



MANIFESTO FOR FLEET SAFETY AND SUSTAINABILITY

A partnership initiative to save lives and the planet through actions by organisations

Kindly sponsored by



GLOBAL FLEET CHAMPIONS



PREFACE

Ian Johnston AM chair of the steering committee for Australia's National Road Safety Partnership Program.

Work-related road crashes are a critical, but often unrecognised, safety problem for most organisations in both the private and public sectors. Too often, transport safety is not formalised in organisational risk management strategies and plans, simply because the vehicle is not seen as an integral part of the workplace and, for other than transport companies, the transport generated by a company's principal business, is not seen as a mainstream responsibility.

This must, and is beginning to, change but progress is frustratingly slow. The most promising development is the emergence, in several countries, of cooperative knowledge and experience sharing systems for organisations to tap into. Companies are coming to realise that safety is not a competitive advantage but a shared responsibility and that ready access to knowledge transfer is crucial to progress.

This Manifesto puts the process squarely on a global scale and sets out the raft of issues each organisation needs to consider.

For more information and to find out how you can get involved in this initiative email professional@brake.org.uk

INTRODUCTION

Mary Williams OBE, chief executive, Brake, the road safety charity



Brake is delighted to be coordinating and administering the Global Fleet Champions with the help of our partners and launching this important initiative with the publication of this Manifesto for Fleet Safety and Sustainability.

The Global Fleet Champions aims to highlight the enormous contribution that commercial and public organisations around the world, in any country, can make to tackling the carnage of death and injuries on roads and poor air quality from road transport, through safe and sustainable movement of people and goods.

The Global Fleet Champions is launched in support of the United Nations Sustainable Development Goals and Decade of Action for Road Safety. Many aspects of the pillars of the Decade of Action and its 'safe systems' approach can be addressed by people responsible for the operation of fleets of vehicles, through their leadership and management processes relating to understanding and addressing risks on roads. Such management processes are often usefully referred to as 'occupational road risk management'.

The need for safe operation of fleets is supported by global data. Although data reliability is variable, vehicles being operated for work purposes are repeatedly estimated, in government collision data sets, to be involved in significant numbers of crashes causing deaths and injuries. In the UK, for example, the government has recorded this as more than a quarter of all crashes¹ but the figure could be significantly higher due to under-reporting of 'purpose of journey' by police.

Various studies have also shown that certain cohorts of at-work drivers are disproportionately more likely to be engaged in certain risky behaviours (for example, driving when tired, stressed or using a phone), than other drivers².

Size of vehicles being driven is also relevant in these statistics. The largest vehicles on our roads – trucks, buses and vans – are generally operated on behalf of organisations to move goods and people. When a large vehicle is involved in a crash, its weight and size can contribute heightened risk to people in other vehicles and to people walking and on bicycles.

Only by working together can we make a difference. As a leading road safety NGO, Brake believes that our role is to partner with others and play our part to foster networks for change. The Global Fleet Champions is launched in that spirit; as a collective effort to champion best practice occupational road risk management everywhere in the interests of safety and sustainability.

After 20 years of calling for, and providing, road risk management information to organisations operating fleets of vehicles on roads, it is heartening that, along the road, Brake's calls have been increasingly mirrored by those of many reputable trade associations, training agencies and accreditation schemes, as well as academics working in the field. There has been excellent work undertaken by agencies including TRL in the UK³, Transport and Road Safety Research at the University of New South Wales in Australia⁴, NETS (the Network of Employers for Traffic Safety)⁵ based in the USA, the accreditation scheme FORS⁶ based out of the UK, the National Road Safety Partnership Program in Australia, and Transaid and Fleet Forum (specifically working in low- and middle-income nations), among others. There are also many suppliers of increasingly high-quality commercial services aiming to address organisations' road risk.

Additionally, and underpinning this movement, there is now an international standard, ISO39001, Road Traffic Safety Management Systems⁷, which is introduced with the statement that "effective road safety management requires a systematic, results-focused approach. Organisations of all sizes can contribute to addressing global, regional and national goals, targets and objectives for road safety."

Also, and of particular significance moving forwards, is the development of electronic systems, often referred to as telematics, and the ensuing big data sets these systems provide about how a vehicle is performing and when and how it is being driven. Event data recorders also provide extensive information about what happened in a crash. The availability of big data sets will inevitably increase as vehicle technology leaps forwards, spurred on by the development of connected and automated vehicles. For example, platooning trucks (trucks moving together, connected by wireless technology) are being trialled in various nations⁸. Used intelligently, data sets have the power to transform safety by providing organisations with the answers they need to tackle crashes and also, potentially, giving government enforcement agencies more, and more accurate, information to identify and tackle dangerously operated vehicles⁹.

Through an annual award scheme and continued provision of open-access papers, tools and links relating to best practice and other sources of help, the Global Fleet Champions aims to make a real contribution to uniting efforts and leading the way in celebrating concerted and progressively advanced risk management practices of people managing work-related journeys by road across the world. This work is inevitably significantly more challenging for people managing fleets in difficult environments, particularly in a low-income country with poor road quality, less vehicle choice, poor data sets, and less local expertise in road risk management. However, wherever a fleet is operated, there is an opportunity to take positive and validated steps, either high tech or low tech, that are known to result in positive outcomes for safety and sustainability. Every organisation everywhere can contribute to achieving the change we need to end the carnage and pollution.



THE STANDARDS COMMITTEE

The Global Fleet Champions is overseen by a Standards Committee comprising individuals with extensive experience in fleet safety management, either commercially as fleet operators or suppliers, or through academic or NGO work.

Founding Standards Committee members are:

Camilla Fowler, principal risk management consultant, TRL

Andrew Drewary, road risk manager, Broadspire

Mark Bromhall, group road safety manager, Royal Mail

Andy Price, director, Fleet Safety Management

Emma MacLennan, director, EASST (Eastern Alliance for Safe and Sustainable Transport)

Ian Johnston, chair – steering committee, NRSPP (National Road Safety Partnership Program)

Robert Isler, associate professor, University of Waikato

Lisa Dorn, associate professor, Cranfield University

Tracey Fuller, customer engagement manager, Arval

Graham Bellman, group fleet director, Travis Perkins

Caroline Barber, CEO, Transaid

Rose van Steijn, program manager, Fleet Forum

John Hix, director, FORS

Colin Snape, deputy director of policy, Road Haulage Association

Nikki Skegg, national manager SHEQ, Freight Transport Association

Barry Watson, adjunct professor, Queensland University of Technology

Glen Ridgway, divisional director, Global Health, Safety, Environment, Security and Sustainability Centre of Excellence – Jacobs

Jim Golby, director of research and customer experience – Applied Driving Techniques.

Jonathan Dye, head of motor, Allianz Insurance

"Driving is a high-risk activity and probably one of the highest risks that employees encounter at work. Increasingly, organisations are putting measures in place to mitigate the risks associated with workplace transport but driving on public roads remains a relatively unmanaged 'at work' risk. The development of standards will highlight these risks and provide employers with the necessary guidance to implement measures to ensure risks are reduced as low as reasonably practicable."

Camilla Fowler, principal risk management consultant, TRL

"Fleet operators are being stretched more and more as they try to meet society's insatiable demand of wanting everything now. This means operators are under pressure to meet demand or lose customers. Unfortunately, the effect of this is that more demand is put on fleet drivers to make deliveries as quickly as possible, which automatically creates more risk, not just for the drivers but for every other road user. Therefore, it is vitally important that fleet operators implement robust fleet safety processes and manage driver risk and not risky drivers. Failure to do so will only result in catastrophic or fatal consequences for all concerned."

Andrew Drewary, road risk manager, Broadspire

"Having spent many years handling insurance claims and dealing with the consequences of serious road traffic collisions, I am passionate about reducing the suffering caused on our roads. Being a Global Fleet Champion gives me the opportunity to influence standards and approaches beyond Royal Mail and help make the roads safer for everybody."

Mark Bromhall, group road safety manager, Royal Mail

"It is well known that work-related drivers have a significantly higher risk of being involved in a collision compared to other drivers, even after their typically higher mileage exposure has been taken into account. As such, anything that employers can do to manage the safety of these drivers, the journeys they make and the vehicles they use, will have a significant impact on the safety of all road users. The role of the committee to champion good practice and to set standards will help all organisations who have an appetite to manage fleet safety, and will help make the roads safer. As such, I'm delighted to be involved in this initiative."

Andy Price, director, Fleet Safety Management

"Low- and middle-income countries often have the poorest quality and most dangerous fleets – including public transport fleets, public service fleets and private commercial fleets. However, where good fleet management is practised, it has been shown to have a strong impact on fleet safety, reducing the number and financial cost of collisions as well as the number of deaths and injuries. The Standards Committee will work to promote good fleet practice around the globe, including in countries currently facing some of the greatest challenges."

Emma MacLennan, director, EASST (Eastern Alliance for Safe and Sustainable Transport)

"In a world of ever-increasing demand on the road haulage sector, operators and drivers are experiencing stress levels never before seen. With the added issue of congestion causing further delays, it is imperative we have safe systems of work and driver health programmes."

Colin Snape, deputy director of policy, Road Haulage Association

"Work-related road crashes are a critical, but often unrecognised, safety problem for most organisations. Too often, they are not included in a company's risk management plan as the vehicle is not seen as an integral part of the workplace. This must, and is beginning to, change but progress is frustratingly slow."

Ian Johnston, chair – steering committee, NRSPP (National Road Safety Partnership Program)

"Evidence-based fleet risk management plans change from 'nice to have' to 'must have' when responsible board directors ensure that they will never be known as being negligent when it comes to the safety of their employees. I am pleased to help contribute to the Standards committee, defining and setting robust standards for fleet safety processes."

Robert Isler, associate professor, University of Waikato

"Most fleet drivers make safe decisions when driving for work, but research and fleet-based companies consistently report that a relatively small percentage of commercial drivers make up a significant percentage of the overall fleet crash risk. Fleet safety is a growing global problem and it is for this reason that I'm delighted to join the committee to help fleet companies develop safe management practices and behaviour-based safety interventions."

Lisa Dorn, associate professor, Cranfield University

"Every year too many lives are lost on the world's roads and many more are changed unimaginably forever. Companies cannot continue to neglect the safety of their drivers and other road users. Fleet operators must take ownership and responsibility for implementing and managing robust fleet safety processes for their drivers."

Tracey Fuller, customer engagement manager, Arval

"In today's society of 'do it for me', we expect to be able to access products and services 24/7, and receive items in 24 hrs or less. This all has to be channelled onto our road network which is becoming overcrowded and utilised 24/7, increasing risk to drivers and vulnerable road users alike. Companies need a robust and deliverable policy to ensure safety is kept a number one priority for road users and others."

Graham Bellman, group fleet director, Travis Perkins

"Inclusion of road traffic crashes in the Sustainable Development Goals demonstrates that the global community recognises the huge impact collisions have on people, businesses and the environment. Improving fleet safety through the use of standards and by applying best practices will support reducing risks in a systematic way."

Rose van Steijn, program manager, Fleet Forum

"Active management of fleet safety and work-related road risk means saving lives both in the workplace and of other road users. Safe operations are efficient ones, meaning the business reduces down-time, improves fuel efficiency and can re-invest in its drivers, vehicles and equipment. Safety and fleet performance therefore go hand in hand, to the benefit of everybody involved."

John Hix, director, FORS

"With the continual increase of vehicle use for work globally, the need to manage road risk and implement safe working practices is increasingly important. I am excited to be part of an initiative which aims to lead by example, sharing information and best practice and the intention of making roads safer for all users, everywhere."

Nikki Skegg, national manager SHEQ, Freight Transport Association

"Enhancing the safety of those who drive for work purposes needs to be a critical component of our global road safety efforts. Besides representing a significant share of those road users killed and seriously injured each year, there is a well-established suite of effective countermeasures to target the group. Moreover, enhancing the safety of work-related drivers will have positive flow-on effects for other road users, their families and the broader community."

Barry Watson, adjunct professor, Queensland University of Technology

"Put simply 'driving kills'. Driving is the riskiest task that we ask most of our employees to do and as such we have a moral and legal need to help reduce, manage or mitigate that risk. More than that though, at Jacobs we pride ourselves on our culture of caring and we encourage our people to take the safety lessons we learn at work and share them with family, friends and their wider community. By creating an environment at work where we have safe drivers, driving safe vehicles safely, we are having a positive effect on road safety for many more people. Something I am immensely proud to be part of."

Glen Ridgway, divisional director, Global Health, Safety, Environment, Security and Sustainability Centre of Excellence – Jacobs

"The safety and wellbeing of employees driving at work on company business is an ever-growing global issue. I have seen first-hand the significant human, financial and operational benefits which can be successfully achieved through effective work-related road risk (WRRR) management. It is for this reason that I'm delighted to be joining Brake's new Global Fleet Champions Standards Committee to help support responsible organisations by sharing best practice and helping them to develop and implement robust and safer WRRR management practices across their own organisations around the world."

Jim Golby, director of research and customer experience – Applied Driving Techniques.

"Effective management of risk, at all levels, is a critical element for all successful businesses. Specifically, managing road risks competently translates into a reduced volume of crashes, which in turn supports lower business costs and safer roads for everyone. It's imperative that companies are committed to improving road safety by having adequate procedures and policies in place to ensure employees driving do so safely and legally. The insurance industry has an important part to play in promoting and supporting risk management initiatives."

Jonathan Dye, head of motor, Allianz Insurance

"Road safety is a global public health crisis. A disproportionate burden falls in Africa, where Transaid has a long history working on fleet safety. We are delighted to support this important initiative."

Caroline Barber, CEO, Transaid

MANIFESTO FOR FLEET SAFETY AND SUSTAINABILITY

This Global Fleet Champions Manifesto (version 1, 2018) is written for consideration and implementation by any organisation that wishes to champion the safe and sustainable movement of goods or people as part of the undertaking of work, either through use of vehicles and drivers owned/employed by the organisation, or by other organisations on their behalf.

The Manifesto can be signed by any organisation working to adopt road risk management practices within its operations. It aims to follow safe system principles and endorse and support the messaging and contents of many available road risk management tools.

LEADERSHIP

Leadership of fleet safety and sustainability doesn't just happen. It needs to be enabled through committed and knowledgeable directors working to defined and written procedures.

A responsible organisation has:

Allocated resources to support safe and sustainable operation of transport.

A written mission statement that includes a presiding **commitment** to safe and sustainable operations, including safe and sustainable transport. This mission statement should be framed within international commitments, including the UN Sustainable Development Goals and the UN Decade of Action for Road Safety, and any notable national government commitments.

Corporate social responsibility (CSR) at the heart of the organisation's culture, with a director assigned to have responsibility for CSR, committed to assessing and taking responsibility for the organisation's effects on environmental and social wellbeing, with actions undertaken going well beyond what may be required by law.

A voice from the top. There must be communication mechanisms and schedules that require and enable directors to talk about the importance of safe and sustainable use of transport by the organisation, with these messages reaching all stakeholders internal and external to the organisation.

Job descriptions for company directors assigning accountability for safe and sustainable road use, and designating individual responsibilities to directors for different aspects of safe and sustainable road use.

Training procedures for directors and managers, written into an annually updated manual, that enable organisation leaders to (a) have relevant knowledge of management of safe and sustainable road use in line with best practice; and (b) understand that investment in safety and sustainability can result in greater profits and improved reputation. There is increasing availability of courses relating to road risk management offered by universities or organisations working with universities¹⁰.

A safety and sustainability strategy. The goal of any ethical organisation operating any activity must be zero harm to people and the planet. Organisations must have a written strategy that drives towards this goal.

Policies and procedures. Organisations must have written policies for all aspects of safe and sustainable operation that preside over detailed procedures. These policies must be updated to a schedule, with responsibility for their updating assigned at director level, read and understood by all, and followed, with compliance regularly audited. The methodology for updating policies must be written down and require internal and external consultation to ensure policies remain fit for purpose and in line with current best practice.

External connections. To stay abreast of current best practice, it is vital for organisations to participate in networks that engage in promotion of safe and sustainable transport, such as NGOs, trade associations, academic institutions and government agencies.

MANAGING THROUGH PLANNING, MONITORING AND EVALUATION, AND IMPROVEMENT

Managing through a 'plan, do, check and act' approach¹¹, that includes, centrally, monitoring and evaluation, is critical to any aspect of business performance. Organisations must have ways to monitor accurately a variety of appropriately chosen indicators to evaluate meaningfully their standard of road risk management and take action.

A responsible organisation has:

An annual safety and sustainability plan with targets.

Organisations must have an annual plan, with 'key performance indicators' (top line targets) for collisions (fatal, slight, serious and non-injury) and emissions resulting from transport usage. The plan must be based on accurate information about past performance and be realistic but ambitious in its targets for the year to come. In other words, the plan should be practical and progressive. Targets must be meaningful. For example, for a large organisation travelling variable and many miles using different vehicles, it is likely to be important to have targets for the number of collisions and the number of collisions per miles travelled and by type of vehicle.

Metrics (performance indicators) that drive towards the targets. There are hundreds of possible metrics that can be tracked by an organisation. Organisations should develop relevant metrics relating to journeys undertaken, driving behaviours and vehicle usage/performance. Metrics may be as wide ranging as the amount of harsh braking and speeding violations by drivers, to the amount of fuel consumed on behalf of the organisation's work. The total cost of risk should be calculated, including insurance costs and other costs that are not covered by insurance, such as employee time off work and minor vehicle damage. All metrics must be possible to identify as having a meaningful purpose in their recording; in other words, improvement in the scores of individual metrics is likely to make a positive contribution to achievement of the organisation's targets.

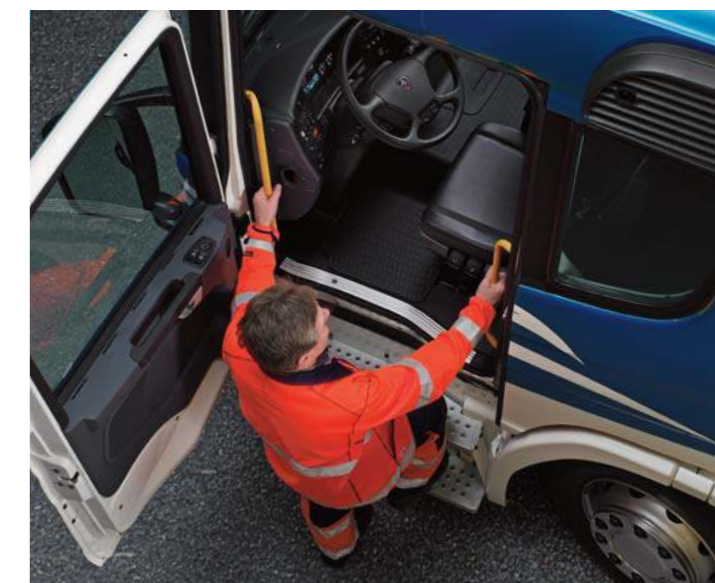
Methodologies for collecting data. Any method of data collection that has a focus on consistency of measurement and auditing of collation methodology is important. Increasingly, this means utilising onboard electronic recording systems, often referred to as telematics. Telematics eliminates human errors when reporting information about what happens. Telematics also enables a huge amount of data to be collected relating to the road, vehicles (their standards and usage) and driver behaviours.

Robust checking systems and ensuing improvements.

It is important that the data behind the metrics is understood, and the performance indicated in the metrics is meaningful, and can enable further consideration and implementation of the right 'next steps' in an organisation's drive towards improved road risk management. This is vital for real continuous improvement.

Auditing and external accreditation processes.

Organisations must audit their safety and sustainability practices, and ideally achieve external accreditation, using independent and external auditing mechanisms of repute. Self-auditing and external accreditation provide an essential cross-check of progress¹², and can also enable organisations to benchmark their progress practices against the practices of other organisations.



JOURNEY MANAGEMENT

From a risk perspective, the best journey is one that doesn't happen at all. The second-best journey is one that happens by the safest and most environmentally friendly mode, carrying the people and goods most efficiently.

A responsible organisation has:

Procedures that eliminate the need to move people.

Much can be done by organisations to reduce car use. For example, encouraging and enabling employees who work in an office to undertake home working, take buses or trains, or walk or cycle. Such direction by an employer gives that employer a different set of responsibilities: enabling employees to choose more sustainable and active transport options may mean an organisation actively campaigning for the provision by authorities of reliable and safe public transport and paths for people on foot and bicycles.

Procedures that consider modal choice, routes and mileage. Intelligent modal (types of transport used) and routing choices for maximum safety/energy efficiency is critical and can be complex. Organisations must maximise what is being moved (whether that is freight or people) in ways that present the lowest risk exposure and emissions. Organisations operating complex transport operations, such as buses and large goods vehicles/van fleets, must arm themselves with the most up-to-date and available tools (for example routing software) to enable them to deal with the complexities faced.

Procedures that help eliminate the need to transport goods or size/weight of goods. Much can be done by organisations to reduce transportation needs. For example, manufacturers may be able to reduce raw materials they use, or reduce the size/weight and packaging of their finished goods. Organisations transporting goods on behalf of customers can work with those customers to consider how to maximise transport efficiency, and by doing so create customer trust and loyalty.

VEHICLE STANDARDS MANAGEMENT

Vehicle standards, whether the vehicles are owned by the organisation or someone else (often referred to as a 'grey' fleet), are central to road safety management. Rapid advances in modern vehicles can help prevent crashes and mitigate the outcome of crashes.

A responsible organisation has:

Safe vehicle purchasing procedures.

Written procedures must stipulate how an organisation will purchase/lease the safest and most sustainable vehicles, or ensure that third parties operating vehicles on the organisation's behalf do this. This means using vehicles that have:

- **active safety systems** (that prevent crashes occurring), for example autonomous emergency braking (that spots hazards and brakes for the driver), or better direct vision (what the driver can see around them); and
- **passive safety systems** (that mitigate the outcomes of crashes), including systems that protect occupants (for example seat belts and air bags) and systems that protect people walking and on bicycles (for example bonnets that are made of more forgiving materials and side guards that prevent people being pushed under wheels).

Procedures for buying cars should follow the Safer Car Purchasing Policy¹³ by Global NCAP (New Car Assessment Programme) or similar. This policy requires operators to buy cars rated five stars by NCAP testing facilities, and at minimum comply with the latest UN vehicle safety regulations (or equivalent United States Federal Motor Vehicle Safety Standards).

The confusing world of vehicle standards

Vehicles that are made, or sold (either new or second-hand), in different countries are required to meet variable safety standards imposed by the government of that country. Although there are minimum international standards (for example the UN vehicle safety regulations), they do not reflect best practice safety standards, and not all governments require them to be met.

Manufacturers are aware of this variability. This even means some vehicles branded the same make and model have been found to vary in their safety standards, depending where they are made and sold¹⁴. Standards are so variable that in some countries even basic features such as seat belts are missing.

Even the commendable NCAP ratings vary in meaning to a degree, as they are awarded at regionally based centres with different crash-testing facilities that only test certain things. Policies and procedures for purchasing or leasing any type of vehicles, from motorcycles to large goods vehicles, should compare availability of vehicles against latest international technological developments in safety systems, particularly those systems that address particular risks associated with the organisation's operation.

Procedures for negotiating vehicle purchases or leasing.

Vehicle purchases or leasing agreements should be made on the basis that price is a secondary consideration after safety and sustainability. If an organisation is buying or leasing many vehicles, it may be possible to negotiate a better standard of vehicle, which could even include the importing of a vehicle previously unavailable. Organisations operating in low- and middle-income nations can contribute efforts towards lobbying their governments for improved vehicle standard legislation in their nations, including restricting imports of poor vehicles.

Vehicle funding mechanisms. To ensure vehicle replacement programmes take place, organisations must have purchasing power. They must factor in the cost of replacement programmes to business modelling, ensuring adequate funds are available to buy, or continue to lease, vehicles with the best safety and sustainability benefits.

Procedures for determining which vehicles are appropriate to task. Organisations must ensure they are using the right vehicle for the right job in the right environment. For example, if moving small amounts of freight is it possible to use a bicycle rather than a van/car using safe routes (for example, with segregated road space for cyclists and slow speed limits)? Or if it is only possible to use a truck, is it possible to use a much smaller truck for urban deliveries, to reduce the elevated risks of large vehicles around people¹⁵? If moving large amounts of heavy freight is it possible to use a train?

Vehicle replacement procedures. Written procedures must stipulate when vehicles will end their life of service for the organisation. This 'end of life' point must be calculated considering (a) the point of probable deterioration in standards of safety or emissions as irreplaceable components suffer wear and tear; and (b) the speed of development of safety and emission-reduction technologies on newer vehicles.

Procedures for buying clean vehicles. There are two considerations that organisations must prioritise if using fossil-fuelled vehicles: fuel economy and emissions. There is irrefutable evidence that some vehicles are emitting far more emissions on the road than demonstrated in laboratory conditions. Organisations should arm themselves with knowledge about fuel economy and emissions and be appraised of emerging sources of independent information such as the Global Fuel Economy Initiative (GFEI)¹⁶ and the Real Urban Emissions Initiative (TRUE)¹⁷.

Vehicle maintenance procedures. Vehicles must be maintained to high safety standards, usually stipulated by the manufacturer. This means having vehicles checked at an appropriate and stipulated frequency and for the checking to be carried out by people qualified to do the task and for this checking to be audited. In addition, drivers must carry out routine, daily checks to identify problems and enable them to be remedied.

As vehicles become more complex, many comprising an array of electronic equipment, it becomes increasingly important that they are maintained by manufacturer-approved vehicle engineers/mechanics with the relevant diagnostic equipment.



DRIVER MANAGEMENT

Until automated vehicles are a reality, most crash causation involves driver error, at least in part, and often as a primary causation.

A responsible organisation has:

Driver selection procedures. Prior to engaging any driver, basic checks must be undertaken, and organisations must have written procedures relating to those checks. This must include checking that drivers comply with minimum driver licensing requirements of the country(ies) they will drive within. It also includes checking the health of the applicant: it is important that organisations have procedures for testing eyesight, testing for alcohol and drugs, and testing general health, particularly any conditions that could cause sleepiness, black outs or fits while driving.

Procedures to assess drivers' risk levels. There is increasing evidence that lack of skills, particularly those relating to hazard awareness, means inexperienced drivers (usually new drivers or drivers using a different kind of vehicle for the first time) make mistakes that cause deaths and injuries. Organisations can assess drivers' risk levels in several ways, including on-road practical tests overseen by a driver trainer, and hazard awareness/knowledge-based theory tests (using either a computer-based programme or a paper system). Assessment systems used by organisations should be externally and academically validated. The system selected should cater to the needs of an organisation's unique operations. For example, if a driver's job includes safe loading of a goods vehicle this skill needs to be tested.

Induction procedures to communicate the culture of safety and sustainability. It's vital that drivers understand an organisation's commitment to a safety and sustainability culture and drivers know they must prioritise this culture's implementation in their work at all times. It's important that organisations embed communication about safety and sustainability into routine communication (for example, in meetings, staff bulletins, etc.). Induction and reminder training and communication tools can also be provided. For example, this could include workshops with drivers that enable them to think about risk and reflect on their own

behaviour, to encourage a philosophy that everyone is responsible for safety and sustainability. Communication tools such as a driver handbook, videos and quizzes, can also inform, endorse and remind.

Driver monitoring procedures. Increasingly, organisations have available to them an array of onboard telematics, including equipment that monitors route, the way the vehicle is being driven (for example, speed, braking), films the driver and what is happening ahead, and records information in the event of a collision through an onboard event data recorder. Although such equipment may be less available to organisations in some countries, every organisation should aim to be recording as much information about driver behaviour as they can, utilising the best available technology.

The health of drivers must also be monitored regularly and not just on recruitment, through routine health checks (eyesight, alcohol and drug use, and general health).

Processes for effectively managing information provision about driver behaviour (particularly information received through telematics, but also law violations identified by enforcement agencies) in a way that enables improved organisational policies and procedures and driver behaviour. This includes having clear internal regulations relating to those processes, that explain:

- how drivers will be given information about their driving behaviour, and debriefed/questioned about their driving behaviour following an incident, in ways that are clear, systematic and effective;
- when a driver will be disciplined (for more major infringements or repeated minor infringements) or given feedback and asked to improve (for minor infringements) and actions that will be taken by the organisation to enable that improvement;
- how excellence in driver behaviour will be communicated (for example at an annual appraisal of a driver or in team briefings), so good behaviour is reinforced and the organisation is not solely focused on blame;

- how feedback will be given in a way that is systematic and effective; and
- how the driver will be given extra training and monitored henceforth.

Organisations must have processes for communicating internally these regulations and ensuring drivers understand them.

Driver procedures in the event of a collision.

Organisations must have robust, and well communicated, procedures that are easy for drivers to follow in the event of a collision that happens while they are undertaking the organisation's work. These procedures must prioritise the safety of everyone. Provision of regular first aid training and instructions on when to provide first aid, without risking a driver's own safety or liability, is important, particularly in countries with no, or limited, emergency service or in places with slow emergency service response rates. Drivers should be provided with means of communicating fast following a collision (for example a mobile phone or even a locator beacon in very remote locations) and the collection of basic information possible for a driver to collect, such as details of other vehicles/people involved. All drivers must be trained in these procedures and provided with tools to undertake these procedures (for example note-taking facilities, a camera and a first aid kit). All information collected by drivers should be fed into data collection sets.

Driver communication tools. It is essential that drivers are reminded frequently of their responsibilities for safety and sustainability, and the regulations they must follow relating to safety and sustainability. This can be achieved through a variety of communication mechanisms, including meetings, newsletters and posters. It is important to note that raising awareness of safety and sustainability is essential to maintaining the intended culture but must be accompanied by rigorous implementation of rules. Transport psychology research demonstrates that awareness-raising can be valuable as part of a package of measures, but is often, if used on its own, not enough to change attitudes and behaviours permanently for the better. Awareness-raising can focus on some of the most important messages for drivers, for example those contained in the Brake Pledge¹⁸.

POST-CRASH ACTION AND CARE

In the event of a collision involving an organisation's employee, an organisation can take steps to prioritise safety and welfare, demonstrative of being a caring and compassionate employer.

Organisations can:

As recommended by the International Red Cross¹⁹, **give drivers first aid training** relevant to providing help in a road crash that they have been involved in, or witnessed, while also mitigating their own exposure to danger and liability. This training should be provided by a reputable first aid training agency and repeated regularly. Immediate, basic actions at the scene of a crash can save lives, such as clearing an injured victim's airway or compressing a bleeding wound. Organisations can ensure drivers have access to a first aid kit and other tools that would help in a road crash, including a phone and high-visibility vests.

Have procedures to help support people

(an employee, their family, colleagues or other affected people) in the event of a death or serious injury on the road involving a vehicle being operated on behalf of the organisation. These procedures could include emotional or practical help. This could, for example, include provision of confidential therapy with a specialist who is experienced and qualified to help traumatised bereaved people to understand and cope with their symptoms. It could include giving an employee time off work to recover, or financial assistance if they have been injured.

COMMUNITY OUTREACH

Organisations can consider their wider role in influencing safety and sustainability in the communities and circles in which they operate. As well as helping to save lives and the planet, community outreach projects, often contained within an organisation's corporate social responsibility (CSR) programme, bring a number of potential additional benefits, including helping to develop a good reputation among potential customers and other stakeholders, including staff and their families.

Organisations can:

Work to raise awareness of transport safety and sustainability issues among the families of their employees and within their communities. Events and resources can be planned that involve family and community members, such as safety and sustainability roadshows.

Contribute funding for road infrastructure improvements in towns where an organisation operates, particularly infrastructure that reduces speed (for example, lower speed limit signs and speed humps) and benefits people on foot and bicycles – most importantly segregated footpaths, cycle paths and safe crossing places.

Help politicians to implement positive changes, for example laws and investment of government funds into road safety and sustainable transport measures, in line with the pillars of the UN Decade of Action for Road Safety. Organisations may have strongly held and well-informed views of what needs to happen, based on their expertise and evidence from data collection, and be in a position of significant influence. Such expertise, evidence and influence puts organisations in a strong position to call for measures such as more robust driver licensing requirements, more road policing and laws, speed limits, safer and cleaner vehicle standards, and safer road infrastructure, particularly segregated space for people on foot and bicycles.

Organisations can encourage parliamentarians to join the Global Network for Road Safety Legislators²⁰ and direct them to a multitude of other sources of help to guide policy-making.

Donate to, and fundraise for, a road safety/sustainable transport charity. Organisations can fundraise for national and international charities working to promote road safety or sustainable transport, helping to demonstrate their commitment to the cause to both staff and the wider community. There are many fun ways to fundraise while also team-building, for example by organising staff to participate in a sponsored team cycle ride, or hundreds of other creative ideas.

Share expertise. Organisations can share their expertise with other organisations. Knowledge about what helps keep people safe and protects the planet should not be kept a secret. Organisations can network with competitors and suppliers to spread the word about how to manage risk and reduce emissions, sharing and gaining information about best practice.



Allianz Insurance plc is one of the largest general insurers in the UK and part of the Allianz SE Group, the largest property and casualty insurer worldwide.

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