KRETH.

Kreth Vaithianathan  
Toll Graduate



"I gained invaluable exposure in daily operations including safety conversations, controlling the sort system, labour management, load planning and daily KPI reporting."

Toll's Graduate Program is about providing exposure to all aspects of the company's operations during a two-year period from the ground up. This holistic approach enables graduates to understand the heartbeat of the company as well as the challenges.

Toll is focused on tailored learning and development opportunities, with a focus on growing leadership capability which includes:

- Diverse rotations exposing you to different areas of the business
- A committed team to support you on your way
- Exposure to senior managers through networking opportunities
- Dedicated mentors and buddies for career advice, guidance and support

Visit [tollgroup.com](http://tollgroup.com) to find out more.



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