

TOLL

TODAY

OUR NEW LOOK

SAFETY OBSESSED

Shifting our focus in a new era for Toll

MAKING IT IN THE USA

Tapping into one of the world's biggest logistics markets

TOLL CITY

Introducing our gateway to Asia

JUST DO IT.

Nike reveals what makes a successful 20-year partnership

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TOLL TODAY

EDITORIAL



Kathryn Browne

We would love to hear your feedback or ideas for TOLL Today.

Email: editor@tollgroup.com

OR

Mail:

TOLL Today Editor
Toll Group
Level 7, 380 St Kilda Road
Melbourne VIC 3004 Australia

Kathryn

Chief Editor, TOLL Today

DESIGN



Tommy Skillen

ADVERTISING



Bernie Dalton

bernard.dalton@tollgroup.com

TOLL



Rising to the occasion and growing with our customers

Welcome to the third edition of our new-look *TOLL Today*.

As we fast approach the festive season and busy new-year celebrations, logistics supply chains across the world are tested as we manage millions of consignments and deliveries in a very short window. This is what we do best. It is also when we are under pressure that our values and priorities are confirmed and for me, safety is the ultimate test of these.

Everyone has the right to come home safely at the end of each day. Toll's Stop for Safety Week was held at 1200 sites across the globe during the first week of October, launching with our new Safety Obsessions campaign and film, Home Safe, which I encourage you to watch with your families on page 5 of the digital *TOLL Today*.

For our business, safety and technology go hand in hand. Our feature story under Business Solutions on page 8 shines a spotlight on our gateway to Asia – Toll City – and its high-tech healthcare services, as well as bringing you highlights from our official opening. Our continued presence across Asia is exciting as we grow with our customers and their changing needs. This was further strengthened with our announcement of a new Joint Venture with Japan Post – JP TOLL – to service the Japanese market which became official on 1 October 20 (page 21).

We are a global business and our reach is far. Our United States team and customers feature in this edition, bringing together the collaboration and potential for Toll in 'Making it in the USA' (page 13). Our interview with Nike on page 7 is a great example of how relationships and care make all the difference in successful partnerships.

Our Community section brings together everything that is Toll, from our celebration of Japan Day, to our 5 Minute profiles on our people, to the many initiatives and events that drive our desire to get better every day for our customers. I am proud of this passion to go better over the last 12 months, as I see and hear about it during my frequent visits to sites and customers around the world.

Also in this edition we welcome our President of Global Forwarding, Thomas Knudsen to *TOLL Today* for the first time (page 25). Thomas opens up about his background and where he is taking Global Forwarding for our customers and people.

I hope you enjoy this edition and please stay safe over the upcoming holiday season.

Michael Byrne
Managing Director

FEATURED IN THIS EDITION



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Meet our new President
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Japan Post trainee shares her
experience at Toll
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Safety
Obsessed

Safety obsessions

Toll has shifted its safety focus, moving from a set of safety rules to a culture of safety obsession.

Global Head of Health, Safety and Environment, Richard Turner, says Toll's shift to a safety-obsessed culture means that everyone across Toll takes responsibility for safety in a common sense and practical way, rather than deferring to a set of written instructions.

"It's a way to help people own it in what they do every day, instead of having rules that dictate it to them," Richard says.

"Everyone has the authority to stop unsafe workplace behaviour and this approach instils a 24/7 mindset to prioritise safety."

2018 Stop for Safety Week

As part of this focus on safety, Toll marked Stop For Safety Week from 1 to 5 October led by Toll Managing Director Michael Byrne. Individual Toll sites around the globe were encouraged to create their own activities and recognise local safety heroes to mark Stop For Safety Week, while a global teleconference on Thursday 4 October brought the entire global workforce together to pause and reflect on safety and share insight and initiatives.

Safety Obsessed campaign

Another key activity has been the Safety Obsessed campaign, which is being rolled out globally across all Toll facilities and offices, and for the first time has been personalised for individual countries.

"Each country was able to personalise their message with photographs taken in the country, using people from their sites in the photos," Richard says.

"The other key is we are now translating based on intent rather than word for word, which can sometimes have a different meaning," he says.

Posters are available in Toll's 11 core languages including Thai, Malaysian, Indonesian, Chinese, Korean, with localised versions also available for New Zealand and Singapore.

The country-specific messaging to launch the Safety Obsessed campaign has been hugely successful. "The feedback has been great and the buy-in has been even better, which means the messages are understood and creating impact," Richard says.

Incident and injury free workshops

The Incident and Injury Free (IIF) workshop programs are reinforcing the message and continue to be delivered with more than 5,500 people now having taken part.

"We're training up about 200 people at Toll to deliver the workshops," Richard says, adding that there are now 16 trainers in NZ, 120 across Asia and more than 70 in Australia.

"I'm really happy with the take up at a leadership level with all the business units," Richard says. "It is different to what they've experienced previously. The challenge will be maintaining their momentum and the uptake for the guys on the ground, where it really matters."

Richard says 50 per cent of Toll will have participated in an IIF workshop by July next year, which he says will be the tipping point for reinforcing a strong global culture of safety obsession. ●

"THE FEEDBACK HAS BEEN GREAT AND THE BUY-IN HAS BEEN EVEN BETTER, WHICH MEANS THE MESSAGES ARE UNDERSTOOD AND CREATING IMPACT."

– RICHARD TURNER,

Global Head of Health, Safety and Environment



Our safety obsessions

I AM SAFETY OBSESSED

Look out for each other, stay alert and be prepared to speak up

- We are fit for work
- We drive safely
- We protect from falls
- We keep loads secure
- We keep machinery clear of people
- We stay out of harm's way

TOLL Safety Obsessed

Country-specific safety-obsessed campaign

RESTRAIN THE LOAD WE ALL HAVE A SAFE JOURNEY

나는 높은 곳에서 일할 때 적절한 장비를 사용합니다

추락 사고는 가볍게 생각하든 모두 예방할 수 있습니다

每次我們確保安全，我們正確地束縛負載，所以它是安全的

TAO HỨC VIỆC HỀ TÍNH GUY

g cách t bị và yên

வழியில் குறுக்கீடுகள் எதுவும் இருக்கிறதா என்று கவனமாக பார்த்துச் செல்கிறேன். நான் செல்லும் பாதையை தெளிவாக்கப் பார்க்க முடியாத நிலையில், அங்கேயே நின்றே விடுவேன்

நகரின் தளவாடிகள் அல்லது உபகரணங்களை இயக்கும் போது, எங்கள் சுற்றுப்புறத்தின் மீதும் கவனம் செலுத்தும்போது

幸檢查周圍情況，不明確，我會停下來。

移動設備時，檢查四周環境。

確業

TOLL

SAFETY WEEK AROUND THE GLOBE



I AM SAFETY OBSESSED BECAUSE...



“Everybody we train returns to work with a new awareness of personal safety, a new relevant perception of safety, and a new level of how important safety is to each other and the business.”

– STEPHEN (THOMO)
National Trainer IIF, Auckland, New Zealand

“I believe that whilst business is valuable, life is priceless.”

– KEN
Chaplain and Employee Support, Perth, Australia

“If there is danger because someone is unsafe or something is in an unsafe condition, I tell them immediately and also take care of myself so we all stay safe.”

– TANAJI
Loading Labourers, India

“Family is not important...it is everything! We love our family, so we must go home safely!”

– SARITHA
Customer Service Agent, Abu Dhabi

“I share with others when they are not safe, and I hope others do that to me because if I get hurt or someone I work with it is our families that suffer.”

– SHATRUGHNA
Loading Labourers, India

“It positively impacts people’s lives and if I’m not safety obsessed how can I expect anyone else to be?”

– RICK
Executive General Manager, Melbourne, Australia

“My family and our employees’ families need us to come home safely to them every day – I am Safety Obsessed!”

– GEOFF
Head of Americas, New Jersey, USA

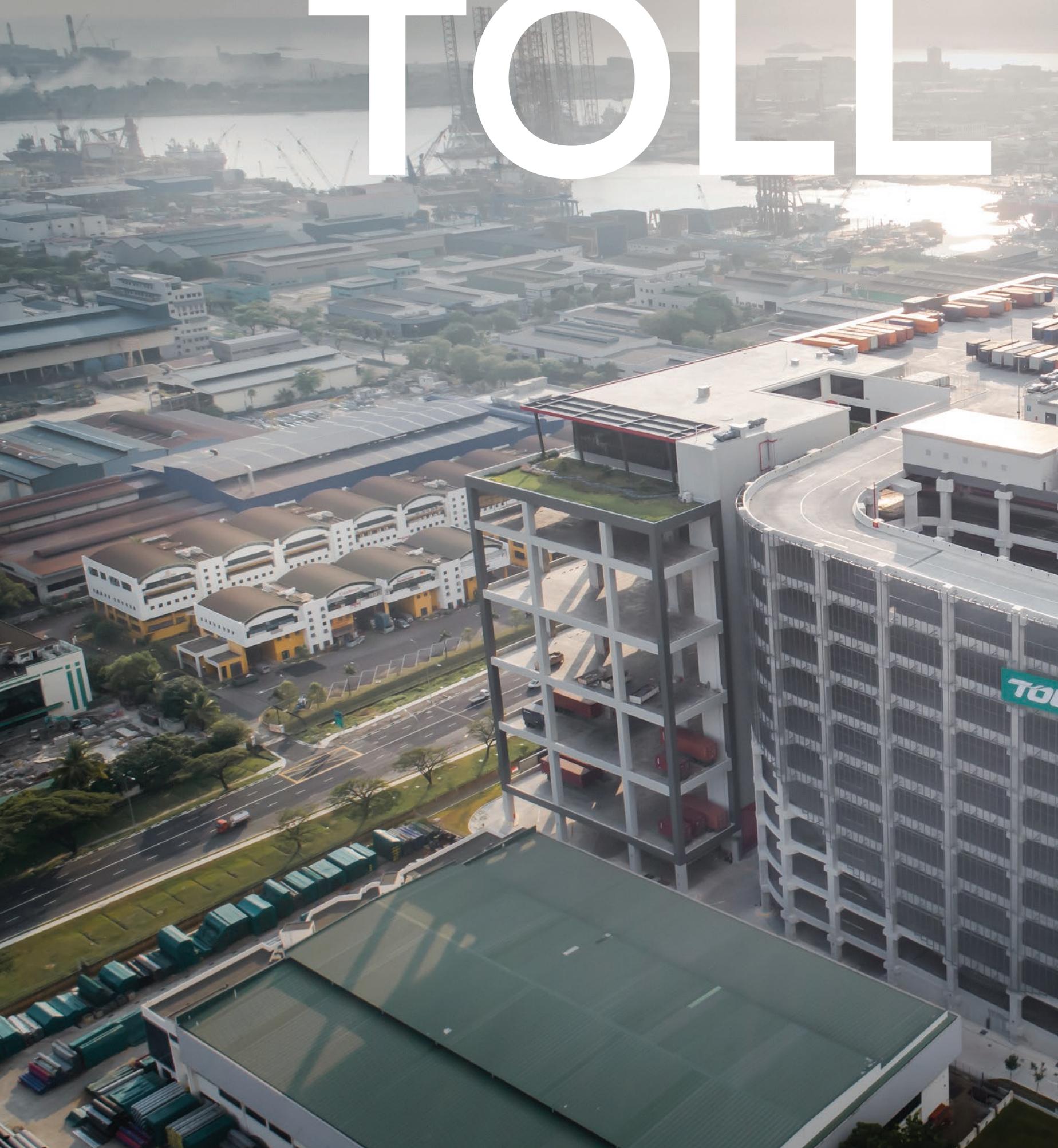
“We have a responsibility to ensure that Toll is a safe place to work, ensuring we protect our people and those in the communities around us at all times.”

– CARRIE
Head of Bid Management, Melbourne, Australia



Introducing...

TOLL



CITY

Gateway to Asia

On 18 July 2018, we held the official opening of Toll City, our global next-generation logistics hub in Singapore, and one of Toll's largest sites in the world.

The S\$228 million seven-storey facility covers more than one million square feet and supports Toll's key industries of retail, fast moving consumer goods, healthcare and pharmaceutical. It ensures seamless end-to-end services including warehousing, transport and cross border trade, as well as delivering specialised solutions tailored to customers' needs.

Strategically located in Tuas, Singapore, the facility has direct road links to Malaysia and is near the container port that will become one of Asia's largest ports after its upgrade next year.

Toll City, Singapore



Singapore: gateway to the world

Speaking at the official launch event, Japan Post President Mr Nagato said Toll City is the gateway to Asia for Toll and Japan Post.

“Singapore is located at the centre of the world, including trade, international investment and international business,” Mr Nagato said.

“With Toll City, we want to supply the increasing demand of Asia. We want to educate and train our human talent. We want to pursue more productivity and efficiency. Toll City is chapter two of our global growing business story.”

As well as Toll and Japan Post leaders, guests at the launch included Singapore’s Minister for Trade and Industry Mr Chan Chun Sing and Minister in the Prime Minister’s Office and Secretary General of the National Trades Union Congress, Mr Ng Chee Meng.

To celebrate the official opening, Toll customer, LEGO, was commissioned to create a giant mural of Toll City made out of LEGO pieces with the final piece intentionally left out. Instead of cutting a ribbon to mark the launch, Minister Chan Chun Sing placed this final piece of LEGO onto the mural to declare Toll City open.

“Today is the start of a new journey for us to work together,” Minister Chan said.

“Not just to improve the operations and efficiency of warehouses, but also to develop the entire logistics ecosystem to deliver a new generation of urban logistics in Singapore and all over the world,” he said.

In congratulating Toll, ST Logistics and Japan Post on the launch, Minister Chan said, “For us today, logistics is a global supply chain that we want to be part of. This can be a competitive advantage for Singapore.”

It also brings exciting training and employment opportunities for workers in Singapore, he said.

“Yesterday, the workers are depending on their muscles to pull items out of the shelves. Today, they are using technology and information to make their jobs much more efficient.”

Future-based technology

Toll’s Executive Chairman John Mullen spoke enthusiastically at the launch about the technology in place at Toll City.

“It is a magnificent site using exceptional technology,” Mr Mullen said.

“Toll’s focus on technology developments at this facility will help revolutionise the way people work, creating a faster, smarter and safer supply chain that meets the demands of customers and our growing world.”

The technologies include the supply chain control tower SiTadel, driverless vehicles, telematics, 3D-printing for virtual warehousing, Smart RFID cabinets for real-time inventory management, and robotics to assist in warehouse assembly operations.

This is just the beginning

Mr Mullen said Toll City is a special facility in a special place.

“It’s a major milestone on the road to Toll’s ambitious growth plans for Singapore as well as the wider Asia region,” he said.

“In fact, today, two out of three Toll divisions are headquartered here in Singapore. And, more than half of Toll Group’s revenue is managed from Singapore.

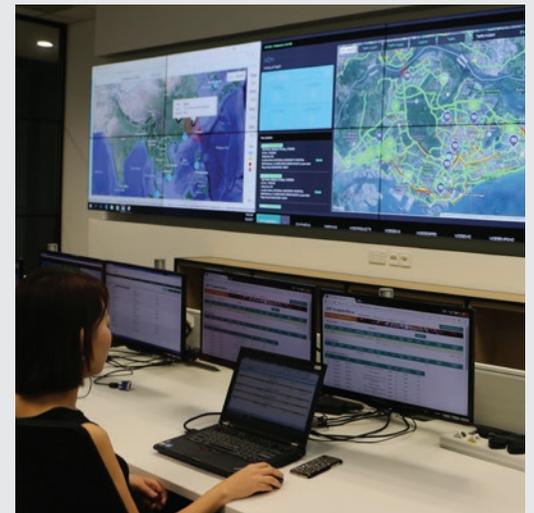
“Together, our investments here and in the wider region reinforce Toll’s strategy to selectively grow our business to meet the needs of our Asia Pacific customers.”

Mr Nagato said Toll City also marked the start of a new era for Japan Post that brought many exciting opportunities.

“Japan Post is fully committed to strengthening and expanding our logistics and supply chain business in Singapore. So, number one: when and if Toll or Toll City needs investment, we will try whatever is needed,” he said.

“Number two: we want to increase more Japanese customers to Toll City.

“We announced our grand official opening of Toll City right now but this is not the end of the story. Please be sure Japan Post is fully committed to performing our mission and this is just the beginning,” Mr Nagato said. ●



S\$228M
investment



Gross floor area of over 100,000m²
equivalent to the size of

15
football fields



82m tall!

The height of a 20-storey office
building. This is one of our largest
sites in the world

High-tech healthcare at Toll City

Toll’s healthcare function is a specialist service that requires meticulous attention to detail in every stage of the supply chain.

Toll Global Head Healthcare, Darren Sherry, says Toll’s services in the healthcare sector are integral to positive patient outcomes.

“A good healthcare system in any country needs a strong logistics infrastructure to ensure patients are treated on time and cost effectively. This often requires very special handling of high value diagnostics, many of which need to be maintained in a temperature controlled end-to-end supply chain,” Darren says.

The stakes are high in healthcare. “Failure to deliver will often mean patients’ surgeries are delayed by days, which could lead to patient deterioration,” he says.

Toll’s approach in the healthcare sector globally is to develop market specific solutions, collaborating closely with healthcare customers to create a service that brings the greatest benefits to patients.

A doctor’s unique insight



Dr Tang Chien Her
Healthcare, ST Logistics

In Singapore, Toll works with the local healthcare system through ST Logistics, a subsidiary company of Toll that focuses exclusively on providing healthcare logistics solutions. The new purpose-built Healthcare Logistics Hub at Toll City positions the team well to provide comprehensive value-based services for healthcare customers.

A key member of ST Logistics’ Healthcare team in Singapore is paediatrician Dr Tang Chien Her, who worked in Healthcare Policy and Administration in the Ministry of Health before coming over to Toll. It’s a role he’s excited about because it involves developing and

delivering solutions to many of the challenges he encountered in his previous roles.

Dr Tang says ST Logistics has a vital part to play in Singapore, including stockpiling the nation’s medical supplies for the government in case of national crises, such as pandemics and mass casualties. The team is also leading supply chain transformation in the healthcare ecosystem.

Strengthening supply chain resilience

Dr Tang says Toll City’s SiTadeL Supply Chain Control Tower provides full visibility of inventory across the entire supply chain as well as giving the analytical power for management and our customers to make better supply chain decisions.

“In our control tower, the supply chain resilience platform regularly monitors our suppliers globally. This is to ensure Singapore never runs out of medical supplies,” Dr Tang says.

An important aspect of Dr Tang’s work involves co-creating solutions with customers.

“We are moving into the healthcare system with greater depth, and that requires intimate understanding of the care delivery environment,” Dr Tang says.

“Through my training in taking care of patients in emergency departments, operating theatres, ICU wards and home care visits, I understand the challenges that both medical professionals and patients face.”

Collaborating for smart solutions

A recent solution created by the healthcare team in collaboration with the National University Hospital and Medical Technology group Medtronic, is the Smart RFID cabinet for operating rooms in hospitals. Through this seamless inventory management system, all surgical equipment is labelled with RFID tags, with the cabinet recording stock numbers and

registering when instruments are removed. When stock levels run low, the cabinet triggers an automated order and delivery to replenish supply.

“This reduces manual administrative work of accounting and documenting usage, and surgeons, nurses and Medtronic staff can be better prepared for surgeries rather than worrying about their inventory,” Dr Tang says.

One of the opportunities of Dr Tang’s position is to share and educate medical professionals on how supply chain intervention can drive value and deliver better outcomes for patients.

“Doctors and nurses work closely in patient care and most of the time they don’t fully appreciate the supply chain and the impactful role it can play in their daily work.

“Because we understand what healthcare requires, we lead by bridging the gap, and by constantly thinking of new ways to help care providers improve and achieve smarter, faster and better outcomes for their patients.”

One way to attain cost effective and positive outcomes is to support patients in their journey to recovery while at home, after hospitalisation.

“Like in Australia, there’s a big movement to strengthen community and primary care, and we are doing the same thing here in Singapore because ongoing care in hospitals is too expensive,” Dr Tang says.

“Our purpose is to build a robust and reliable healthcare supply chain network, to enable care in community, and have patients well cared for at home.”

Hospital to home in Australia

Toll’s Global Client Manager for Healthcare, Oliver Benoit, says Toll offers a “hospital to home” service for a global healthcare customer in Australia, with the service expanding to Singapore later this year.

The approach enables patients with chronic illnesses to be discharged from hospital earlier and continue their recovery at home.

CUSTOMER SOLUTIONS

Toll's role is to store medical equipment and build kits that are uniquely tailored for each patient. Drivers then take these kits to the patient at home, often guiding patients through instructions.

"In stage one, the driver will go into the patient's home, unpack the kit and prepare it ready for use," Oliver says.

"There is an iPad-type device which is used to transmit all the vital information to the GP. The driver will configure that to the patient's web and co-ordinate that ready to go for all the checks and balances," he says.

"Stage two – usually a few weeks later once the nurses have visited and the patient has recovered – the driver picks up the kit, dismantles it, then it is de-sanitised with all items returned back into stock."

Oliver says the drivers receive specialist training from Toll, in collaboration with the customer, to deliver these services.

A ground-breaking drug

Another exciting example of Toll's capability in healthcare is in its recent partnership with biopharmaceutical company, Biogen, for delivery of a ground-breaking drug, SPINRAZA, the first drug of its kind to manage a rare and debilitating condition – spinal muscular atrophy (SMA) – that affects adults, children and infants. SMA is the leading genetic cause of death in infants.

Biogen's Finance Director, John Marcellino, says the storage and delivery of SPINRAZA is critical, and when Toll and Biogen started working together earlier this year, Biogen outlined the nature of SMA and its impact on patients and families.

"The Toll team took this to heart and ensured that all requirements for the storage and delivery of SPINRAZA would be met with a high standard of care and quality," John says.

"The product must be delivered nationally direct to hospitals from a single central warehouse within 24 hours of order, maintaining security and temperature of 2 to 8 degrees throughout the delivery cycle," John says.

The product has a high value for each vial so security is necessary, and the product is delivered into the hospital ward, with only a handful of people authorised to receive the medication.

Biogen and Toll worked together during the months that SPINRAZA was being assessed for inclusion in the subsidies offered by the Australian Government's Pharmaceutical Benefits Scheme (PBS).

"The project teams remained agile to make any necessary changes to the product delivery process as needed by the PBS approval outcomes," John says.

"Through the dedication and efforts of both project teams, the product was available on day one of product launch."

Since its launch in May, SPINRAZA has been delivered to far reaches of Australia within the 24-hour timeframe. "To date, under the specialised storage and delivery requirements, SPINRAZA has been delivered to patients on time when

needed and wherever needed throughout Australia," John says.

The future of health

Toll's Head of Innovation, Peter Carney, says healthcare is a growth area with logistics having an important part to play into the future.

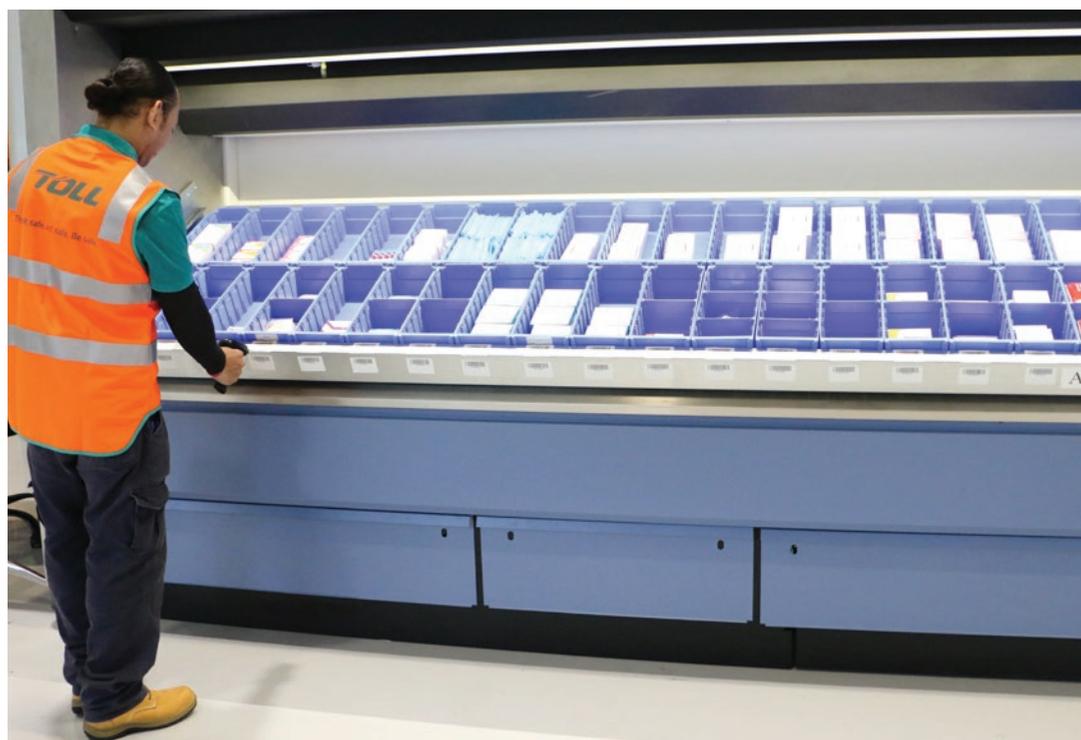
"Health is changing and the likely direction of breakthroughs in science – driven by IT in many ways – is that medicines will be more personalised," Peter says.

"Also as technology improves, health industries will have the ability to provide more health services to people at home."

Logistics and end-to-end supply chain will be integral to both of these advancements, Peter says.

"Healthcare is changing and there are many opportunities there for Toll to do this well."

For more information, please visit tollgroup.com



State of the art healthcare facility at Toll City.

Welcome to Myer

We are excited to welcome Australian retail giant Myer as a new customer to Toll.

Since July, we have been collecting containers from Myer's Altona distribution centre in Victoria and shipping them across Bass Strait to ports in Hobart and Launceston. The pallets contain everything that is shelved in Myer's Tasmanian department stores, from clothing and cosmetics, to small electricals and white goods.

Toll has custom-built pallets for Myer with A-frame portable wardrobes so Myer's clothing labels can be placed seamlessly into stores, and

we've also sourced unique containers for the smaller dock areas in Launceston.

These containers are shipped overnight from Port Melbourne on Toll's ship, the Tasmanian Achiever, so that stock reaches stores in Tasmania at the start of each day. Myer is using the My Toll platform for all freight booking and tracking.

Representatives from Myer have recently visited a number of Toll sites in Melbourne and Sydney to further develop the partnership and create value and efficiencies for both Myer and Australian shoppers. ●





JUST DO IT.

Nike Australia has worked closely with Toll for almost 20 years. With the first contract signed between the parties in December 1999, the task was set for Toll to build Nike's logistics facility in Melbourne's western suburb of Altona.

Almost two decades later, the relationship between Nike and Toll is stronger than ever, and the facility is being celebrated for its success. It has received a Gold Star rating by Toll's rigorous internal accreditation system, which measures operational, financial and performance management, highlighting lean processes and value-add to customers. It is the first facility globally to achieve this rating.

The site also won the 2017 Best Industrial Project at the National Energy Efficiency Awards for reducing electricity consumption by more than 50 per cent and is due to be the first building to go Carbon Neutral under the National Carbon Offset Standards in 2018.

Nike's Director Operations, Marie Varrasso, said Toll and Nike's long partnership is one worth celebrating.



Marie Varrasso
Director Operations, Nike

"It's been a seamless experience and it continues to be a wonderful partnership," said Marie.

The Nike facility was the first distribution centre that Toll built, and the two companies have continued to grow, evolve and enjoy shared success, including expansion into New Zealand in 2005.

"When Nike and Toll signed its first long term agreement in the 90s, we built something that was virtually non-existent in the market place at the time.

"It's a unique relationship with innovation at the heart of everything we do.

"Continuous improvements have been introduced into the supply chain, which ultimately benefits Nike's footwear, apparel and equipment customers.

"Toll and Nike work together to continuously evolve our strategy. We have robust monthly KPI meetings and always look for innovative solutions and improvements.

"When we come forward with an idea or a problem-solving solution, Toll always seems to make it work. It's a collaboration which truly puts the athlete first (at Nike, we say, if you have a body, you are an athlete!).

"A unique aspect of the relationship is that our people move freely between the shared office spaces and meeting rooms at the distribution centre."

Marie says the relationship works because it's built on trust, innovation and integrity.

"It's a completely open book," Marie says.

Both companies enjoy additional benefits from their valued partnership.

Toll team members were recently invited to join Nike's Global Supply Chain University and



the Nike team are invited to Toll premier events, including the launch of the state-of-the-art eCommerce fulfilment centre earlier this year. Marie was also a guest speaker at Toll's "Better Faster Stronger" global sales conference in July.

Both Toll and Nike look forward to celebrating years of growing their businesses alongside each other.

"It's been a productive and inspiring 20 years – well, almost 20 years – and I'd love to think in another 20 years, the relationship will be even stronger across the globe," Marie said.

"Toll have never ever said no to a request if we've come forward with an idea or a problem-solving solution. Toll always seems to make that work." ●

"TOLL HAVE NEVER EVER SAID NO TO A REQUEST IF WE'VE COME FORWARD WITH AN IDEA OR A PROBLEM-SOLVING SOLUTION. TOLL ALWAYS SEEMS TO MAKE THAT WORK."

– MARIE VARRASSO



Making it in the USA

Toll is driving new growth opportunities in the United States, tapping into one of the world's biggest logistics markets.

The North American logistics market is valued at US\$865 billion, with solid growth of around 5 per cent expected in the next year.

Toll's President of Global Logistics, Chris Pearce, says the growing United States market means Toll is gaining momentum in existing and new sectors.

"America is a very important market for us. We are adding a lot of value for our United States customers by leveraging Toll's knowledge and innovation in both warehousing and transportation – gained by tackling similar challenges to our biggest and most successful market, Australia. It's exciting being able to draw on our depth of experience and collaboration to find smart and innovative solutions for our United States customers."

Toll's focus in United States this year has been on integrating its business to provide seamless end-to-end service along the supply chain. This includes working more closely with Toll's Global Forwarding arm.

Toll's Senior Vice President of Sales in North America, Jerry Gillis, says this integrated approach is already bringing positive outcomes for customers.

"One of our top retail clients has this end-to-end solution in place," Jerry says.

"We import finished goods from Asia, it comes in the Global Logistics warehouse in San Pedro (California) where they take it out of the ocean container and reload it into a truck container. We do customs clearance at the port of arrival at Long Beach, and then it's trans-loaded in full trucks to all their fulfilment and distribution centres across the US," Jerry says.

"It's a fantastic solution and we are 99.2% on time."

Jerry says this end-to-end model is successfully replicated across a number of industries.

End-to-end solutions

Another example is Nortek Security & Control (NSC), a global supplier of security management systems.

Toll Global Forwarding's Vice President of Fast Moving Enterprises, Greg Gordon, says early in the relationship with NSC, Toll completed value mapping and discovery sessions to deeply understand NSC's business and propose new trade routes, product solutions and technology to find efficiencies.

This work paid off with NSC's Logistics Manager, Todd Bennett, becoming a very happy customer.

"Toll has implemented supply chain improvements which have yielded improved cycle times resulting in cost reductions, improved delivery time, and increased visibility," Todd says.

"This has saved NSC millions of dollars in supply chain and inventory holding costs," he says.

Todd says he is impressed by Toll's high accountability and fast response times. "They have built a best in class customer team to support our supply chain across the globe," he says.

Todd recalls a specific incident of this service for Nortek. "During end of year and in the heart of an unprecedented peak season, we were forced to ship substantial volumes of product via air to accommodate and meet the demands of a very important product launch for one of our major customers," he says.

"Greg spent numerous hours with our team on the phone as well as his product teams finding space and a solution where other providers could not, including Christmas Eve. It's this kind of above and beyond that really makes the difference for my team and our organisation."

As a result of this successful partnership, NSC is further expanding the work it does with Toll with greater air and ocean products within North America and the Asia Pacific region.



Partnering for growth

Another business that is expanding its services with the United States Toll team is clothing label Abercrombie & Fitch.

Senior Client Relationship Manager with Toll Global Forwarding, Adam Hood, says Toll handles Abercrombie & Fitch's business globally with services that include global ocean freight and inland trucking.

"This year we've expanded our volume on existing scope of business with Abercrombie & Fitch," Adam says. "And we've gained 47 new lanes."

It's a productive partnership with close collaboration.

"Abercrombie & Fitch is very happy regarding the teamwork they see from Toll. They have mentioned numerous times they feel Toll is an extension of their employee team."

Jerry Gillis says there are exciting opportunities for Toll on the horizon in the US.

"Toll is a relatively young organisation in North America and we have a tremendous opportunity to build brand recognition and put momentum behind the Toll brand," Jerry says.

"Bringing together the power of Toll's Global Forwarding and Global Logistics network and infrastructure in the US, along with the financial strength of having Japan Post behind us, gives us a tremendous advantage to provide end-to-end solutions in the marketplace." ●

"TOLL HAS IMPLEMENTED SUPPLY CHAIN IMPROVEMENTS WHICH HAVE YIELDED IMPROVED CYCLE TIMES RESULTING IN COST REDUCTIONS, IMPROVED DELIVERY TIME, AND INCREASED VISIBILITY."

– TODD BENNETT

Logistics Manager, Nortek Security & Control



San Pedro, Los Angeles



Abercrombie & Fitch

Since 2015

TOLL

SAFETY AND TEAM WORK

JONES NEW YORK

Since 1987

TOLL

SAFETY AND TEAM WORK

Since 2015

TOLL

SAFETY AND TEAM WORK

Toll Warehouse
Carteret, New Jersey

Meet some of the Toll team from our United States operations...



Sean Daniele
District Manager,
Global Forwarding,
Wood Dale, Illinois

“I am District Manager in Toll’s Chicago Facility, Wood Dale. Toll’s facility here is 32,000 square feet, with a 23,000 square feet warehouse facility that includes five docks, bonded and screening facility and 10,000 square feet of office space. There are 40 of us here in Wood Dale.

We are 24 miles from Chicago, best known for its proper pizza – the “deep dish” – as well as its jazz music and museums.

Chicago is perfectly situated within the United States to be able to get to any point within two days travel domestically. Air Carriers fly direct into O’Hare allowing many options to route cargo both in and out and many ocean carriers are present due to the different verticals within the region, such as pharma, industrial, retail, electric components. The Ord station has gone through many changes within this year time period and we are ready to help service and grow Toll into a household name in our region. Chicago has the proper structure setup to grow and service all Toll customers.

Our view is that better is better, not bigger is better. We are seeing an increase in business on the ocean export side start to really grow.”



Cheri Foster
Senior Site Manager,
Louisville, Kentucky

“I am a Senior Site Manager and I manage day-to-day operations, customer service, and drive financial results through continuous improvement.

Louisville, KY is centrally located in the United States and is an eCommerce Hub. We are best known for the first leg of the Triple Crown of horse races, the Kentucky Derby, and as Bourbon country.

With UPS Worldport only 15 minutes from our facility, we can take advantage of late pickup times and two-day ground service to over 70 per cent of the United States. Air packages can pick up as late as midnight and make Next Day Service. Our facility is 319,000 square feet and we currently have 28 Toll employees and can flex up to 200 agency employees during peak.”

Our facility is focused on continuous improvement and strong customer service. The partnership we have built with our customer and our pricing model is an example of what we strive for with all customers.”



Brian McGlone
Warehouse
Operations Manager,
Carteret, New Jersey

“I am a Warehouse Operations Manager responsible for the management of three pick and pack and all VAS projects, inventory control and process management for the site. I am also the facility safety leader and will soon be highly involved in the initial United States Warehouse Management System design and implementation.

Carteret is a mixed residential and industrial area located near the Newark/New York container stations. We are only 25 minutes from New York City, 15 minutes from Newark Liberty International Airport and 15 minutes from the Port of Elizabeth.

The facility is over 300,000 square feet. Our offices support warehousing and transport and serve as the United States head office for Global Logistics. There are 130 full-time employees and an average of 110 temporary staff.

We are able to accommodate various product types and process schemes, which helps our customers deliver product within very short shipping windows.

A couple of months ago, we welcomed Essential Brands as a customer to the facility. During the first week, they needed us to support a large order of about 60,000 units that needed to be shipped out within two days. My entire team came together and was able to meet the deadline and prevent the need for an extension.”



Isabella Pizarro
District Manager JFK,
New York

“I am District Manager JFK – responsible for overseeing the ocean/air – import/export operations. Our facility is based outside of the JFK International Airport, near New York.

New York needs little introduction and is probably best known for the Statue of Liberty, Times Square, Broadway Shows, and horse carriage rides in Central Park.

The JFK facility is approximately 12,000 square feet, and there are 38 employees, including accounting, IT, CRM and brokerage. Our main focus is freight forwarding. We also support supply chain with trucking, customer referrals for warehousing and distribution.

I have a phenomenal team who is always willing to go above and beyond. There are many times where customers as well as our vendors contact me to praise an individual.”

For more information on our US services, please visit tollgroup.com

BETTER. STRONGER. FASTER.

Toll's first ever global sales conference was held in Melbourne in June, bringing together Toll sales teams that work with our top 200 customers.

With a powerful name to signify its bold intent, the "Better. Stronger. Faster." conference hosted 175 people from nine countries from 26 to 28 June.

Toll's Chief Customer Officer, Damain Bishop, declared the event a huge success, saying he was inundated with positive feedback from conference delegates around the globe.

"Our customers need a simpler and smarter business that responds to their needs and aligns with their values. It's important we strengthen our internal engagement to maximise collaboration - this means we stay closer to our customers and understand what works for them," he said.

"We're human. We need to get to know each other, what makes each other tick. It's about bringing out the best in our people.

"I'm proud that we are becoming better, stronger and faster," Damain said after the event.

Showcasing Toll's breadth of services, the entrance of the conference immersed delegates in the world of 'Toll Town' where visitors could take a virtual reality tour with the Global Finance Transformation team, pick up the latest Toll Today issue from a New York subway style stand, and see first-hand the delivery potential of My Toll with interactive demonstrations.

One of the highlights from the conference was guest speaker Craig Harper, who brought together his experience in sport science, growth mindset and business acumen to inspire Toll's teams to be the best they can be.

Damain believed Craig's speech epitomised the potential of what can be achieved when Toll's divisions work together.

"The event was created for people to collaborate and truly understand the end-to-end nature of Toll so that our customers understand and can benefit from what we do," Damain said.

"We've got all this knowledge and incredible capability. It's up to us to continue to bring this together in a unified way for our customers. We're a huge global enterprise and with our passionate people at the helm, we're unstoppable."

What delegates said

"It was a fantastic, well organised conference to connect the top sales people across Toll and the globe, empowering them to win..."

"The last three days have really awoken the new reality of our world and allowed a sneak peek into what really is possible... I am really excited about the journey to come and the future of our business."

"Fantastic and the best cross-divisional conference that Toll has ever put on."

"A brilliant development and networking opportunity. Can we do it each year?"

"I was personally inspired to be better, stronger, faster. Credit to all who played part in any way."

"Wow, just a great amount of topics covered and some great insights into the broader business."



TOLL GLOBAL SALES AWARDS

Who will you nominate for Toll's first ever Global Sales Awards?

In 2019, Toll will hold the first Global Sales Awards to recognise excellence in sales activities of individuals, teams and customer service advocates.

The Global Sales Awards initiative is part of our transformation journey and is a way to recognise the dedication that goes into creating innovative solutions, providing the best service in market for our customers, and driving top line growth and revenue.

There are six awards over three categories for you to nominate yourself or your teams, and customers may be called on to support award nominations. A gala awards ceremony will take place in the first half of 2019.

CUSTOMER



Best Overall Customer Service Award



Best Innovation Solution for the Customer

TEAMWORK



Best Customer Sales Collaboration



Sales Services/Operations Team of the Year

INDIVIDUAL



Sales Professional of the Year



Sales Turnaround of the Year

For employees who would like more information or to enter a nomination please visit our Intranet homepage.

SAFETY BY DESIGN



WHEN IT COMES TO RIDING THE ROAD, SAFETY ISN'T JUST ONE MORE THING TO THINK ABOUT – IT'S EVERYTHING

It's why we design and build every Kenworth cab using aircraft quality alloys for structural strength. It's why our trucks give you outstanding visibility – forward, back and all around. It's why we application engineer and manufacture here in Australia to suit local conditions and operations, put your controls within easy reach and balance all the components of your Kenworth with precision.

CONFIDENCE, COMFORT AND CONTROL

Ease of operation and the comfort of the driver are imperative to maintain the safety of the load and to protect other road users. Kenworth interiors combine classic Kenworth styling with the highest standards of quality and safety in Cab design.

Optional items to even further safeguard driver well-being include:

- Hood and bullbar tilt assist
- Header tank sight glasses for critical level checks while keeping drivers safely on the ground
- High visibility grab handles and seat belts
- Enhanced illumination of step and landing areas
- The optional K200 Active Cab Entry system provides greater peace of mind for applications requiring frequent cab entry and exit.

KENWORTH ELECTRONIC BRAKE SAFETY SYSTEMS (EBSS)

Kenworth Electronic Brake Safety Systems (EBSS) further enhance vehicle control and accident avoidance, with a comprehensive list of options available to help you stay in control, even when braking in an emergency.

These include Bendix Electronic Stability Control, Wingman Fusion™ technology incorporating Active Cruise Control with Braking, Collision Mitigation with Autonomous Emergency Braking (AEB) and Lane Departure Warning.



Revolutionising the way we deliver

Over the next few months, thousands of drivers and depot teams will be learning how to incorporate and use Toll Electronic Delivery, known as TED, in their day-to-day operations.

TED is a Toll configured solution that combines a state of the art application with a robust reliable device. Together this hardware and software communicates with our businesses so that all items are seamlessly scanned, regardless of the business unit they originated from. This avoids duplication of deliveries and pickups, improves lead times by cutting out manual processing, and most importantly increases customer satisfaction.

Toll's Mobility Program Manager, Steve North says that, "TED has been, and will continue to be, pivotal to Toll's consolidation and growth. It provides a platform for the tracking of freight to grow with our customers' demands.

"It also provides the ability for our customers to receive multiple items from across all Toll

business units and only sign once – this is something that has been needed for a while."

The device has been designed with drivers in mind with its longer battery life, robust all-weather design that has high resistance to accidental falls and bumps, a large screen and large ergonomically positioned scan buttons for easy use, and a higher scanning range.

Future versions of TED are pegged to include equipment tracking and reporting, breakdown reporting, photo capture, containerisation and manifest pickups as well as other business driven updates.

National PUD Manager, Intermodal & Specialist Network, Jay Jackson, said

"The TED implementation throughout the Intermodal and Specialised network should provide us with opportunities to streamline our PUD operations by using a single device for all Toll freight. This is a direct benefit to Toll and our customers." ●



**BANDAG.
HELPING TO
REDUCE COSTS
ONE DELIVERY
AT A TIME**



bandag



New growth engine for Japan Post and Toll

On 1 October, Toll and Japan Post held a celebratory ceremony in Tokyo to launch a new 50-50 joint venture, JP TOLL, which aims to make it easier for companies to export to Japan.

JP TOLL will have its headquarters in Tokyo and will combine Japan Post's extensive post office networks with Toll's expertise in logistics and forwarding.

Toll Chief Executive, Michael Byrne, who will sit on the JP TOLL board, told the *Australian Financial Review* there are great gains to be made in joining the resources of the two companies through this venture.

"Japan Post obviously have a huge B2C network and a lot of penetration points through their 24,000 post offices, so they have a lot of architecture infrastructure," Michael says.

"But they don't have the capability on contract logistics, particularly in global forwarding."

Michael says JP TOLL will also benefit from bringing together Toll's advanced skills in materials handling, equipment purchasing and telematics, with Japan Post's highly advanced automated systems.

"There are teams exploring ways of how we can cooperate and migrate knowledge



Taneki Ono speaks at the launch of JP Toll

capability," Michael says.

The industries that JP TOLL will focus on are vast. The joint venture has already signed up a major automotive customer, and will take over Toll's work exporting Wagyu beef from Tasmanian farms to restaurants in Tokyo, Osaka and other large cities in Japan. Other industries it will focus on include pharmaceutical and healthcare

products to Japan's ageing society.

Toll has sent two senior executives who were previously based in Australia and Thailand, to Tokyo, with more to follow in the near future.

For more information on JP TOLL services, please contact Anita Mirchandani via email: anita.mirchandani@tollgroup.com

All aboard! Toll welcomes Japanese customers

Toll's Japanese and Australian ties were strengthened on 22 June when Toll in Melbourne hosted a site tour for guests from Japanese companies via the Japanese Chamber of Commerce and Industry, Melbourne. Guests included representatives from Toyota Motor Corporation Australia, Olympus Australia and Yakult Australia, and some flew down from Sydney to join the event.

Norio Wakasa from Toll's Group Executive gave guests a guided tour of the Tasmanian Achiever - the cargo liner that runs between Melbourne and Tasmania - as well as the surrounding shipyard at its home base in Port Melbourne.

Guests experienced Toll in action, watching as giant containers were shifted from the bridge, ready for the next stage of delivery.

As part of the event, Toll's Japan Desk Global Head of Sales, Stale Kasmski, shared Toll's strategy and explained how the collaborations between Toll and Japan Post offers end-to-end supply chain service for companies exporting and importing between Australia and Japan. This was demonstrated with a great success story for AEON Co, which transports Tasmanian beef into Japan.

Toll's Executive General Manager Tasmania and Shipping, Steve Borg, also shared Toll's strategy and plans for Toll's \$311 million investment to boost Bass Strait trade with two new ships set to launch in March 2019 and upgrades to terminals, wharves and berthing facilities in Melbourne and Burnie beginning in August.



Toll's new Bass Strait ships and facility upgrades will provide more capacity to transport goods, including:

- **40 per cent more capacity for containers and trailers, with later cut-off times**
- **Increased capability to handle refrigerated freight**
- **Faster turnaround times with terminal upgrades bringing more efficient loading.**





Toll offices across the globe celebrated Japan Day to mark the three-year anniversary of becoming part of Japan Post, which was celebrated from 28 May to 1 June 2018.

Employees across the globe were invited to use their imagination and creativity to create their own unique festivities for Japan Day, with huge prizes on offer for best efforts.

It was not only an opportunity for the Toll team to learn more about Japan's history, culture and heritage, it was also a chance to have great fun along the way as offices were vibrantly adorned with all things Japanese.

CEO of Japan Post, Kunio Yokoyama, declared the event a great success.

"I'm very delighted to have all of you on board as part of our extended Japan Post family," he said.

"I am touched by your incredible efforts and profound understanding of Japanese culture, and I thank you for making us feel welcome in return."

The competition received more than 60 entries from sites across Africa, Asia, Australasia, Europe and North America, which included tea ceremonies in Atlanta, origami sessions in Whangarei and Dry Creek, an Ikebana workshop in Port Hedland, and sushi making classes at St Kilda Road, Melbourne. There were brightly

coloured costumes from karate kids in Ning Bo, ninjas in New Jersey, sumo wrestlers in Carson and Banksmeadow, and geishas in brightly coloured kimonos from Munich, to Singapore to Dandenong South. And Japanese feasts were devoured in Toll offices from Denmark to New Zealand, with sushi being a favourite on the menus all week.

And the winners are...

The entries were judged by Kunio Yokoyama and Toll Group Managing Director, Michael Byrne.

The first prize "Japan Post President's Award" went to the Sri Lanka Global Forwarding team. The team captains, H J Dhanushka Perera and Nicola Georgesz, led 41 team members to a well-researched and colourful celebration.

The judges said: "The team clearly took the time to research and read about Japanese culture. Each unit contributed to making and painting items that reflected traditional Japanese arts and crafts, as well as contemporary cultural experiences. In addition, when decorating their site, the team worked with all natural resources, using recycled paper and boards."

For their great efforts, the team captains won a trip to Tokyo, each with four nights accommodation.

Second prize went to Toll People, GOS, at Granville in Australia, with the team having gaming competitions and a Japanese bake off, as well as creating a cherry blossom tree from fallen branches and recycled office materials. The team captains, Kritika Datt and Kirsty Lawn were awarded two US\$1000 travel vouchers.

South Africa Global Forwarding was awarded third prize. The team, led by team captains Elsabe Jonker and Joan Pretorius, met with the Japanese Embassy Cultural Department, who loaned them happi coats, paper lanterns, traditional toys and yukatas. This team will enjoy a feast at a local Japanese restaurant valued up to US\$1000 for their great efforts.

In a company-wide message, Mr Yokoyama and Michael Byrne applauded everyone's huge effort in making Japan Day such a success.

"In celebrating all things Japan, you used your collective creativity to inject colour and fun at your sites, while expressing what it means to be part of an inclusive and respectful organisation," they said in a joint message.

"We thank you for embracing and championing Toll's Japanese ownership, and supporting the rich cultural fabric of our workforce." ●

"WE THANK YOU FOR EMBRACING AND CHAMPIONING TOLL'S JAPANESE OWNERSHIP, AND SUPPORTING THE RICH CULTURAL FABRIC OF OUR WORKFORCE" – KUNIO YOKOYAMA, CEO Japan Post



First prize Japan Post President's Award – Sri Lanka, Global Forwarding



Second prize – Granville Australia, Toll People, GOS



Third prize – South Africa, Global Forwarding

Minutes with... Allyson Boys

Divisional General Manager – Health, Safety and Environment, Global Logistics



When did you start at Toll and where were you before that?

I joined the Toll team in May 2017 after having a year sabbatical to travel Europe and spend time with family and friends.

Prior to that I worked across a broad range of industries in numerous health, safety and environment leadership roles.

Tell us about your role and what a typical day looks like.

I am part of the Global HSE leadership team, and lead the Australia and New Zealand Global Logistics HSE team. Typically I start the day early – always with a coffee. My best days are when I get to spend time in our operational spaces, talking with the teams and workshoping safety with those it impacts most.

What drew you to work in safety?

I am a people-person by nature and safety gives me the chance to engage with others in a meaningful way. Through my own life experiences, I have developed a level of empathy for our people, especially when there is injury or loss.

What are some of the challenges you face in your role?

Toll is on a transformation journey, especially with our Safety Obsessed culture. Our people work in a high-risk environment and do the best they can for our customers and company. We still face the

challenge of changing culture but the strength of HSE is it gives people something tangible to believe in. The belief everyone has a right to be safe and safely go home means our people can unite under a common value.

What's the most rewarding aspect of your role?

Enabling success is what I strive for whether that be with my team or working more globally with our people. I want to help people achieve their own success. More recently, I have enjoyed watching our leaders come together and develop a personal relationship with health and safety as part of our efforts to create a safety obsessed culture.

What do you like to do in your free time?

I love to get away to the quiet. A small town Tassie girl who moved to the big city means I still seek refuge in the country. Typically I either escape to Hobart (Tasmania) to be with family or head to far north Queensland to be in the sun and warmth. ●

Minutes with... Jayakumar Manickam

Vice President – Operations, Singapore



How long have you been working for Toll?

I was employed under ST Logistics in 1994, and transferred to Toll in August 2017. I was trained in logistics management and have always been interested in this industry.

Tell us about your role and what a typical day looks like?

As Vice-President of Operations, Port Logistics, my role oversees a team of 50 staff. The whole team works 24/7, and my job is to manage the day-to-day operations and movement of

containers from port to port (which is Brani Port to Pasir Panjang and vice versa).

A typical day starts at 8am, where I will engage all staff for a morning briefing. This is where we disseminate the tasks and KPIs for the day. Equipment checks have to be done; random checks on drivers' alertness for safety to be completed, as well as my briefings to the controllers on shift.

You recently attended the launch of Toll City – what are you most proud of at this new facility?

Toll City's proximity to the Tuas Port is a key benefit and strengthens our Gateway to Asia. In Singapore, Toll handles sea freight containers' movements between the ports and we are the only company at Port of Singapore Authority (PSA) that uses the Super B-Double transportation. These are two 40 foot containers on one prime mover. I am very proud of these vehicles – we have nine units in total and these give us 71 per cent increase in overall productivity and 42 per cent in overall efficiency.

What are some of the challenges you face in your role?

Singapore has a very international community, especially in the logistics sector. My drivers, for

example, may come from China, Malaysia or India, which may make communication a little difficult sometimes. However, this challenge is also precisely why I enjoy my work so much because I also learn about their cultures and backgrounds. In fact, I am currently picking up the Mandarin language to be able to better assimilate the drivers from China into their roles

What's the most rewarding aspect of your role?

I am very hands-on and a people-person. This role allows me to be on the ground with my team and every person knows that they are able to speak to me directly on any matter. Team bonding and being able to work well together is important in this industry, where workers and management work seamlessly to ensure last mile fulfilment

What do you like to do in your free time?

I am married with two teenage daughters – that makes a house full of women so it can get interesting. Jokes aside, I treasure my weekends with them. We usually take this time to go for outings as a family. We are foodies too and enjoy good meals together. ●

SNAPSHOTS FROM AROUND THE GLOBE

Brand new uniform for Toll!

Toll has launched a new Toll global operational uniform after months of design and consultation.

Uniforms are important because they help ensure our people's safety, represent our brand and support security at Toll sites. They also make a statement that we are all on one team. We know from the global employee survey on uniforms conducted last year that there is a lot of pride in wearing the Toll uniform. Over 1500 employees from 20 countries told us so.

The new contemporary design has incorporated high-tech fabrics and better functionality, including a new 'chequered', compliant safety taping on all operational items, designed to allow stretch and reach. The functionality improvements allow for twisting, comfort, durability and layering, for example, PPE vests that breathe and have utility pockets, slanted pockets with no buttons, and articulated knees in trousers for bending. The range is global, allowing for differing regulatory standards in various countries and industries. The global rollout started at the end of September 2018. ●



Winners Nathan Paige and David Campbell from Toll

Winners at the civil construction industry gala awards

Toll employees from APY Lands, 300 kilometres south of Uluru (Ayers Rock), have won industry awards and high commendations as finalists at the Civil Contractors Federation Gala celebrations in South Australia.

Nathan Paige, who works as a machine operator in Port Augusta, won Indigenous Trainee of the Year, and was also shortlisted for overall Trainee of the Year, with judges giving him a high commendation saying he represented the future of the industry.

David Campbell, also a machine operator who lives in Pukatja on APY Lands, won the Quiet Achiever Award, while Daniel Williams, who co-ordinates traffic management and mentors local Anangu new starters, was shortlisted for the Next Gen Civil Future Leaders Award.

The winners were flown to Adelaide for the Gala Dinner at Adelaide Convention Centre's Panorama Ballroom, and received their awards in front of more than 250 guests from across the civil construction industry. ●

Celebrating Family Day at Toll City

On 14 July, Toll City held Family Day – bringing employees and their families together at the new facility.

In a fun-filled day with a carnival atmosphere, activities for kids and adults ranged from bouncy castles to F1 simulator rides, and creative workshops, including sand-art and clay painting. The aromas and flavours of corn dogs, pop-corn and the local treat, kachang puteh, added to the festive atmosphere.

The day also included a tour of Toll City, giving the children of employees a glimpse into their parents' high-tech workplace. ●



Building a Kindergarten in Fiji

In April 2015, former Fijian rugby star, Seru Rabeni, spoke at a customer event in Hong Kong, where he captivated the crowd with his animated stories and insight into life in his home village Nasolo on the island of Vanua Levu.

A year later, Seru accepted Toll's invitation to the same event. Days before the event the team was shocked to receive the tragic news that he had recently died of a heart attack in his homeland. He was only 37-years old.

News spread fast across the Toll teams and people were keen to do something to commemorate Seru. When they heard that Seru's wife, Susan, had started a charity and wanted to finish her late husband's dream of building a kindergarten in the village, Toll team members jumped at the chance to help.

Toll supported the charity by fundraising and sending a 40-foot shipping container to Fiji filled with school desks and chairs, as well as materials to build the kindergarten walls and roofing.

Susan is grateful for the assistance Toll could provide to the *Seru Rabeni Fund*. "Whilst rugby had presented Seru with opportunities, he knew rugby could not offer the same to all children in his village and felt the only way forward was through education."

On 20 June this year, almost two years later and with help from people around the world, the kindergarten received its official registration. Seru's dream of bringing opportunities to the children in his village will now continue for generations to come. ●

Meet our new... President of Global Forwarding

Thomas Knudsen joined Toll in January 2018 as President of Global Forwarding, based in Singapore. With a Danish background and years living in multiple countries, he brings a unique and valuable global perspective.

"I'm Danish but I haven't lived in Denmark since 1992," Thomas says.

"I've been abroad for 26 years - I've lived in the United States, the Caribbean, in Europe, the Middle East and Asia."

He now calls Singapore home. "I'm married to a Singaporean and been living in Singapore for eight years.

Before starting at Toll this year, Thomas worked for global container shipping company Maersk, including as Chief Executive of Asia Pacific Region and six years in its logistics business, and at global supply chain logistics group, Damco, as Chief Executive of Asia.

"I wanted to work for a company that saw Singapore as the centre of the universe in terms of its business – and that's why I work for Toll," Thomas says, adding that the recent launch of Toll City cements Singapore in this pivotal role. "Even though Toll City is not a Global Forwarding asset, it's a great lighthouse to show our customers our capabilities," he says.

"I also like that we have a strong shareholder in Japan Post who is committed to Toll, and I truly believe in the transformation story that while we've had a tough time over the last two or three years we have the opportunity to transform the business.

"I see a lot of opportunities ahead of us."

Focus areas

There are three key areas Thomas is focusing on in the Global Forwarding business.

"The vision over the next nine to 12 months is that we need to be able to grow our business organically. If we make acquisitions that's an additional benefit, but I want to make sure we grow by ourselves," Thomas says.

"Second, it's about getting the right cost base in place, and about having more standard processes. We work in a low margin industry so we have to relentlessly pursue cost reductions across the business – whether that's managing labour costs, or being mindful of travel and entertainment – they are all levers to reduce cost. If we can't do that then we can't be aggressive on pricing to win new business.

"Third, is really about getting our foundation in place as a business. It's about doing the right things when it comes to safety, compliance, and governance – it's about having processes and procedures in place to govern our business. This will then create a more consistent and better customer experience."

Thomas says the second the third factors – cost base and strong foundations – will drive

the first key factor of organically growing the business.

Another way to do this is by more closely integrating Toll's global services.

"The way Toll Global Forwarding has been operating in the past has been as many individual business units around the world. Toll in Hong Kong and Toll in Germany and Toll in the United States have seen themselves as separate business units," Thomas says.



"I now want to make sure all of these businesses see themselves as part of a network and that our customers get an end-to-end network and a consistent experience. Not, 'I know the guy from Toll in Hong Kong who works for me', but, 'I know Toll provides a global service wherever I might need it for my business from Bangladesh or Australia'."

Thomas says he speaks regularly with his colleagues at Toll around the world about this integration and the drive to make it happen.



Thomas Knudsen

President of Global Forwarding, Toll Group

"We all want it to happen and I am seeing a lot of positive signs of this integration. I'm very optimistic, but there's still a lot of work to be done to illustrate to our customers the benefits of one Toll."

Supporting customers with better technology

Another factor that will not only drive growth but also enhance the experience of existing customers, is to ramp up the focus on technology, Thomas says.

"We know our customers are looking for more innovation and focus on technology. They want us to be their trusted advisers in the industry bringing them insights and strategic leadership," he says.

"Externally, we need to simplify and optimise our customer interface – our customers have to see much more technology involved. If you consider the experience of booking an airline ticket online – you have full visibility to see the price, the seat you will be sitting on, if the plane is on

time, how much travel you have done in the past 12 months. That visibility is something we have to do to improve the customer experience online.

"We want to give our customers this with a push of a button, available 24/7, without needing to make a phone call."

Thomas says Global Forwarding is working on this solution and expects to have a new customer interface in the first half of 2019.

It is an exciting time ahead for Toll, with great opportunities for transformation, Thomas says. ●

"THE VISION OVER THE NEXT NINE TO 12 MONTHS IS TO GROW OUR BUSINESS ORGANICALLY. IF WE MAKE ACQUISITIONS THAT'S AN ADDITIONAL BENEFIT, BUT I WANT TO MAKE SURE WE GROW BY OURSELVES," THOMAS SAYS.

Celebrating leadership excellence

The 2018 Toll Chairman and Managing Director Awards were this year established to recognise individuals for outstanding performance in our business. Our Chairman, John Mullen and Managing Director, Michael Byrne announced the inaugural winners of the awards at this year's Toll Leadership Conference gala dinner in Vietnam on 29 August.

Victor Tan won the 2018 Chairman's Award for the important role he has played in enabling Toll's growth strategy in Asia, where he has increased the profitability of operations across the region, with a strong focus on continuous improvement.

Miso Stojkovski was given the Managing Director's Award for his efforts to transform the

Energy Landside business and position it for growth by re-establishing key client relationships, introducing technology into the business and pursuing best practice in customer service and safety.

Managing Director, Michael Byrne described the awards program as the cornerstone of Toll's strategic investment to develop talent, and congratulated our winners on their efforts.

"Victor and Miso are both highly deserving winners. I applaud the actions, attitude and approach they have taken to deliver to an exceptional standard, and I thank them for role modelling the values and behaviours we hold here at Toll."

Our winners will each receive a full scholarship for a leadership program at an international business school, funded by Toll. Congratulations Victor and Miso! ●

CHAIRMAN'S AWARD:



Toll Leadership Excellence
Victor Tan
 Executive Vice-President, Asia

MANAGING DIRECTOR'S AWARD:



Emerging Leader
Miso Stojkovski
 General Manager, Landside and Camps



(Left to right) Toll Group Executive Chairman, John Mullen; award winners Victor Tan and Miso Stojkovski; and Toll Group Managing Director, Michael Byrne.

TOLL DISCLOSURE HOTLINE

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Graduate program expands across the globe

On 2 July we welcomed 27 new graduates into the Toll Graduate Program across Australia, New Zealand and Singapore.

Also joining the program in Australia and Singapore were four new Japan Post trainees. This exciting expansion more than doubles our 2017 graduate intake.

This is the second year we've welcomed Japan Post Trainees. The five trainees who were part of the 2017 Graduate Program have all now moved into their second year. It's an experience that one 2017 trainee, Shintaro Igata, has enjoyed with his wife and their five-year-old twin daughters, who all relocated from Tokyo to Melbourne for the two-year duration of the program.

Taisuke Kanaya, who commenced with Shintaro, is enjoying a particularly global experience having already been posted in Melbourne and Singapore, and is now based with the Japan Desk team in Bangkok.

Below, we hear in detail from Sawa Tanaka, about her experience in Melbourne for the past year.

The global Graduate Program has been such a success that next year it will double in size once again, and also be expanded into three



2018 Singapore graduates

more countries – with announcements to follow later this year.

Toll warmly welcomes all 31 new graduates and Japan Post trainees to Toll, and we celebrate the continued contribution of the 2017 graduates

as they progress in their final year of the program. We look forward to following their successes to come.

For more information on Toll's Graduate Program, please visit tollgroup.com

Our Japan Post trainee Sawa Tanaka shares her experience at Toll

“I clearly remember the very first week of Toll Graduate Program last July when we had induction sessions one and a half weeks after moving from Tokyo to Melbourne with four other Japan Post Trainees. I had been working at Japan Post for nearly six years, and I applied for this Trainee Program because I was interested in the Logistics and Forwarding business, especially from the operation perspective, and also in working overseas.

Although I had spent a year studying abroad in Germany, it was my first time working in an English-speaking country. I initially felt at a loss in the completely new and different environment. It was harder than I expected to follow what people were talking about during the sessions and breaks – although I had fair amount of confidence in my English, people were speaking too fast for me. But my new colleagues were so friendly, they listened carefully and patiently and tried to understand what I wanted to say.

After a few months, it became much easier for me to communicate. People across Toll have different backgrounds and different ways of thinking, and they are always open and try to understand each other. This environment made me more comfortable to live and work in Australia

and also more confident to say what I wanted to say.

In my first year of the Trainee Program, I was based in Melbourne and worked in four rotations: at Coles, Chemicals, Global Forwarding and Mars. Each rotation was unique, and I've had a variety of experiences. I did some physical work such as picking and decanting in Coles, engaged in some CI projects and went out with a PUD driver in Chemicals, visited customers with a sales manager in Global Forwarding and updated some SOPs in Mars. During my last rotation at Mars, I celebrated Japan Day together with the team which was one of the most memorable experiences throughout the year. I was glad to see the team was enjoying the day with Japanese foods and games, and became so interested in my beautiful country. The cherry blossom tree that each of us put a flower on is still in my heart.

In July I finished my first year in Melbourne and I was relocated to Sydney where I am now a member of Japan Desk, a sales team under GSM that focuses on Japanese accounts.

The Trainee Program has been a great opportunity to learn about the business and its customers. People are the key to deepening a mutual understanding between Toll and Japan Post, and also to developing new business. I know it's easier said than done, but as a trainee and a member of Japan Desk, I am a “bridge” between the two companies, and between Toll and Japanese companies for our future growth.

I am so grateful to the people I've met and the experiences I've had at Toll that have made me enjoy my life in Australia so much. I am now excited about the second year of my Trainee Program and a new journey here in Sydney”.

By Sawa Tanaka





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and the delivery of the 1,500th Australian
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