

“PRAISE”: Preventing Road Accidents and Injuries for the Safety of Employees

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FACT SHEET

7



PRAISE Factsheet 7
Tackling Fatigue: EU Social Rules and Heavy Goods Vehicle Drivers

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ETSC Interview with Kevin Warburton, TNT Express



ETSC’s PRAISE project, “Preventing Road Accidents and Injuries for the Safety of Employees”, aims at mobilising knowledge needed to create work-related road safety leadership. This Fact Sheet complements the PRAISE Report “Tackling Fatigue: EU Social Rules and Heavy Goods Vehicle Drivers” and looks specifically at the approach of TNT Express to handling fatigue.

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Introduction to TNT Express

TNT Express is one of the two divisions of TNT, a Dutch company with a worldwide presence in providing a range of delivery services. TNT Express operates in over sixty countries and employs over 80,000 people. Worldwide, TNT Express moves an average of 4.4 million parcels, documents and pieces of freight a week with a fleet of approximately 30,000 vehicles across its global operations. Across Europe, the international road network operates 700 trucks per day and carries out 4,500 international linehaul (long haul) trips per week with 1,200 international drivers that drive the equivalent of around the world more than 56 times a week. Linehaul driving usually takes place within large trucks (i.e. heavy good vehicles) and operates on long distance, national or international routes using major roads/highways.

This is supported by a vast network of local pick-up and delivery (PUD) drivers. PUD drivers generally carry out their activities within small trucks (i.e. vans), on local delivery routes on urban or rural roads. The distances they travel are short and there are frequent stops to pick-up or deliver consignments to our customers, so a typical working day/week involves a mix of driving and non-driving activities. A large proportion of these linehaul/PUD activities are operated by subcontractors, so it is difficult to give global figures for total number of drivers employed.

The TNT Express vision is to be the most admired delivery company in the world.

General Road Safety at TNT Express

1. How are safety decisions taken at TNT?

The role of the Express Head Office Health, Safety and Environmental function is to set global standards and to promote and support effective health, safety and environmental management within all TNT Express operating units worldwide. The responsibility for making decisions and managing the day-to-day risks and impacts remains with the regions and countries that create them. The regional/country role is to support the overall strategy and approach and to identify the links and dependencies with their devolved responsibilities.

2. Can you provide any figures tracking the improvements in your safety performance over the years? What are the trends or changes you can identify?

The introduction of the road safety management system and the continued focus on implementation

of sustainable solutions has led to a gradual reduction in the blameworthy road traffic incident rate (any vehicle incident resulting in vehicle damage and/or personal injury).

KPI	2006	2007	2008	2009	2010
Blameworthy road traffic incident rate per 100,000 Km	1.00	0.87	0.84	0.82	0.93*

**Note: from 2010 the reporting definition changed to only include operational vehicles (trucks and vans) whereas in previous years this also included company cars.*

The lost time accident rate has also reduced significantly during the same period, although this covers injuries from both road and workplace accidents. This provides statistical evidence that the management system approach to road and workplace safety delivers tangible results.

However, following a series of major business acquisitions in India, China and Brazil in 2007/08, we have experienced a significant increase in fatal road traffic accidents and have had to face the consequences of operating on a much larger scale in emerging markets with less-developed infrastructures and specific road safety challenges. Our response to this has been to provide direct focussed support from the centre to assist in the development of detailed road safety action plans and sustainable solutions. This focus will be maintained until we reach our zero fatal accident ambition.

3. Do you consider that there is a solid Business Case to invest in road safety? Why?

Yes. It is known that the reduction in the blameworthy road traffic incident rate across TNT Express has had obvious economic benefits as the direct and indirect costs of accidents are well documented and understood. Improved management of road safety risks has led to reduced vehicle damage costs, reduced repair and maintenance costs and reduced insurance premiums. It has also led to other associated benefits such as reduced fuel costs and improvements in operational efficiency.

TNT UK & Ireland provides a very good example - between 2007 and 2010 they were able to demonstrate the following performance improvements:

- 20% reduction in collision rate
- 25% or £730k reduction in paid and estimated cost

A detailed stakeholder analysis exercise on corporate responsibility has also identified that road safety is the key concern of our stakeholders and the company therefore has a direct business interest in managing road safety effectively to assist in the long-term success and reputation of the business.

4. Do you think that companies who have employees on the roads have a duty to go beyond the legislation regarding traffic safety of the country in which they operate?

Yes. The number of deaths and injuries on the world's roads is a global crisis. Companies that operate vehicles on the roads are part of the problem, so they also need to be part of the solution. We would strongly recommend all companies to contribute actively to improving work-related road safety by adopting best practices in road safety management. Companies should implement road safety practices in advance of legislation and thereby demonstrate their willingness to achieve the goal of zero road deaths from their business operations. The accomplishment of this goal would improve business performance by reducing the financial cost of road crashes, including lost work days and, at the same time, would decrease fuel costs and emissions. Promoting road safety can be a positive business case for companies and this should be more widely communicated. Companies can also have a political influence, dependent on their financial standing within the economy, and they should use this influence to demonstrate leadership in the area of road safety, as they do in technology and other areas. They are a driving force in influencing policymakers to take decisive actions to improve road safety. Above all they can lead by example.

5. What would you say are the main drivers/reasons for your company's efforts in road safety?

Within TNT Express we are justifiably proud of our company and of our brand. The TNT Express colours and logo are instantly recognisable across all corners of the globe, and at the heart of the company are the TNT Express drivers and TNT Express vehicles that take to the road every day to serve our customers. Driving on the world's roads, however, sometimes comes at a heavy price – each year, unfortunately, we still experience road fatalities involving one of our own or our subcontractors' vehicles. However, road traffic fatalities do not have to be a reality of our operations – our ambition is zero. By further developing and enhancing our comprehensive road safety approach, we can make it happen. We can never be complacent. We always need to challenge what we do and seek to continually improve our performance.

Tackling Fatigue

1. In the experience of TNT, is fatigue regarded as an issue in terms of road safety?

The nature of our driving activities varies quite widely across our operations and between different regions and countries. TNT Express drivers carry out both long distance (linehaul) driving and short distance ('pick-up and delivery' - PUD) driving activities within a diverse range of urban/rural and geographical settings and varied road conditions and road infrastructures.

Linehaul driving usually takes place within large trucks (>7.5 tonnes) on long distance, national or international routes using major roads/highways. Within Europe and the developed economies, linehaul drivers are professional, commercial drivers and are regulated by strict driving and rest hours. Fatigue is recognised as a potential risk factor, but it has only been identified as an underlying cause of major incidents in isolated instances. However, it is of more immediate concern in some of the emerging economies in which we operate (India, China and Brazil) where travel distances and journey times can be very long.

2. Do you collect data tracking fatigue related collisions and, if so, what does this involve?

On a global basis, we do not collect data on fatigue-related collisions but it is expected that each country would analyse its own collision data to identify any specific trends or concerns. Any fatal or serious road traffic collision must also be immediately reported to the centre, followed by a detailed investigation report identifying all immediate and underlying causes, which would highlight any fatigue-related factors.

3. Do you have specific procedures relating to safety and fatigue? If so, what do these entail?

TNT Express has developed and implemented a specific road safety management system which identifies minimum global standards for road safety management. We do not have a specific global standard for fatigue but each country is required to identify fatigue and any other risk factors as part of its risk assessment process and implement the necessary risk controls, as appropriate. Adequate consideration must be given to shift patterns and hours of work/driving. The road safety management system also contains a policy on driver training and

development and states that all drivers must be provided with education and information on driver tiredness/fatigue and prevention of fatigue related accidents.

For example, within TNT UK & Ireland, advice on preventing fatigue-related incidents is covered as part of the TNT Driver Training Programme and included within the Commercial Drivers Handbook and Company Car Drivers Handbook. This includes advice on taking regular breaks and action if drivers begin to experience “fatigue”. This topic is also covered within the TNT Driver Charter which commits the driver to driving safely in day-to-day duties. In addition, they have voluntary health assessments for drivers and compulsory health assessments for any new driver. This programme will consider fitness for work and whether there are any risk factors which could affect the health and capability of the drivers.

Within TNT Australia, a “Driver Fatigue Management Programme” is documented within a specific Occupational Health and Safety support procedure. This includes appropriate information on safe driving plans, work diaries, driver’s rosters and trip scheduling, health, training and education, and incident and corrective action reporting. Specifically relating to fatigue, training modules are delivered to both drivers and managers on fatigue management strategies.

4. Does the company use any technology to assist in preventing collisions caused by fatigue (i.e. lane departure warning)?

No, we do not currently use any technology related to fatigue as a standard vehicle specification. Some countries have carried out pilots for fatigue-related solutions (e.g. driving glasses that measure eyelid movement to detect drowsiness, motion sensors which detect sleepiness through the way a driver operates the steering wheel), but the results have been inconclusive.

HGV Drivers and Fatigue

1. Do you explain to your drivers the importance of being fit to drive (healthy lifestyle, healthy diet, enough sleep)?

The TNT Express driver road safety charter contains 12 personal pledges which drivers are encouraged to sign and commit to, including commitments to ensure they are “fit and healthy to drive safely” and that they will “take adequate rest breaks before and during driving to prevent tiredness and fatigue”.

Each operating unit is required to implement an appropriate occupational health programme for

employees, including drivers. For example, TNT UK & Ireland provides advice on health, lifestyle, diet and good sleep patterns.

2. Do you take driver health and wellbeing (including fatigue) into account when scheduling work/journey planning?

Not specifically, although driver rosters and schedules must be prepared to meet all local legal requirements and provide the maximum opportunity for drivers to be fully rested.

3. Do you provide specific training for employees on use of tachographs? If so, what does training involve?

Yes, where relevant. For example, TNT UK & Ireland provides tachograph training as part of the TNT Driver Training Programme and includes guidance information and a checklist in the Driver Handbook. They also carry out local and central checks of tachographs in relation to drivers hours worked.

4. Is the need and location of rest areas/ truck parking considered as part of journey planning? If so, how is this done?

This is dependent on the country and local circumstances. For example, TNT India is developing and implementing journey route plans that identify the location of rest areas and parking as part of its journey management process.

5. What has been the opinion of employees on your approach to fatigue management? Are they supportive? Did you consult with them?

This is difficult to ascertain but, as a general comment, drivers view our road safety programmes positively and recognise that we need to work together to improve our road safety performance.

6. How do you feel that you perform compared to competitors in terms of the safety of your on road employees?

We believe we are industry leading and we are recognised as an international road safety champion. The efforts we have made to introduce a systems-based approach to managing road safety were recognised and rewarded with the Prince Michael International Road Safety Award in 2008, which was a very worthy and significant achievement.

Supply Chain Fatigue Risk Management

1. Which procedures do you have in place to ensure that your sub-contractors and driver employment agencies also meet agreed transport time schedules that comply with the provisions on drivers' hours (rest and driving time)?

Subcontractors are a very important part of our supply chain and we have a responsibility to ensure that they carry out their duties responsibly and safely. We therefore involve subcontractors wherever legally possible in our road safety programmes and engage with them to ensure they fully understand the road safety standards expected whilst operating on behalf of TNT Express.

Lessons

1. What have been the lessons learnt and what would you advise other companies to do in terms of managing fatigue?

As with any safety-related issue, companies should adopt a risk-based approach to managing road risks, including driver fatigue. This should include specific journey risk assessments where there are higher risk activities, routes or locations. All incidents must be investigated using root cause analysis to determine immediate and underlying causes, and appropriate corrective actions identified and implemented. Data should be used to identify the extent of the issue and to measure performance improvements.

2. Would you like to see further steps from the government and the EU in terms of ensuring the safety of HGV drivers?

We would consider HGV drivers to already be quite closely regulated at present within the EU, so we do not currently have any specific policy measures to suggest. However, we would view any legal requirement as a minimum standard anyway, as we are continually striving to adopt a best practice approach to road safety management.

3. Will you consider being accredited to the upcoming ISO 39001 standard on traffic safety management?

This is largely dependent on the final structure and content of the ISO standard and its 'fit' with the existing OHSAS 18001 standard for occupational health and safety management systems, as there may be some duplication.

TNT Express already requires all its operating units worldwide to be externally accredited to the OHSAS 18001 standard. As part of the OHSAS 18001 audit process, the certification bodies already audit us on our road safety risk controls, because, as a transport company, this is the biggest occupational safety risk to our employees and other people affected by our activities. As a possible end user, therefore, we may find it difficult to justify asking all our operating units to achieve accreditation to another standard when they have already achieved the OHSAS 18001 standard (and there would be a considerable additional cost).

Short Bio of Kevin Warburton, Health, Safety and Environmental Manager for TNT Express



Kevin is an experienced occupational health and safety professional with a diverse range of experience across a variety of roles, including employment as a health and safety inspector for the UK regulatory agencies and as a senior safety auditor/consultant. He is currently employed as the Health, Safety and Environmental (HSE) Manager for TNT Express. His role is to lead, inspire and champion continual improvement in health, safety and environmental management throughout the various operating units worldwide, including specific responsibility for the company's road safety improvement programme.

ETSC would like to thank Kevin Warburton for his precious contribution. Questions to Kevin can be sent to: Kevin.Warburton@tnt.com
http://www.tnt.com/corporate/en/site/home/about_us/corporate_responsibility.html

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