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In response to COVID-19, McCull's Transport has implemented new procedures, guidelines and policies to keep our employees and customers safe. We have a cross functional team who meet regularly to ensure that all areas of the business are compliant. We also have a risk management committee which assesses and responds to a broader set of risks due to COVID-19. In line with Government mandated responses and changes in our industries, McCull's documentation is regularly updated and distributed to staff. We have set-up and tested our emergency company-wide SMS communication tool ensuring that we can communicate changes to employees effectively. McCull's also has an appointed COVID-19 response person at every site or depot.

The purpose of this document is to provide a high level overview of McCull's response to COVID-19. The McCull's COVID-19 policies, procedures and guidelines should be read in conjunction with McCull's complete set of company policies and procedures. The COVID-19 policies apply to all employees and depots.

McCull's workplace response to COVID-19

McCull's depot and office arrangements are being manned in line with Government recommendations. All McCull's office employees continue to work from home where possible. Depots have been paired back, with the bulk of the team working remotely, communicating via Microsoft Teams and the McCull's Intranet. We will continue to be vigilant with cleaning and social distancing. Masks, hand sanitiser and extra cleaning materials, along with instructions, are in every McCull's depot.

To adapt to the variations in restrictions, regular communication to employees is sent from Simon Thornton, CEO, and the HR department. This information is reinforced through our Toolbox meetings and bulletins. We will continue to follow government advice and will take a prudent approach with return to work. Our remote working has been very successful and we will be carrying our learnings forward with us into our new environment. McCull's has employee information posted and regularly distributed which includes the following: Signs/ posters and reminders about hygiene in all depots; Information around social distancing requirements posted in all depots; Guidelines on temperature testing at sites; Visitor protocols and health declarations forms. These are supported by the following documents.

- McCull's COVID-19 Safety Plan – Transport Freight Logistics (NSW COVIDsafe)
- McCull's COVID-19 Visitor Health Declaration Form
- McCull's COVID-19 Visitors to Site and Regional depots.

Standard Operating Procedures for all drivers

McColl's has implemented a COVID-19 standard operating procedures for all drivers across all three business units. The policy requires drivers to clean their truck and high touch areas regularly, enforce social distancing, and adopt new delivery procedures to keep our employees and customers safe. The policy is regularly reviewed, updated and distributed to ensure our drivers are prepared and ready for their daily activities within the COVID-19 environment. We also included the SOP in our regular Toolbox meetings to keep it front of mind. The drivers and subcontractors all have the following document to hand:

- McColl's COVID-19 Driver SOP

HR Guidelines during COVID-19

McColl's has issued supplementary guidelines to its managers and staff. These guideline should be read in conjunction with McColl's broader set of HR policies. The purpose of the guidelines is to provide policy and guidance on a wide range of HR policies which have been directly impacted by COVID-19. These guidelines takes into account changing government regulations and includes the following: Sick policy; What to do if an employee contracts COVID-19; What to do if an employee comes into contact with someone with COVID-19; Working from home; Carer's leave; Travel policy; Management of High risk employees. These are supported by the following documents.

- McColl's COVID-19 HR Guidelines
- McColl's COVID-19 Communication Protocols
- McColl's COVID-19 Inter-Region Travel (Non-Business Critical) Guidelines
- McColl's COVID-19 Interstate Travel Guidelines
- McColl's COVID-19 COVID Testing Reporting Process
- McColl's COVID-19 Remote Working Guidelines
- McColl's COVID-19 How to Wear A Cloth Mask Correctly

COVID-19 in the workplace

McColl's has policies and procedures in place should we have a case of COVID-19 in the workplace. This means that an employee has or is suspected to have COVID-19 and is in the workplace or has been to the workplace while contagious. COVID-19 cleaning kits have been distributed to all depots and include the following: instructions and procedures on how to clean in the event of a COVID-19 incident, aprons, gloves, eye protection, and face masks. The documents relating to COVID-19 in the workplace are as follows

- McColl's COVID-19 Infection Response Protocol
- McColl's COVID-19 Cleaning instructions (kits)

Risk Management Committee

McColl's has a risk management committee which meets regularly to review HR guidelines and policies in relation to COVID-19. The committee assesses risk across five work streams: liquidity, HR policies, working from home infrastructure, safe operations, and customer. The following documentation is available for reference:

- Risk Management agenda and regular committee minutes

Business Continuity Plan

In response to COVID-19, McColl's updated the business continuity plans across the major functional areas including operations, HR, finance, fleet, administration and IT. The BCPs were prepared within a risk management framework detailing high risk high consequence events. Risk mitigating responses have been identified to ensure continuity of operations.

Return to work

McColl's has initiated a process to open discussions with employees about return to work. We are consulting with employees and limiting numbers in the office to allow for social distancing. We are continuing to review our return to work policy in line with government updates. The following documents are available on return to work:

- Employee consultation logs by department

All policies, procedures, and minutes from the cross functional team and risk management team are available in the COVID-19 folder on the company directory.