

The roads between us work-related road safety workshop Accra, Ghana, November 7-8 2012

Contents

Introduction	2
Workshop aims	2
Agenda	3
Summary of discussions based on Five Pillars model	4
Pillar 1. Road safety management	4
Pillar 2. Infrastructure	5
Pillar 3. Safe vehicles	6
Pillar 4. Road user behaviour	7
Pillar 5. Post-crash response	8
Workshop actions and next steps	8
Workshop participant pledges	10
Appendix 1: Nestlé 10 point fleet safety plan	12
Appendix 2: Fleet safety benchmarking tool	13

Prepared by:

- Andy Bradley, Nestlé
- Dr Will Murray, Interactive Driving Systems
- Nick List, Zurich
- Andy Price, Zurich

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Introduction

As a follow-up to the 2009 NIOSH Global Road Safety for Workers Project, Nestlé, Zurich and Interactive Driving Systems, with support from Activa, the Fleet Forum and Global Road Safety Partnership (GRSP) recently partnered to organise a two day interactive stakeholder event on work-related road safety in Ghana.

Participants represented the following organisations:

Activa International Insurance, CFAO Motors, Cummins Africa, DHL Supply Chain, DVLA Ghana, Fleet Forum, Ghana Private Road Transport Union, Ghana Red Cross, Global Road Safety Partnership (GRSP), GRSP Ghana, Interactive Driving Systems, National Road Safety Commission, Nestlé Central and West Africa Region (CWAR), Nestlé Group, Nestlé Pakistan, North Star Alliance, Pfizer, Shell Petroleum Development Company, Telsis, Total, Unilever, Vodafone Ghana, Vodafone Group, World Bank and Zurich.

The workshop aims, agenda, discussion points, next steps and participant pledges are shown below. All the papers from the event can be found online at www.virtualriskmanager.net/nestleghana

Workshop aims

1. Create an open, honest, 'sales-free' forum where participants can share good practice processes and outcomes.
2. Lay foundations for developing long term sustainable programs for work-related road safety policy and practice.
3. Create a shared vision and sustainable short, medium & long term goals, as well as networking, for all stakeholders allowing good practices to filter into the wider community.

Agenda

Day 1

Introductions (Nestlé, Zurich, Interactive Driving Systems)

Official workshop opening. (Mr Twumasi-Ankrah Selby, Chief Planning Officer, Ministry of Transport, Ghana and Mr Moataz El Hout, Managing Director, Nestlé Ghana)

Session 1: Setting the Scene

Background and context: African Road Safety Corridors. (World Bank/Total)

Ghana's response to the road safety challenge. (Noble John Appiah. Ghana National Road Safety Commission)

Alcohol awareness exercise (Zurich)

Session 2: Applying effective risk management in local context (Zurich, IDS)

Session 3: Driver training in Africa (Fleet Forum)

Session 4: Case Study (Nestlé)

Session 5: Interactive session on minimum vehicle safety standards in Ghana (IDS/Zurich/CFAO)

Session 6: Case study (Vodafone)

Day 2

Session 7: Summary of risk factors and good practice from Day 1 (Zurich, IDS)

Mobile phone awareness exercise (Zurich)

Session 8: Case study (Nestlé Pakistan)

Session 9: Global Road Safety Partnership (GRSP)

Session 10: Case Study (Nestlé West Africa)

Session 11: Case Study (Unilever)

Session 12: Case Study (Shell)

Session 13: Workshop summary, next steps, code of conduct, call to action & close (Nestlé, Zurich & IDS)

Summary of discussions based on Five Pillars model

The United Nations Road Safety Collaboration 'Five Pillars' road safety model was used as framework for much of the discussion:

- Pillar 1. Road safety management.
- Pillar 2. Infrastructure.
- Pillar 3. Safe vehicles.
- Pillar 4. Road user behaviour.
- Pillar 5. Post-crash response.

The following sections identify the key issues and discussion points raised by participants.

Pillar 1. Road safety management

Road safety policy and strategy comprising:

- Senior management commitment.
- Focus on key corridors and engaging all stakeholders.
- Focus on journey management and avoidance
- Driver recruitment & training.
- Fleet management including: vehicle, acquisition, use & disposal.
- Fleet use, monitoring and evaluation.

- Audit and gap analysis.
- Definition of clear safe driving rules and enforcement of them.
- Communication.
- Safe driving committee to be led by the most senior person in the organisation.
- Building safety into contracts of employment, contract documentation and tenders.
- Vetting contractors and training company owners.
- Drivers' hours rules.
- Pay structures.
- Broader messages – for example take safety home/into schools/communities.
- Driver wellbeing policy, including health eyesight tests.
- Data – including gap analysis, risk assessment and root cause analysis.
- Partnerships between private sector, public sector and NGOs
- Mobile phone and driver distraction policy.

Pillar 2. Infrastructure

- Should be government responsibility, but private sector can support and input.
- Build safety into new road developments – safety audit.
- Role of organisations in helping develop and shape infrastructure.
- Own site procedures and rules.
- Working with local agencies and road developers in shaping network.
- Responding to consultations at time infrastructure/road development.
- Providing feedback and risk assessment data regarding infrastructure 'hot spots' to relevant authorities.
- Ensuring vendors and drivers use road infrastructure correctly.
- Private sector input/help in local infrastructure – positive impact, lobby, engage for example for laybys, secure parking, separation, crossing bridges and lighting, as well as commenting on local road development schemes.
- Encourage investment in public transport improved journey planning to minimise dependency on road transport and the need for high risk journeys.

Pillar 3. Safe vehicles

Focus on what we have now, what participants would like and barriers/challenges.

- Vehicle suppliers (such as Renault) have driver trainers that can provide client training interventions.
- Good vehicle maintenance and checking regimes.
- Vehicle history report.
- Vehicle checks and inspections.
- Vehicle specification – age of vehicle not >10 years old.
- Compliance to local legislation.
- Load factors and compatibility to vehicle capacity.
- High visibility driver seatbelt to help auditing and compliance checks. The high visibility seatbelt is a way for organisations to monitor compliance with drivers wearing seat belts - observers can position themselves at strategic points on the route and a brightly coloured seatbelt makes it easy for them to see if it is being worn. It also sends out a good message to other road users.
- Triangle, fire extinguisher, hi viz and safety/first aid kit.
- Cameras (in and outward facing) for commercial vehicles.
- Hi visibility vehicle livery – vehicle conspicuity.
- ABS, 3 point seatbelts on all seats, airbags and head restraints.
- NCAP vehicle ratings.
- High brake light.
- On board telemetry.
- Roll-over protection.
- Electronic stability control.
- Alcho-locks.
- Parking sensors.
- Tyre choices.
- GPS tracking devices (reliable in Africa).
- Speed monitoring.

Barriers to implementation of vehicle safety features:

- Retro-fitting difficult.

- Cost.
- Procurement v whole life cost issue.
- Technical support and maintenance.
- Minimum standards.
- User knowledge/education.
- Regulations and standards.
- Language issues.
- Reliability in Africa.
- Need to ensure safety features do not lead to false sense of security.
- Differing client requirements make it hard for transport contractors.
- Cultural acceptance/miss-conception.
- Applicability to local conditions and infrastructure.

Pillar 4. Road user behaviour

- Understand underlying route cause of collisions and do not assume it is the driver at fault, it could be management/systems based.
- Driver training standards/academies to develop and value drivers.
- Training on expected behaviours – through all channels for example face to face, online, at frequent start and stop points, transport centres on CD, online and all other media. Also need to consider literacy levels - use of relevant images and audio/video is important.
- Effectiveness and evaluation of training.
- Policy and rules to define do's and don'ts.
- Competence and consequence management.
- Driver compliance monitoring and behaviour tracking systems – for example using telemetry.
- Vetting and training contractors and company owners.
- Communications programs for example speed awareness, drink awareness and mobile phone awareness.
- Relevant training content and delivery, including focus on literacy levels of target population.
- Educate public, family members and local communities as well as own drivers.
- Focus on own drivers, contract drivers, sub-contract drivers and sub-sub-contract drivers.

- Adopt and focus on local schools – to engage children and build road safety into curriculum – perhaps linked to product sales for example for Nestlé, Total, Shell, Unilever and Vodafone brands.
- Focus on other road users as well as drivers – pedestrians, school children, family members and local communities.
- Private sector initiatives in local schools for example during road safety week.

Pillar 5. Post-crash response

- Focus on Golden Hour.
- Trauma centres – professionalising medical facilities.
- Road side emergency points with local partners providing resources.
- Competent investigation team/training for investigating accidents.
- Internal post-crash counselling for drivers and root cause analysis.
- Need for relevant and functioning extraction equipment.
- Internal organisational road crash rescue team.
- Partnering with health sector for post-crash data analysis.
- Use of tracking systems to identify locations.
- Private sector to help support and fund first aid training and equipment.
- First aid education to drivers.

All require public, private and NGO sector partnership and collaboration.

Workshop actions and next steps

1. Circulate participant details/emails – ask people to check details.
2. World Bank to support/sponsor future events in Africa.
3. Globus Insurance Network and other stakeholders including Nestlé/Zurich/Activa to promote and support future events in Africa, including follow-up conference in Douala, Cameroun sometime during 2013. Zurich and Interactive Driving Systems agreed to provide technical support as required.

4. Interactive Driving Systems to host all presentations on post conference website at www.virtualriskmanager.net/nestleghana Linked to from all stakeholders such as Fleet Forum and Global Road Safety Partnership.
5. Interactive Driving Systems to write up post event report, paper and press release (this document!).
- 6. Nestlé to host follow-up call in 2pm 'Swiss time' 31 January 2013.**
7. Details of ISO39001 standard to be circulated to all participants.
8. Participants to focus on all vehicle and driver types including 2 wheelers.
9. Role of insurers to support programs to be further discussed.
10. Importance of partnerships recognised – including public sector, private sector and NGOs.
11. Interactive Driving Systems to share Haddon Matrix, Nestlé 10 point plan and www.fleetsafetybenchmarking.net with all participants. See Appendix 1 and 2 below.
12. Interactive Driving Systems to circulate '*Work-related road safety as a conduit for community road safety*' research paper to participants to provide ideas for integrating family and friends programs into organisations.
13. Total driver training facilities looking for partners in Kenya, Nigeria, Cameroon, Zimbabwe and Mozambique. Renault has driver training contact from South Africa they use in Ghana that could be made available to other organisations and those purchasing vehicles.
14. Encourage affiliates of multinationals to discuss/partner/benchmark locally in each country where they are represented.
15. Vodafone to explore whether road safety messages could be included on telephone scratch cards.
16. As a result of the workshop, Nestlé, Total, Pfizer, Cummins, Unilever, DHL and others are already discussing how they can further benchmark and collaborate on road safety in Africa. This includes areas such as good practice processes and outcomes, contractor management standards, community road safety initiatives, stakeholder engagement, quality standards and cost control.
17. GRSP committed to working with local partners in Ghana on the national action plan for road safety, using the workshop outcomes as a roadmap for strategies and activities.
18. Network of Employers for Traffic Safety (NETS) encouraged its members with interests in Africa to engage with Nestlé in the sharing of road safety good practices and outreach in Africa in support of the goals set forth by the Decade of Action for Road Safety.

19. Positive media coverage for road safety initiatives. See:
http://www.virtualriskmanager.net/main/aboutus/nestleghana/nestle_zurich_activa_road_safety_accra_event_media_report.pdf
20. Safar Bakhair – Safe Journey!!

Workshop participant pledges

Participants pledged to undertake, or engage their manager to undertake, the following actions:

- Investigate promoting safe driving messages via our products, for example Nestlé via products such as Milo and Vodafone via its scratch and sim cards.
- Benchmark and cross fertilize ideas with other parts of our business.
- Involve other stakeholders in road safety program for example car/truck manufacturers.
- Engage with our road safety officer and OHS group to drive program.
- Implement Virtual Risk Manager.
- Collaborate with Honda for 2 wheeler training.
- Include health and safety management in my balanced score card for 2013.
- Ask my manager to allow links to varied road safety sites on my website.
- Include road safety and driver behaviour as part of our contracts and service level agreements.
- Request management support for including road safety and driver behaviour as part of our contracts and service level agreements.
- Follow-up on interesting information disseminated from workshop.
- Network with other stakeholders.
- Request my manager to follow up on links at senior management level.
- Upload links to presentations and workshop website to GRSP website.
- Encourage manager to support local partners to develop national road safety plan.
- Liaise more with road safety organisations in other countries for lateral learning.
- Ask my manager to support a road safety workshop in our country.
- Engage with practical training organisations and with professional institutions.

- Form partnerships with authorities regarding road safety.
- Prioritise driver safety in our organisation.
- Bring some ideas I took from the workshop to improve our safe travel system.
- Ask my manager for continued support for our safe travel initiative.
- Review vehicle requirements with organisations.
- Ask company management in Paris to review vehicle requirements for Africa.
- Review research on mobile phone use.
- Ask manager to provide support to attend future workshops.
- Promote NO mobile phone use while driving for me and my team.
- Develop and ensure implementation of fleet risk management policy.
- Begin dialogue the setting up of a safe driving academy in Ghana through collaboration with NRSC, Nestlé, Total, GIA, Shell, Vodaphone Fleet Forum and GRSP.
- Keep in touch with this network – there is so much we can do together.
- Ask my manager for support to have safety engagements for the public during marketing events.
- Explore how my organisation can contribute to road safety in Ghana.
- Accelerate the implementation of our safe driving program in the region.
- Develop skills and competencies in the main countries where we operate to train drivers on defensive driving.
- Involve our third party suppliers in the road safety process.
- Develop a model to align with our present strategy which will be localised.
- Make available our free online management coaching materials on work-related road safety to all participants. This can be seen at www.virtualriskmanager.net/mission
- Develop action plan on driver safety program implementation across the supply chain.
- Ensure safe driving clause becomes a part of all transporters contract agreements.
- Ensure there is a strict monitoring system that makes all company safety do safe driving and have safer vehicles.
- Request follow-up with corporates attending for partnership programs for community education, school education and quick inter-agency post-crash response.
- Discuss literacy issues in regard to driver training with colleagues and other organisations.

Appendix 1: Nestlé 10 point fleet safety plan

A1-3

Safe Driving Programme: 10 point checklist

- 1 Policy, objectives and targets (KPI)**

The Market organisation has a comprehensively written, signed, and dated policy on Safe Driving supported by the directors and senior management, fully adapted to the Market conditions, which includes clear objectives and targets and a commitment to improving driver safety performance over time. This should take into account management, journeys, drivers and vehicles. This can also be included in a general Safety, Health and Environment (SH&E) Policy.
- 2 Risk assessment**

Risk assessments are conducted on all aspects driving (including drivers who use their own vehicles on company business) and appropriate controls/procedures implemented to minimise or eradicate the risks identified. Risk Assessment are the input for Safe Driving Programmes in line with the requirements of the Safe Driving Policy. Safe Driving Risk Assessments are documented, acted upon and communicated e.g. Is the vehicle equipment appropriate for road conditions for the trip? etc.
- 3 Legal compliance and other requirements (Includes GI and NSAT)**

The Market organisation complies fully with all legal requirements for safe driving in the country of operation and with relevant corporate requirements (such as corporate driving safety standards, serious incident announcement procedure, use of mobile phones, etc.).
- 4 Communication**

The Market organisational structure allows for co-operation, communication and the cross flow of information across all departments and people with responsibilities for Driving, especially between the various business units operating in the same country or Market ("Nestlé in the Market" concept). Programmes to communicate safe driving techniques, lessons learnt of incidents shared for continuous improvement.
- 5 Mobility and journey management**

The organisation optimises work schedules and business travel requirements to minimise road risks and to ensure compliance with speed limits, working time regulations, road safety laws, and to optimise the task from a human body capability standpoint, for example minimising traffic at the times of day when falling asleep at the wheel is most likely (e.g. 2 am to 6 am).
- 6 Driver recruitment, selection, induction and training**

All new/transferred employees receive a documented induction which covers policy, equipment familiarisation, collision and fuel reporting, emergency procedures, vehicle checking/maintenance and the importance of safety for employee/contractor wellness and brand reputation.
- 7 Driver management, driver work Instructions & contract driver procedures**

A system is in place to maintain, monitor (and improve) driver procedures, driver records, medical/health information, reference and licence checks, training records and qualifications, collision history, and fuel efficiency. Procedures for Accident/Incident reporting, investigation and continuous improvement are defined. This includes clear work instructions for ALL drivers including contract drivers to carry out their duty, e.g. drivers handbook.
- 8 Driver health and wellness**

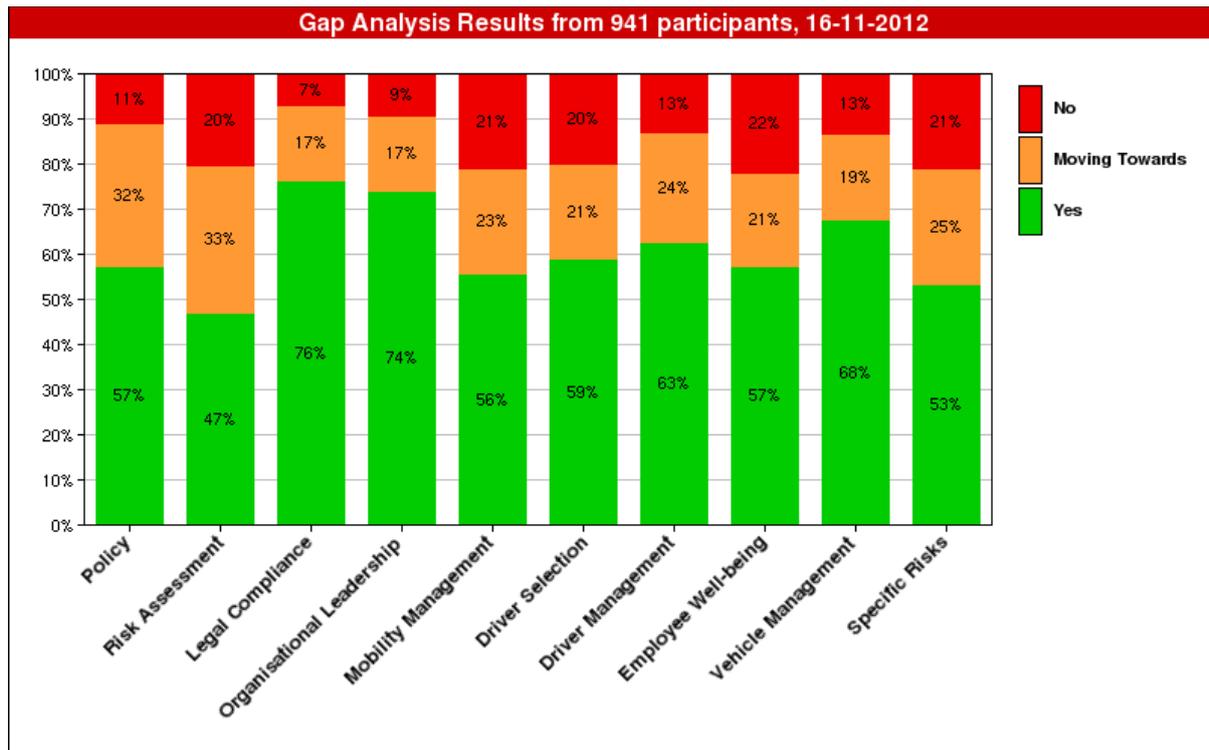
An appropriate well-being program is in place for new and existing staff, including health, stress, fatigue, drugs, alcohol and mobile phone use.
- 9 Vehicle selection, management, use and Eco Driving**

There is a clear vehicle selection, allocation, and replacement policy covering vehicle condition, driver and vehicle safety, fuel efficiency and environmental performance standards. Policy, procedure and system on Vehicle Maintenance and management. Eco Driving Policies and procedures are in place to manage eco driving, in particular vehicle selection, maintenance and fuel consumption.
- 10 Specific risks**

Policies and procedures are in place to manage specific areas of risk such as reversing safety, parking safety, loading/unloading safety, temporary and agency labour, fraud/theft and for the case of employees driving their own vehicle for work purposes.

Appendix 2: Fleet safety benchmarking tool

www.fleetsafetybenchmarking.net provides an excellent free resource for organisations to review their work-related road safety policies, programs and processes. Instant feedback is provided, along with benchmark data from almost 1,000 other organisations that have participated to date.



THE ROADS BETWEEN US

Fleet Safety Workshop



- Key Speakers:**
- Dr. Will Murray, Research Director, Interactive Driving Systems
 - Andrew Bradley, Nestle
 - Andy Price, Practice Leader, Europe, Motor Feet
- Venue:** ■ Movenpick Hotel
- Date:** ■ 7th & 8th November, 2012



For more information please contact:

will.murray@virtualriskmanager.net

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Note: All the presentations from the workshop can be seen in full at the above website.