Use a recognised model of cultural change

The 8 Stage Change Process – John Kotter

1. Establish a sense of urgency
2. Create the guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower a broad base of people to take action
6. Generate short term wins
7. Consolidate gains and produce even more change
8. Ground the changes in the culture, and make them stick
Establish a sense of urgency
Create the guiding coalition
“Linfox will reduce its rate of greenhouse gas emissions from its global operations by 15% by 2010 based on 2006/2007 emission levels” - Peter Fox - Chairman
Communicate the change vision

GreenFox Driving Habits

- Skip shift gears
- Accelerate gradually
- Minimise air conditioner use
- Shift to neutral for short stops
- Use cruise control on flat roads
- Avoid excessive idling, turn the engine off
- Utilise the mass of the vehicle to maintain momentum
- Drive smoothly, avoiding harsh braking and rapid acceleration
- Plan ahead in your driving and anticipate traffic flow
- Start your vehicle and drive off slowly, limiting engine load until it warms up

50% Carbon Reduction by 2015
Empower a broad base of people to take action

- We have accepted the scientific evidence that Climate Change, caused by Global Warming is a reality.

- We have accepted that, on balance, it is most probable that man made emissions play a part in Global Warming.

- We have accepted that Transport is a significant contributor to man made CO2-e emissions.

- We have accepted that everyone must play a part in reducing CO2-e emissions.

- We regard reducing use of energy and thereby emissions is good for the environment and good for business.
Generate short term wins

Linfox Group* - Carbon Emissions per 1000 kilometres

15% Rate of Emissions target

2008-09
2007-08
2006-07

CO2-e Tonnes/1000 kilometres

*Linfox Group includes:
Logistics (92%), Australia, Vietnam, Thailand, NZ, Malaysia, Indonesia, India, China, Armaguard (5%), Bevchain (2%), ITS (1%)
Linfox Group* - Carbon Emissions per 1000 kilometres

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Ground the changes in the culture and make them stick
We expect Linfox people to act in accordance with our values

- **Integrity**
  Honest, ethical dealings within the letter and spirit of the law

- **Teamwork**
  Working towards common goals in a collaborative, inclusive manner

- **Individual accountability**
  Accepting responsibility, a sense of urgency, an eye for detail and a “can do” attitude

- **Mutual support and respect**
  Being available, respecting others’ opinions, time and feelings and using appropriate language

- **Trust and openness**
  Facilitating frequent, transparent, two-way communication

- **Courage**
  Willingness to risk going beyond our comfort zone and to learn from our mistakes

- **Fairness**
  Accepting differences of opinion and achieving balance and equity in outcomes

- **Uncompromising standards**
  Living and promoting our values in a culture of continuous improvement and learning