

CATEGORY DECLARATION

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**ORRE**

OPERATIONAL ROAD RISK & EXPOSURE

**OPERATIONAL ROAD RISK & EXPOSURE  
GOVERNANCE**

**O R R E G**

*The Board-Level Category Incident Reporting Cannot Replace*

ORRE · OPERATIONAL ROAD RISK & EXPOSURE  
MAY 2026 · BOARD-LEVEL CATEGORY DECLARATION

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## Category Anchor

*ORREG at a glance, for board and executive reference*

### LOCKED CATEGORY DEFINITION

Operational Road Risk & Exposure Governance — ORREG — is the board-level discipline of verifying whether road-related operational exposure is stable, degrading, or threshold-near before incident data changes.

### THE BOARD QUESTION

Can the board independently verify whether operational road risk and exposure are stable, degrading, or threshold-near under current operating load?

### ORRE POSITION

ORRE defines and measures Operational Road Risk & Exposure Governance — ORREG — for boards, executives, and officers operating under heavy vehicle, light vehicle, mobile plant, contractor, and high-compression transport exposure.

## WHAT ORREG IS NOT

ORREG is not safety culture. It is not fleet management. It is not telematics. It is not training. It is not compliance auditing.

Those are operational disciplines, and they have their place.

**| ORREG sits above them.**

ORRE › DOCTRINE › CATEGORY DECLARATION

# Operational Road Risk & Exposure Governance — ORREG

*The Board-Level Category Incident Reporting Cannot Replace*

## CATEGORY POSITION

**Stable incident data does not prove a stable road risk and exposure system.**

It is one of the most quietly dangerous assumptions inside Australian mining, contracting, port operations, infrastructure, and heavy industry boardrooms.

A declining TRIFR, a clean quarter, an audit closed out, a telematics dashboard within tolerance — these are often read as evidence of system stability.

They are not.

They are evidence of past output.

They do not independently verify present system condition.

Across Australian workplaces, vehicles and mobile plant remain one of the dominant fatality vectors. In heavy industry, mining, contracting, port operations, infrastructure, and logistics, that exposure is not incidental. It is structural.

The boards governing those operations are often doing so with reporting systems designed to confirm what already happened.

Not what is currently building.

Not what is approaching threshold.

Not what is degrading silently under operating load.

*That is the gap this category exists to name.*

## CURRENT REPORTING ANSWERS WHAT HAPPENED, NOT WHAT IS BUILDING

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The instruments most boards rely on — TRIFR, lost-time injury rates, incident counts, audit completion percentages, control activity logs, and telematics event flags — are confirmation instruments.

They report against events that have already occurred or controls that already exist.

None of them independently verify whether the operational road system is becoming more stable, holding, or becoming less stable under current operating load.

None of them answer the question of Stability Direction.

None of them expose contractor interface density, operational compression, fatigue stacking, or engineering proportionality failure before those conditions resolve into an incident review, regulator investigation, coronial finding, or prosecution brief.

This is not a criticism of those instruments.

They do what they were designed to do.

The problem is that boards have been treating them as governance verification when they were only ever designed to be operational confirmation.

***The gap between what was reported and what was actually building is where officer-level exposure begins.***

## OPERATIONAL ROAD RISK & EXPOSURE GOVERNANCE — ORREG — IS THE MISSING BOARD-LEVEL CATEGORY

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### LOCKED CATEGORY DEFINITION

Operational Road Risk & Exposure Governance — ORREG — is the board-level discipline of verifying whether road-related operational exposure is stable, degrading, or threshold-near before incident data changes.

It is not safety culture.

It is not fleet management.

It is not telematics.

It is not training.

It is not compliance auditing.

Those are operational disciplines, and they have their place.

ORREG sits above them.

ORREG asks a different question.

Not whether controls exist.

Not whether incidents have occurred.

Not whether a dashboard is inside tolerance.

The question is whether the system producing those controls, those movements, those interactions, and those reports is currently holding its stability under the load being asked of it.

*That question has not had a category until now.*

## THE OFFICER QUESTION IS VERIFICATION, NOT POLICY EXISTENCE

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Officer due diligence under the Model WHS Act, and the parallel verification logic emerging from decisions such as Gibson in New Zealand and Bekier in Australia, has moved the governance question past whether a policy was in place.

### DISCIPLINE

Neither case is a mining road-risk precedent. Their relevance is architectural: verification, escalation, and the evidentiary position of officers before failure.

The question is now whether the officer could verify that the system being reported upward was actually performing as described.

Policy existence is not verification.

Audit completion is not verification.

Subordinate assurance is not verification.

A board pack reference buried inside ordinary reporting is not verification.

Verification is independent, contemporaneous evidence that the operational system carrying the duty of care is in the state the board is being told it is in.

That is what officers are now expected to be able to demonstrate.

Not after the event.

*Before it.*

## **OREX EXISTS TO ANSWER STABILITY DIRECTION BEFORE INCIDENT DATA CHANGES**

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OREX is the diagnostic instrument purpose-built to answer the ORREG question.

It is the exposure assessment that produces a quantified Stability Direction reading — an independent measurement of whether the operational road exposure position is stable, degrading, or threshold-near at the time of measurement.

It is not a safety audit.

It is not a telematics review.

It is not a compliance check.

It is structural exposure verification, designed to produce the evidence a board needs before officer-duty scrutiny arrives through incident reconstruction.

### **BOARD-READY OUTPUT**

The output is PHOENIX — the board-ready instrument that gives directors a documented governance position. Not a dashboard. Not a retrospective incident summary. A defensible position on system condition.

## IF A BOARD CANNOT ANSWER THIS, IT IS ASSUMING STABILITY

There are two positions a board can hold on operational road risk and exposure.

<b>POSITION A</b> <b>Verified stability</b>	<b>POSITION B</b> <b>Assumed stability</b>
<p>The system is stable, and the board can independently demonstrate that stability with contemporaneous evidence.</p> <p><b>If that position can be held, no ORRE intervention is required at that point. The board's governance position is sound.</b></p>	<p>The system is presumed stable, but the evidence available to the board is confirmation reporting — not verification.</p> <p><b>That position is governance by assumption. Under current officer-duty pressure, assumption is the position that produces personal exposure when the assumption fails.</b></p>

Operational Road Risk & Exposure Governance — ORREG — is the discipline of holding the first position deliberately, with evidence, before circumstances force the question.

### CLOSE

That is the category. That is the question. That is the work.

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## SOURCE NOTE

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Safe Work Australia's Key Work Health and Safety Statistics Australia 2025 reports that vehicle incidents accounted for 42% of worker fatalities in 2024, and that at least one vehicle was directly involved in 66% of worker fatalities. Safe Work Australia's baseline reporting also identifies vehicle incidents as the most common mechanism of traumatic worker fatalities across 2013 to 2022, accounting for 38% — a clear margin above any other mechanism. This supports ORRE's reference to vehicles and mobile plant as a dominant fatality vector across Australian workplaces.

Gibson is referenced as New Zealand officer-duty verification architecture, not as an Australian mining road-risk precedent. Bekier is referenced as Australian escalation and board-visibility architecture, not as a WHS, mining, or road-risk precedent.