

2020

Land Transport Management Standard

Huracan Pty Ltd

Document Control: Public

Huracan Pty Ltd
2-Dec-2020
Revision 1.3



Land Transport Management Standard Revision

Rev	Author	Reviewer	Date	Revision Comments
1.0	K. Hollingworth	J. Hollingworth	1-Aug-2012	First Edition of Land Transport Management Standard
1.1	K. Hollingworth	J. Hollingworth	16-Oct-2013	Addition of Driver Demerit System
1.1	K. Hollingworth	J. Hollingworth	9-Mar-2015	Document review with minor changes
1.2	K. Hollingworth	J. Hollingworth	9-Mar-2017	Minor format changes
1.2	K. Hollingworth	J. Hollingworth	7-Mar-2019	Document review.
1.3	K. Hollingworth	J. Hollingworth	2-Dec-2020	Compliance added to Santos MS

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 1 of 28

Controlled Document Do Not Copy

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 2 of 28

TABLE OF CONTENTS

1	Document Control	5
1.1	Review and Update Procedures.....	5
1.2	Distribution.....	5
1.3	Document Updates.....	5
1.4	Document Publication and Display.....	5
1.5	Display Locations	5
2	Overview	6
2.1	Huracan General Code of Behaviour.....	6
2.2	Terminology.....	6
3	Statement of Standard.....	6
4	Objective	7
5	Scope	7
6	Responsibility	7
6.1	Managers.....	7
6.2	Employees.....	7
7	Drivers	8
7.1	Initial Driver Training	8
7.2	Refresher Driver Training.....	9
7.3	Reassignments and Huracan Visitors.....	10
7.4	Driver Fitness and Alertness	10
7.5	14-Hour Rule.....	10
7.5.1	Rest Periods.....	11
7.5.2	Variance.....	11
8	Vehicles	12
8.1	Vehicle Safety and Equipment.....	12
8.2	Cruise Control	13
8.3	Seatbelts	13
8.4	Maintenance	13
8.5	Heavy Vehicle Operation and Maintenance.....	13
9	Journey Management	13
9.1	Management Review of Trip Necessity	13
9.2	Local Journey Management Plan.....	14
9.3	Assignment of Equipment and Personnel	14
9.4	Trip Planning and Execution	15
9.5	Convoys	16
9.6	Driving During Hours of Darkness / Low Visibility Conditions	17
9.7	Water Crossings.....	17
10	Vehicle Monitoring and Driver Improvement	17
10.1	Driver Demerit Point System	18
11	Substance Abuse	18
12	Telephones and other Network Enabled Devices	19
13	Unauthorized Passengers.....	19
14	Assessments	19
15	Inspections	19
16	Remedial Work Plan (RWP)	19
17	Contractor management.....	19
Appendix A	Vehicle Criteria and Safety Equipment	21
Appendix B	Vehicle Monitoring and Driver Improvement.....	23

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 3 of 28

Appendix C Demerit Points System.....26

Controlled Document Do Not Copy

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 4 of 28

1 DOCUMENT CONTROL

1.1 REVIEW AND UPDATE PROCEDURES

This document is a 'live' document that shall be reviewed and updated as per the Huracan Document Control and Revision Standard.

It is also to be reviewed immediately after any of the following occur;

- Major operational incident (i.e. increased apparent risk)
- Significant operational, procedural, work practice or technology change
- New or amended safety codes, safety requirements or standards are issued.
- When required by relevant State and Federal Government legislation.

Huracan Management is responsible for the review and revision of this document. The updated document is to carry a new revision date, and are circulated once the revision has been approved, by the following levels of Management:

- Operations Manager – Huracan.
- HSE Manager – Huracan.

1.2 DISTRIBUTION

Requested changes to the Distribution List are to be addressed to Huracan Management.

Copy	Name	Position	Company
1	Jon Hollingworth	Operations Manager	Huracan Pty Ltd
2	Katrina Hollingworth	HSE Manager	Huracan Pty Ltd

1.3 DOCUMENT UPDATES

Only registered copies of the document shall be updated. This document becomes uncontrolled when printed.

1.4 DOCUMENT PUBLICATION AND DISPLAY

This document shall be displayed at all times and shall be open for inspection by anyone to whom the plan or part of the plan may affect or apply to.

1.5 DISPLAY LOCATIONS

This document shall be available for display at the following locations;

- Huracan Office

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 5 of 28

- Huracan Internal Website

2 OVERVIEW

2.1 HURACAN GERNERAL CODE OF BEHAVIOUR

Huracan Management requires full compliance with the Standard. Infringement of the standards contained in this document shall be regarded as a serious breach of the Huracan code of behaviour and shall result in disciplinary action, which may include counselling or dismissal. Failing to follow safety instructions, deliberately interfering with safety equipment and systems, deliberate damage to equipment, stealing, vandalism, fighting, practical jokes and horseplay shall not be tolerated and are considered to be serious breached of the Huracan Code of Behaviour.

2.2 TERMINOLOGY

Term	Definition
Commuting Driver	Any employee who does or may operate any means of motorized transportation to commute to/from work but who does not fit the definition of a Huracan Driver
Company Employee	Any person employed by and on the payroll of the company, including corporate and management personnel. Persons employed under short-service contracts (more than 90 days) are included as company employees provided they are paid directly by the company.
Journey Management and Driving Standard Assessment	A team based verification that this Standard is understood and followed, resulting in a Remedial Work Plan that is monitored by line management through to closure.
Light Vehicle	A vehicle with a gross domestic weight of <4.5 tonnes.
Huracan Driver	Any employee that has access to a Huracan Vehicle, as defined below, or is reimbursed for mileage/kilometres driven while using a private vehicle. Any employee that may be required to drive a Huracan Vehicle as part of their duties. Spot hire type land transportation service providers including non-contract personnel transport (e.g. general-public taxi cabs and buses), courier services, restaurant delivery, and other services of this type as well as Contractors assessed as Low Risk, are not considered Huracan Drivers.
Huracan Trailer	Any trailer owned, leased, rented or contracted by, and additionally, any trailer for which a regular transportation allowance is received.
Huracan Vehicle	Any motor vehicle, including Huracan Trailers above, owned, leased, rented or contracted by Huracan. Exceptions include forklifts, mobile yard cranes and contractor vehicles assessed as low risk.
Vehicle Passenger	Any employee who is or may be a passenger on any means of motorized transportation while on company business or while commuting to/from work.

3 STATEMENT OF STANDARD

This document is intended to serve as the minimum Huracan requirements for management and mitigation of Land Transport risk.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 6 of 28

4 OBJECTIVE

To eliminate driving related incidents in our business that cause fatalities and injuries to employees, families, contractors and third parties and minimize damage to equipment through management of all phases of the transportation process by:

- Identifying and managing hazards and unnecessary exposure through journey management;
- Preventing and mitigating the residual risk through the selection and preparation of people, vehicles, equipment to the hazards associated with land transport.

5 SCOPE

This Standard applies at all times to all Huracan locations, Huracan employees and relevant contractors.

6 RESPONSIBILITY

6.1 MANAGERS

All Managers with the integral support of QHSE staff shall implement and enforce this Standard and demonstrate active leadership and participation in all aspects of the land transport management policy while ensuring that all personnel under their responsibility demonstrates similar leadership.

6.2 EMPLOYEES

All Vehicle Passengers, Commuting Drivers and Huracan Drivers are responsible for:

- Complying with and enforcing the Huracan land transport management policy, locally developed standards and local laws;
- Ensuring that all occupants in their vehicle are wearing seatbelts;
- Applying the training that has been given;
- Familiarity with the requirements of the location site-specific Journey Management Plan.

In addition, Huracan Drivers are responsible for:

- Operating only those vehicles or unit types they are trained and have been qualified to operate;
- Applying the driver training that they have been given;
- Fully focusing on the driving task;
- Using the appropriate footwear for the driving task;
- Ensuring the assigned vehicle is operationally safe prior to all journeys and reporting any deficiencies in an appropriate and timely manner;

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 7 of 28

- Ensuring a functional in vehicle monitoring system is present where required and reporting and/or rectifying prior to the vehicles operation;
- Actively participating in pre-trip briefings and complying with pre-trip plans and all other practices detailed in this standard;
- Notification to management of any change in their driver's license status that may affect driver's qualification. The driver has the responsibility to make sure that their driver license and related permits, driver training, client specific training etc., are current at all times.

Any employee is expected to practice the defensive driving techniques at all times.

7 DRIVERS

7.1 INITIAL DRIVER TRAINING

Training for Vehicle Passengers is not mandatory for any Employee with or without a valid driver's license.

Training for Commuting Drivers is mandatory for any Employee to aid in risk mitigation. In addition, it is strongly encouraged that all Vehicle Passengers, including those with a motorcycle license, participate in Commentary Drive training; those holding only a motorcycle license are encouraged to participate in-vehicle as a passenger.

Driver training is mandatory for any Huracan Driver. This includes, at a minimum, successful completion of:

- A Skill Assessment in their respective highest grade license vehicle;
- A Commentary Drive in the location they will be working;
- 4WD Training for all field personnel;
- Pre-departure Vehicle Inspection training on each specific vehicle type.

Driver training for Heavy Vehicle Drivers is mandatory for any Employee who operates a Heavy Vehicle. Specialized training for snow and ice, desert, mud, steep grades, buses, convoy leader, etc, as appropriate is mandatory for any Employee who operates a Huracan Vehicle.

Clients driving vehicles provided by Huracan as part of a service or contract agreement shall be encouraged to participate in all aspects of the Huracan driver training program.

All drivers must possess and maintain a valid driver's license recognized in the country in which they intend to drive and for the specific vehicle type they will be driving.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 8 of 28

For job placements that include driving as an actual or possible element of job duties, every effort should be made to hire only those persons who can display basic competence in the safe handling of a vehicle. Where this is not possible or practicable, or has not occurred, remedial training will be implemented to elevate skill level. If the desired level of competence in driving ability is not or cannot be attained, alternate duties are to be assigned.

Wherever legally permissible or possible, Managers, with support from the Personnel function, shall check the driving record of potential new employees, and shall not hire individuals that may pose a future driving risk to Huracan. Issues to be considered in this assessment shall include:

- Drug and alcohol violations
- Conviction for leaving the scene of a crash
- Suspended driver's license
- Repeated citations or crashes

Wherever legally permissible or possible, Managers, with support from the Personnel function, shall check the driving record of current employees, to identify high-risk drivers in these same areas. These drivers should receive coaching sessions and if such habits persist, withdrawal of driving privileges or more severe disciplinary action should be undertaken.

7.2 REFRESHER DRIVER TRAINING

All Huracan Drivers must:

- Renew their Skill Assessment with a specific type of vehicle the employee is required to drive and in the driving condition (s) that the employee will experience, once every three years;
- Complete a Commentary Drive minimum every two years in their specific location or prior to driving in a new location;
- Field personnel to perform a 4WD refresher training and a review local driving hazards and standards, with a certified 4WD trainer every 5 years as a minimum. Local conditions (e.g. significant changes in seasonal weather) may necessitate Commentary Drives with a certified Driver Trainer more frequently than every 24 months.

All Commuting Drivers must renew their Defensive Driving training once every three years. Further, it is strongly encouraged that all Commuting Drivers, including those with a motorcycle license, participate in a refresher Commentary Drive training once every 24 months; those holding only a motorcycle license are encouraged to participate in-vehicle as a passenger.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 9 of 28

Huracan Drivers are encouraged to have Commentary Drives more frequently than Biennial. All employees are encouraged to accept and perform informal Commentary Drives with colleagues, direct supervisors, management, and capture the results in an Observation / Intervention report.

All Commentary Drives and Skill Assessments shall be recorded in HIMS and in the employee's Training and Competency record within HIMS.

Spouses are not approved to drive Huracan Vehicles other than in an emergency (e.g. a life threatening event, illness or injury).

7.3 REASSIGNMENTS AND HURACAN VISITORS

Prior to operating a vehicle in a new or visited location, the employee is required to complete a Commentary Drive and Skill Assessment.

For Visitors, the use of contract transportation (taxi, public transport, etc.) in place of driving themselves is encouraged. If the Visitor must drive, he/she must, at a minimum, have a valid Commentary Drive for the country visited, documented in his or her Training and Competency record.

7.4 DRIVER FITNESS AND ALERTNESS

All Huracan Drivers must be medically assessed prior to operating a Huracan Vehicle with a minimum follow-up every three years (unless age, medical condition or regulation dictate otherwise) to ensure that they have the functional capacity to operate a vehicle safely. Included in the assessment shall be a check for visual acuity and potential sleep disorders (e.g. sleep apnoea).

Drivers must not operate vehicles unless appropriately rested and alert. In particular:

- Drivers shall have the right to refuse to drive when they feel that they are not fully rested or alert;
- Drivers shall pull over at a safe location when they feel sleepy and rest until safe to drive;
- Drivers shall make notification to management of any change in medical or physical fitness for duty. This includes notification of the use of any medication, prescribed or otherwise, that may affect one's ability to drive safely.

7.5 14-HOUR RULE

The objective of the 14-Hour Rule is to keep "tired drivers" from driving; this rule is for the purposes of driving. The following rules apply:

- Employees shall not drive after they have been on duty for more than 14 hours in the previous 24-hour period. This includes all driving, air travel and working time before and during the trip.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 10 of 28

- On longer trips or in a situation where there is a potential for this limit to be reached, the trip shall be planned so that the driver will have a period of quality rest before driving again after having reached the 16-hour limit. The plan may include extra drivers, pre-arranged hotel accommodation, etc.

The 14-Hour Rule does not encourage drivers to drive to the stated limits. Drivers are expected to aware of their alertness level at all times and stop driving when or before their threshold for safe driving is reached. No Manager shall require a driver to drive, nor will any Employee drive, when either the personal alertness level or fourteen hour limit is reached, whichever comes first.

Term	Definition
Driving Time	All time spent at the driving controls of a motor vehicle in operation.
On Duty Time	All time from the time a driver begins to work or is in readiness to work at wellsite, unless otherwise released from assigned duties, or is traveling at the direction of Huracan including air travel.
Off Duty Time	All time a driver has been relieved from work and all responsibility for performing work activities. This time includes Off Duty or stand-by time at wellsite.
Quality Rest	The total of On Duty Time and Driving Time.
Working Time	The total of On Duty Time and Driving Time.

7.5.1 REST PERIODS

Rest can be realized in two ways:

- 8 consecutive hours of Off Duty where it is reasonable to expect an Employee will be able to utilize the majority of that time experiencing quality rest. It must be recognized that if a person is to work a full 14 hours daily, it will be functionally impossible for that person to work, commute, perform necessary personal functions and have the required 8 hours of quality rest within a 24-hour period. The Manager must give consideration for this in scheduling of Employees.
- Multiple periods of rest, as follows:

This may only be used when the 14-hour limit has not been exceeded and where:

- No rest period is less than two consecutive hours;
- Each two consecutive rest periods equal a minimum of 10 hours with 12 hours recommended;
- The work time immediately before and after each rest period does not exceed 14 hours;
- This option may be utilized for a 48-hour period only and repeated only after having had a minimum of 10 consecutive hours of quality rest.

7.5.2 VARIANCE

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 11 of 28

A variance to the 14-Hour Rule is allowed for wellsite operations only where suitable accommodations are not available for a quality rest period. This variance is to be used infrequently and only when operational events extend field-operating time past a time reasonably foreseeable during the pre-job planning and dispatching process.

1. Prior to departure, the Employee (and entire crew, as applicable) will rest on location for a minimum of 30 minutes, of which 15 to 20 minutes shall include the opportunity for a nap. If the 14-hour limit has been exceeded by more than 4 hours, this rest period will be extended to 2 hours.
2. After this rest period, with the approval of the Journey Manager (this is the person at the base who is responsible for the oversight of the trip, Manager / Operations Manager), the Supervisor will hold a Pre-Trip/Journey Management meeting (documented) and determine if crewmembers are safe to drive. If so, the following process will be followed;
 - The convoy will proceed for a maximum of 20 minutes Driving Time;
 - This interval will immediately be followed by a rest stop of not less than 10 minutes;
 - The crew will be re-assessed for alertness;
 - This sequence can be repeated until a suitable accommodation is reached.

Note

This variance will not exceed 2 hours Working Time; the rest stops do not count as Off Duty time and must be included in Working Time.

The need to employ the variance can be precluded by:

- Pre-arranging accommodations at location;
- Assigning an extra person or persons to be available to drive;
- Providing a crew transfer vehicle and driver;
- Effective time management of specific crew members to ensure rest is addressed at location;
- Providing units with sleeper berths or equivalent.

Further variation to the 14-Hour Rule must be addressed through the Management of Change process.

8 VEHICLES

All Huracan Vehicles will be fit-for-purpose and based on an assessment of usage and risk.

It is expected that vehicles will have the steering wheel on the appropriate side of the vehicle for the country being operated in.

The use of any technology to circumvent traffic regulations (e.g. radar detectors or jammers) is prohibited.

8.1 VEHICLE SAFETY AND EQUIPMENT

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 12 of 28

All vehicles without a valid, documented Management of Change and risk assessment must comply with the vehicle criteria class as specified in [Appendix A - Vehicle Criteria and Safety Equipment](#).

8.2 CRUISE CONTROL

The use of cruise control is restricted to the following:

- In wet conditions on sealed roads;
- On all unsealed roads

Wherever possible, these systems should be disabled.

8.3 SEATBELTS

As a condition of employment, all employees and contractors must wear seat belts at all times when driving and they must ensure that all other vehicle occupants are also wearing seat belts prior to vehicle movement. Consideration may be given where it is assessed and documented that the use of seatbelts, due to vehicle design and/or service application, might compromise the safety of the operator).

Further reference and specification for seat belt use is found in [Appendix A - Vehicle Criteria and Safety Equipment](#).

8.4 MAINTENANCE

All Huracan vehicles should be maintained in safe working order in line with manufacturers' specifications and legal requirements and include appropriate safety features. A vehicle specific inspection and maintenance schedule should be documented.

Other than to allow for the installation of approved Rollover Damage Minimization Devices where appropriate, all vehicles are to be maintained in their original configuration as supplied from the manufacturer, vendor, or engineering. If modifications are found to be necessary to meet expectations of performance and service delivery, then a Management of Change process and risk assessment must be completed.

8.5 HEAVY VEHICLE OPERATION AND MAINTENANCE

Please review NHVR diary and CoR responsibilities.

9 JOURNEY MANAGEMENT

9.1 MANAGEMENT REVIEW OF TRIP NECESSITY

Every effort is to be made to reduce the total kilometres driven especially those driven in hazardous environments. Rail, ferry, or air travel shall be considered whenever a hazard assessment shows that

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 13 of 28

the risk is lower than driving. Where driving is unavoidable, alternatives such as combining trips and using approved transportation contractors, especially for "hotshot" trips (unplanned/non-routine transportation of Huracan equipment or personnel), shall always be explored.

Personal trailers must not be towed or pulled behind Huracan Vehicles under any circumstances. Use of a Huracan Vehicle for any purpose other than work related activities is discouraged. When employees are permitted to take a vehicle to a place of residence it is designed to be for the convenience of the company.

9.2 LOCAL JOURNEY MANAGEMENT PLAN

Each location is required to have a location specific Journey Management Plan addressing location specific driving risks –Each employee is to be trained and maintained current on this plan and the training recorded.

This Plan should be based on the outcome of a Risk Assessment and should be reviewed yearly or more frequently based on changes in the operating environment, and should address the following areas, at a minimum:

- Local risk profile;
- Local regulations;
- Local practices, procedures, and restrictions;
- Additional driver training to address local requirements;
- Night driving;
- Convoy practice;
- Client policies and procedures;
- Assessments.

Where a local Journey Management Plan is not available then this standard will apply until one can be developed.

9.3 ASSIGNMENT OF EQUIPMENT AND PERSONNEL

Appropriate equipment and qualified personnel shall be assigned for the journey. The selection is not only a function of technical specifications for the requested service, but shall also take into account any special considerations for the journey (terrain, weather, etc.).

Ground guides, or “spotters”, or effective alternatives are to be employed when reversing Heavy Vehicles and other vehicles with limited vision to the rear.

All motorbikes (two, three and four wheel) are banned from use as a Huracan Vehicle. Further, based on crash statistics, the use of motorcycles, or equivalent, as a means of commuting is discouraged. If

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 14 of 28

a motorbike, or equivalent, is used for commuting, the use of a regulatory approved safety helmet is strongly encouraged.

9.4 TRIP PLANNING AND EXECUTION

Once it is determined that a trip is necessary, Managers shall ensure that:

- A journey manager is appointed and the journey is approved;
- A formal pre-trip briefing is held involving everyone involved in the journey, their supervisor and the dispatcher. This pre-trip briefing should be documented and assess the risks of the trip.
 - For a city environment (e. g. sales office) or in a production field or equivalent, while it may not be practicable to complete an individual assessment and pre-trip briefing for each trip, a formalised risk assessment must be completed and documented for the task of driving in and around the immediate area (e.g. 50 kilometre radius of the office) and formally reviewed on a regular basis;
- The route is clearly defined and mapped;
- Potential driving hazards, especially dangerous intersections, are identified in advance, taking into consideration the terrain, weather, known dangerous routes, speed limits, holidays;
- Appropriate vehicles are assigned to the journey taking into account the hazards identified;
- Only qualified drivers are assigned with current certification for the type of vehicles to be used and conditions that may be encountered;
- Drivers are physically and mentally fit, giving particular attention to past hours worked, past amounts of sleep, time of the day, position in the natural alertness cycle, food intake, etc.;
- Rest stops are scheduled;
- Drivers and passengers are fully briefed on the journey: route, hazards, planned stops, etc.;
- Drivers are fully briefed on the expectation that they will not participate in any activities that constitute a distraction while driving, and, if such an activity is required, they stop the vehicle to complete the activity;
- Vehicles are inspected using an appropriate checklist based on regulatory, manufacturer and industry criteria before the journey begins and are to be placed out of service if they do not pass this inspection;
- Vehicle loads, it is the responsibility of the driver to ensure:
 - All loads are to be within vehicle capacities as identified by manufacturer's ratings and regulatory limitations.
 - Load security:
 - *Loose items are prohibited from being carried in the passenger compartment of a Huracan Vehicle. All vehicles with a cargo storage area open to the occupant compartment must be equipped with a suitably rated and secured cargo net or equivalent to separate the storage area from the occupant area. Any heavy article

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 15 of 28

carried inside the occupant compartment, must be firmly secured in such a way that they will not become a hazard in a crash. The preferred solution is that all such articles be kept in a storage compartment;

*All goods transported shall be securely fastened, such that they remain stable during transit and will not fly free in the event of a crash.

*Refer to the National Transport Commissions – [Load Restraint Guide](#) for further information.

- Loading, Unloading equipment and vehicle exclusion zones;
–Refer to the Australian Trucking Association – [Loading, Unloading Exclusion Zone Guidelines](#).
- Flammable substances shall not be carried in the passenger compartment of any Huracan Vehicle. In addition, flammable liquids (specifically petrol) shall not be transported in the boot of any passenger Huracan Vehicle, except where specifically required by law or lack of refuelling opportunities. In such cases, the fuel shall be contained in an approved safety container, secured in the boot;
- Appropriate means of communication between driver and journey manager are available and a communication protocol agreed;
- An estimate of the expected arrival time at the destination shall be made. Persons at the destination and/or the journey manager must take necessary action to initiate a contingency plan that may be enacted in the event that the vehicle(s) do(es) not arrive at the set time.

Unless not permitted by local traffic regulations or personal security issues, Huracan Vehicles will drive with their lights illuminated at all times. This includes headlights, side marker lights and taillights to ensure vehicles are visible from all directions.

When parking, every effort should be made to park the vehicle in a manner that allows the first move when leaving the parking space to be forward (reverse parking).

9.5 CONVOYS

Properly implemented convoys reduce crashes, help to control speeds and ensure assistance is readily available in case of need. Whenever more than one Huracan Vehicle is traveling to the same destination at the same time, they shall travel in convoy. Consideration must be given to the overall size of a convoy; it may be desirable to split a convoy into two or three smaller convoys to minimize their impact on other users of the roadway.

Single vehicle trips should be kept to the minimum practically possible and such trips treated as a single vehicle convoy with all applicable convoying practices followed. Managers shall ensure that location employees understand the Convoy Practices and ensure these practices, as a minimum, are implemented. Additional practices may be identified through the local risk assessment process.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 16 of 28

9.6 DRIVING DURING HOURS OF DARKNESS / LOW VISIBILITY CONDITIONS

All trips during the hours of darkness or during times of reduced visibility (e.g. blowing snow, dust, smoke, fog, heavy rains, etc.) shall be systematically reviewed for risk and subjected to formal management approval before they begin.

It is recognized that the risk of driving during the hours of darkness can vary greatly depending on local environment and time of year (i.e., the risk to office workers driving in suburban/semi-rural areas during extended periods of darkness in winter is less than the risk to operations personnel driving at night as part of our field operations). Wherever night driving occurs, locations must assess night driving risks based on their local conditions and include mitigating measures in their local Journey Management Plan.

The frequency of low visibility/night driving should be reviewed as a routine part of any Customer Service Quality reviews, and serious attempts made to work with the Customer to avoid it.

9.7 OVERTAKING VEHICLE IN REDUCED VISIBILITY

Overtaking another vehicle is prohibited when driving in dust or other situations of reduced visibility. As a rule of thumb at least 200m of clear road must be visible throughout the maneuverer.

9.8 WATER CROSSINGS

Water crossings must only be undertaken where there is no practicable alternative and the hazards have been assessed as safe to cross. As a minimum water crossing must;

- a. Not be undertaken when the depth of water is more than 300mm in the depth marker. Water crossing must not be undertaken if the depth cannot be accurately assessed
- b. Not be undertaken if the flow rate is more than 2 m/s at 300mm., Rule of thumb, no wake evident around trees/ posts)
- c. Only be undertaken if the condition of the surface is known to be sound

10 VEHICLE MONITORING AND DRIVER IMPROVEMENT

All Huracan Vehicles shall be equipped with an electronic Driver Improvement Monitor. The only exceptions to this are:

- Contracted vehicles where the duration of the contracted service is less than 3 months;
- Tracked or flotation tire equipped vehicles (e.g. - bull dozers, buggies, seismic vibrators, etc.);

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 17 of 28

- Vehicles leased or rented for a client or client organization as part of a service or contract agreement. In these instances, Management shall strongly encourage the installation of monitors and participation in the local monitor review program.

A list of required monitors features and capabilities are in [Appendix B. Vehicle Monitoring and Driver Improvement](#).

In instances where a regular vehicle allowance is received or where a mileage/kilometre reimbursement is provided, Management shall encourage the installation of monitors and provide them at no cost to employees that elect to do so.

Monitoring and driver improvement programs shall be managed by the senior Manager at each location and adapted to the local risks. All Managers shall in particular ensure that:

- All monitors are installed and working properly, with alarms and values set, at a minimum, to levels identified in [Appendix B. Vehicle Monitoring and Driver Improvement](#).
- Recent data from the monitors is downloaded, analysed, and published at least once every month, where legally permissible;
- Reports are prominently displayed and include data with trending for all recorded drivers;
- Recognition and reward is given for drivers showing the best improvement and/or top performance;
- Personal coaching sessions are conducted with employees whose monitor data shows lower than expected driving performance. Should this behaviour still persist, withdrawal of driving privileges or more severe disciplinary action shall be taken.

Driver records will be managed through an individual specific “key” or “code” and the unauthorised use of another individual “key” or “code” will be subject to disciplinary action up to and including termination of employment.

10.1 DRIVER DEMERIT POINT SYSTEM

A demerit system is a way of tracking individual driver’s performance in accordance with local laws and regulations. The system is to be used to identify potential improvement areas with a driver’s performance. The point system is to be reviewed monthly and points assigned when deemed applicable and recorded in HIMS. The idea of the system is to identify violations based on malice and in situations where an infringement demonstrates no malice then demerit points are not to be assigned. The location manager should demonstrate consistent judgement across the system. Demerit points and criteria are listed in [Appendix C. Demerit Point System](#).

11 SUBSTANCE ABUSE

Driving a vehicle while under the influence of alcohol or any drugs or narcotics, is strictly prohibited and subject to disciplinary action including termination of employment.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 18 of 28

12 TELEPHONES AND OTHER NETWORK ENABLED DEVICES

The use of a mobile telephone or other network enabled mobile device while driving, with or without hands-free functionality, is forbidden. These devices can be left on during a trip to alert the driver of any incoming calls or messages.

If it is deemed necessary to respond, the driver is to select a safe exit point from the main travelled portion of the roadway and bring the vehicle to a complete and safe stop before doing so. The engagement of hazard flashers is recommended where allowed by regulation.

The exception to this is for the use of two-way radios as part of convoy management. Radio use shall be kept to the minimum necessary to communicate and control the hazards and risks of the journey being undertaken.

13 UNAUTHORIZED PASSENGERS

Unauthorized passengers shall not be carried in Huracan vehicles, except in case of emergency or requisition by local authorities. At no time shall drivers stop for a hitchhiker, unless it is extremely evident that it is a genuine emergency.

14 ASSESSMENTS

An Internal assessment of the compliance of each location with the requirements of this standard will be completed at least once every two years. These assessments will be conducted using the template available in HIMS. The completed assessment is to be uploaded in HIMS.

A Self-assessment should be completed at least once per year using the template available in HIMS. The completed assessment is to be uploaded in HIMS.

15 INSPECTIONS

An Inspection for implementation of Driver Improvement Monitors should be completed at least once per year using the template available in HIMS. The completed inspection is to be uploaded in HIMS.

16 REMEDIAL WORK PLAN (RWP)

Remedial Work plan (RWP) from assessments and inspections shall be recorded and tracked to closure in HIMS.

17 CONTRACTOR MANAGEMENT

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 19 of 28

A Risk Assessment is to be conducted on all contractors who provide transport for employees, equipment and products. Application of this Standard for contractors will be based on the outcome of the Risk Assessment process and will be in keeping with the current version of Huracan's Contractor Management Standard, and will recognize, at a minimum:

- Contractors transporting Huracan Employees (excluding spot hire personnel transport, e.g. general-public taxi cabs) and hazardous material will be classified and addressed as High Risk;
- Contractors transporting Huracan equipment or product under a term contract (greater than 3 months) will be risk assessed and when determined High or Medium Risk (risk matrix score – 5 to –9) will implement fully the Huracan Land Transport Standard, allowing for implementation of driving monitors within a practicable time frame for medium risk contractors;
- Contractors whose provided service is determined to be Low Risk will have appropriate controls identified with the least of which being the implementation of a journey management plan and the use of seatbelts;
- Contractors transporting Huracan equipment or product under a short term or call-out contract, require documented justification for use included in a journey management plan that identifies the appropriate controls required for the service provided.

Failure to comply with these requirements, as appropriate, will exclude a contractor from the Huracan vendor list.

It is our desire for all transportation Contractors to be fully in alignment with the Huracan Journey Management and Driving Standard and this should be our goal whenever practicable and possible.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 20 of 28

APPENDIX A VEHICLE CRITERIA AND SAFETY EQUIPMENT

Criteria	Non-Field LV	Field LV	HV
Braking system(s)			
4-wheel anti-lock brakes			
Emergency parking brakes			
Spring brakes on all rear wheels of air brake vehicles			
Stability control technology			
An endurance braking system (engine retarder or equivalent) for regions with steep grades, with sufficient speed retarding capacity for the designated area of operations			
Lights / visibility			
Daytime running lights			
Brake lamps, rear lamps and a Centrally High Mounted Stop Lamp (CHMSL)			
Front and rear flashing, hazard warning lamps			
LED clearance lights and reflectors			
Directional turn signal lamps front and rear			
High intensity yellow/amber LED rear turn signals			
Side-mount mid-point position LED directional turn signal lamps			
White back up lamps at rear			
Reflective tape on rear and side			
Passenger compartment			
Laminated glass windshields / windscreens and tempered/toughened glass side and rear windows			
Windshield wipers and washers			
Side-impact protection and doors fitted with energy absorbing padding			
Padded steering-wheel hub and collapsible steering columns			
Driver and passenger side external mirrors			
Internal rear-view mirror			
Driver and passenger side external mirrors			
Serviceable air conditioning / heater – able to maintain an in-cab temperature range of 5°C to 30°C under all local climatic and driving conditions and a windshield defroster system that is capable of maintaining unobstructed vision for the driver			
Non-slip pedal pads to be fitted for brake, clutch and accelerator pedals			

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 21 of 28

All instrumentation to be in the local unit of measurement – e.g. speedometer, fuel gauge, etc.			
Signs, stickers or labels shall be fitted in such a manner that they do not obstruct the driver's vision or impede the driver's use of any controls			
No ornaments or custom fittings mounted or hung inside the cab, or outside the vehicle, which can obscure the driver's view			
Passenger restraints			
Air bags (all possible, including side impact and side curtain)			
3-point seatbelts (4-point for lateral seating positions), at a minimum at all seating positions, incorporating automatic retraction and deceleration-activated emergency locking mechanisms (Often referred to as "inertia reels" and pretensioners)			
Seat lowering and seat belt securing device for air ride seats			
Seating			
High-back seats / head rests on all seats			
Fold-down seats must be capable of restraining the forward movement of any passenger / load			
Driver's seat to be independently adjustable with a minimum of forward and rearward adjustment			
Seats to be of fabric material, and if fitted with seat covers, these shall be of fireproof and non-toxic fabric			
Seatbacks and any wall panel or fixture in front of any passenger seat to be smooth and padded with no sharp edges			
Safety / emergency equipment			
Fire extinguisher, minimum 5lb / 2kg			
Fire extinguisher, minimum 20lb / 9kg			
First aid kit, in keeping with local regulation or best practice			
Dune Pole			
Eyewash bottle with fresh water (WS)			
In vehicle monitoring system (IVMS)			
Full size spare tire, vehicle jack and wheel wrench			
Flashlight / torch			
Disabled vehicle marker(s) – minimum 3 (e.g. reflectors)			
Reflective vest for emergency situations			
Wheels chocks Wheel chocks must be in place whenever the driver leaves the vehicle unattended for more than a few minutes and should be positioned at the passenger, rear wheels			
Other safety features			
Single-piece rims - the use of multi-piece rims is restricted – a guideline for the use of tires and rims on Huracan Vehicles is available on the Driving Hub			

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 22 of 28

Reversing alarm system (102dB)



Not Required	
Recommended	
Required	

APPENDIX B VEHICLE MONITORING AND DRIVER IMPROVEMENT

Vehicle Mentoring and Driver Improvement systems are always being improved. The following is a list of required monitored parameters and suggested features and in vehicle safety features;

Hardware Requirements

Acceleration	Monitors and records acceleration greater than a set threshold.
Alarms	Emits audible alarm for events greater than a set threshold: <ul style="list-style-type: none"> • Operating time • Idle time • Speeding event threshold • Speeding event • Accel event • Decel event
Crash recorder	Monitor must be able to record speed vs. time (second-by-second) for at least 20 seconds immediately prior to an over-threshold deceleration. The greater this time frame the better. This record must be able to be retained and accessed after a crash barring catastrophic damage to the device.
Deceleration	Monitors and records deceleration greater than a set threshold.
Environment	Monitor must be able to operate in ambient work conditions: <ul style="list-style-type: none"> • LCDs may not display in severe cold and may interfere with operator log-on with some models • Heat and dust may cause issues
Event recorder	Monitor must be able to record events that exceed a set threshold or event: <ul style="list-style-type: none"> • Operating time • Speeding event threshold • Speeding event • Seatbelt event • Duress event • Accel event • Decel event

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 23 of 28

Identifies driver	Individually identifies drivers – this feature may not be required if monitor is driver assigned.
Signal source	Monitors must source signals directly from the vehicle sensors, wiring bus or electronic component. Exception may be made for older vehicles with no adaptors for sensors.
Memory	The monitor must have adequate memory to match operations vs. the minimum requirement of a monthly download.
Mounting	Monitor must be able to be installed with a secure mounting in a position that does not distract the driver.
Rugged	Monitor must be able withstand off-road conditions, as deployed. This includes sourcing input its signal(s) from in-line transducers or equivalent to preclude the need to use drive-line mounted signal generators. See “Signal source”.
Speed	Monitors and records speeds greater than a set threshold <ul style="list-style-type: none"> • Maximum speed • Time-over set speed
Tamper proof	Monitor is to be designed to prevent operator tamper or records tamper event. This includes sourcing input its signal(s) from in-line transducers or equivalent to preclude the opportunity to tamper with drive-line mounted signal generators. See “Signal source”.

Important Considerations

Auxiliary inputs	It is preferred to have a monitor that allows for the attachment of auxiliary sensors or devices and / or allows for the monitoring of other functions, e.g.: <ul style="list-style-type: none"> • Tachograph • Accelerometers • Use of headlights • Fatigue monitor • ABS activation
------------------	--

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 24 of 28

Ease of installation	<p>The monitor should be readily installed without:</p> <ul style="list-style-type: none"> • Extensive system knowledge • Specialized automotive knowledge • Costly harnesses and attachments • Excessive installation time
Ease of operation	<p>The monitor should be:</p> <ul style="list-style-type: none"> • Easily operated by the driver • Easy calibrated • Easily accessed for upload / download • Simple process for upload / download • Minimal peripheral items for operation, e.g. memory cards, memory sticks, etc., that complicate use or increase costs
Driver actuated event recording	<p>This feature allows the driver to “fix” an event in memory independent of exceeding set thresholds.</p>
Driver hours of service	<p>Consideration should be given to the dual use of the monitor as both a performance monitor and as device to record working hours of drivers. This in both in support of local legislation and for compliance with OGP Land Transport Recommended Practice.</p>
Maintenance	<p>Maintenance considerations include:</p> <ul style="list-style-type: none"> • Availability and cost of technical support • Availability and cost of repair and replacement parts • Specialized local knowledge requirements
Power consumption	<p>Vehicles that are not run frequently or others may be affected by a device with a high-power consumption.</p>

Optional Features

Engine monitor	<p>This feature varies by supplier but may allow for monitoring of:</p> <ul style="list-style-type: none"> • Idle time • Engine abuse • Economy of operation • Early failure detection
Data management	<p>System now central data management:</p> <ul style="list-style-type: none"> • Web based • Network based

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 25 of 28

GPS	Passive <ul style="list-style-type: none"> Records where vehicle has been May display real-time location on-board Active <ul style="list-style-type: none"> Transmits real-time position
Hours of service	Local legislation may require the recording of drivers' hours of duty.
Lateral and vertical acceleration	Measurement and monitoring of lateral acceleration allows for the monitoring of aggressive cornering. Measurement and monitoring of lateral acceleration allows for the monitoring of speed vs. rough road conditions.
Remote access	Remote access for less person-intervention time, missed downloads and uploads / parameter changes. Access can be made remotely at location and / or in the field depending on the system selected: <ul style="list-style-type: none"> RF GPRS GSM Wi-Fi LEOS Fixed satellite
Vertical acceleration	Measurement and monitoring of vertical acceleration allows for the monitoring of aggressive driving on rough roads, e.g. washboard, pot-holes, speed-bumps, etc.

Monitoring Settings - Minimum [Error! Not a valid link.](#)

APPENDIX C DEMERIT POINTS SYSTEM

A driving exemptions demerit system has been implemented with the following demerit points.

Exemption	Demerit Points
Speed > 20 kph	5 Points
Speed > 15 kph	3 Points
Seatbelt Exemption	5 Points
All Other Exemptions	1 Point

An accumulation of greater than 15 demerit points in a period of 6 months will result in a consultation with the department manager and a review the individuals driving behaviour and if

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 26 of 28

appropriate a caution being given. An accumulation of greater than 20 points in a period of 6 months will result in a formal written warning to be recorded in the individual's personnel file. If an offending party exceeds 25 demerit points in a 6 month period the individuals driving exemptions will be reviewed and if the employer deems applicable the individual's employment contract will be terminated.

Document Owner	Document Approver	Document Number	Control	Rev Date	Next Review	Page
K. Hollingworth	J. Hollingworth	LTMS_Rev1.3	Public	2-Dec-2020	2-Dec-2022	Page 27 of 28