

PRAISE

Preventing Road Accidents and Injuries for the Safety of Employees

Case study: Unilever Poland

ETSC's PRAISE project addresses the safety aspects of driving at work and driving to work. Its aim is to promote best practice in order to help employers secure high road safety standards for their employees.

In this interview, **Edyta Karpiuk-Jagodzinska, Safety, Health and Environment Coordinator for Poland and the Baltics** at Unilever discusses how the organisation has integrated road safety into the heart of its operations.



FACTFILE

Company:	Unilever Poland (2014 ETSC PRAISE Awards – Highly Commended)
Sector:	Fast Moving Consumer Goods (FMCG)
Fleet:	650 drivers

What processes has the company put in place to tackle work related road safety for its employees?

Unilever's 'Vision Zero' programme was presented in 2012 and includes the target of zero road injuries by 2020. We believe that as a business we have a responsibility to our staff, contractors, consumers, and to the communities in which we have a presence. Our goal is zero workplace injuries. It applies to all our sites, as well as our drivers and their vehicles, which spend more and more time on the road. Keeping our staff safe on the roads and protecting the communities in which we operate is a primary safety priority. We want our employees to work in a safe environment, no matter where it may be – in a factory or on the road.

The Safe Travel Roadmap is an evidence based approach to managing one of our major operational safety risks - travel and driving. In partnership with Britain's Cranfield University, the Safe Travel Roadmap is targeted at high and medium-risk countries. Poland is a medium-risk country, in which Unilever faces high exposure in terms of its operating footprint i.e. large number of drivers and kilometres travelled.

Road safety processes cover three main areas: safe travel governance, the occupational environment and driver safety. In our program and efforts we have focused on proper driver education, efficient communication, motivation, controlling, and reporting.

In 2013, Unilever Poland implemented Unilever's BeSafe program, one of the first sites in Europe to do so. We believe implementing this model in all our factory and office sites will result in an enormous improvement in safety. We have consequently witnessed a culture change as an organisation, whereby a greater emphasis is placed on road safety, and whereby greater interest in road safety is clearly perceivable. Every team meeting is started with a so called 'safety moment,' during which the team focuses on a particular road safety topic. Every off-site event involving group transportation is verified by a nominated person. This role is treated as privilege, not an obligation.

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The Safe Travel Standard, covers all cars, vans, lorries, trucks, coaches, buses and two-wheelers purchased or leased by Unilever and all privately owned vehicles driven by employees on Unilever business. The requirements of the standard do not apply to specialised load lifting vehicles e.g. fork lift trucks, vehicles used solely on plantations, i.e. not on the public highway and specialised and/or adapted plantation vehicles which are used on the public highway. Third-party logistic operations are also excluded.

ROAD SAFETY GOLDEN RULES



Always fasten your seat belts.



Never drive over the speed limit.



Never drive under the influence of alcohol or drugs.



Don't use mobile phones while driving.

What kind of initiatives related to road safety has the company started?

Unilever Poland has implemented numerous road safety processes and procedures as a consequence of the Safe Travel Standard, and local legal requirements. The Polish Safe Travel Roadmap covers internal and external initiatives. Internal activities cover the employee workplace, whilst external initiatives relate to transport providers, logistic companies, local authorities or governmental / non-governmental entities.

Our Safe Travel sub-committee, together with our employees established the Unilever road safety Golden Rules. These are a set of clear and simple lifesaving rules, which fall under the scope of our disciplinary policy. We believe motivation and recognition by leaders and line managers is a very important aspect of safety management.

All of our drivers can participate in the Unilever "Safe Driver Competition" which rewards every driver that travels 70 000km with no traffic fine or collision. Symbolic safe travel gifts are awarded to winning drivers during business meetings. These are awarded by a senior member of staff in front of all colleagues.

"We monitor excessive speeding via GPS on a weekly basis, allowing managers to react immediately."

Communication, education and campaigns include: safety moments dedicated to road safety, sharing lessons learnt from accidents, road safety weekly news, website updates, brochures, and last year's safe driver booklet with first aid and driving rules.

Practical road safety training is undertaken every three years and drivers under 25 years old must repeat their training annually. In addition we have a special training program for high risk drivers including talks with traffic police officers. For drivers considered high risk we collect individual driver statistics such as average speed on a weekly basis with monthly results, the number of collisions and incidents and driving training attendance. As of 2015 we will put together a Fleet Driver Risk Index based on survey results which will show us the main risky drivers.

"Unilever has banned globally the use of mobile phones while driving for work."

The physical health and reaction time of our drivers has to be monitored through a professional medical check. Controlling and reporting involves technical and equipment checks of our vehicles, and monitoring of driver performance. This is a crucial part of our safe travel management system.

We have implemented obligatory technical checks, seasonal tyre changes and car equipment verification on an annual basis (safe driving audits). We monitor road safety performance of every driver and line managers are obliged to review driver summary reports at least every three months. Where repeat high risk behaviours are identified, appropriate disciplinary action must be taken. We monitor excessive speeding via GPS on a weekly basis, allowing managers to react immediately.

Drivers have to cover repair costs of their company car when they cause a traffic accident. If subsequent collisions/accidents or damage to the car occur during the next 12 consecutive months because of the employee's fault the penalty is higher. If, during a period of 12 months, the employee causes more than three collisions, their case is reviewed by a special committee. Traffic tickets are fully paid by the employee. The road efficiency tracking system implemented in field teams is also a part of our reporting system. Additionally we have safety rules for group transport, external transport providers and logistic companies. This year we conducted a silent audit of taxi providers to verify their compliance with Unilever standards. We attend national safe driving conferences sharing best practices with local organisations.

Unilever has banned globally the use of mobile phones – both hands-free and hand-held – while driving for work. This means no calls should be made or received, no e-mail checks, and no texting. The global ban came into force as of 1 July 2015.

Does the company set itself safety performance targets? How are they set, what do they include and how are they monitored?

The road safety mission is zero road accidents. Unilever Poland safety performance and targets are linked to a global standard. We focus on two main performance indicators, IFR - Driving Injury Incidents Rate and NIFR - Driving Non Injury Incident Rate. Injury and non-injury incident rates are expressed as the rate per million kilometres driven on company business. Both indicators have an annual target, and data is provided by insurance companies on a monthly basis.



As part of the BeSafE program, we have set additional proactive indicators (leading indicators). These include the percentage of drivers at fault in collisions vs. percentage of those not at fault; percentage of safe driving audits completed; percentage of obligatory defensive trainings completed on time. Each are conducted monthly by our SHE department and monitored by line managers. Moreover through a telematics system, we record cases where our drivers break the speed limit, and record what type of accident has occurred.

The mileage of all routine drivers (including company cars, leased, private cars and pool cars) are permanently and regularly monitored.

What have been the financial benefits of achieving road safety improvements at Unilever Poland?

Good safety performance translates into lower absenteeism and as a consequence lower costs for the company. Based on data provided by the Polish authorities, we decreased the cost of absenteeism at work as a result of road accidents from approx. 19.190,00 EUR in 2011 to 7.810,00 EUR in 2013.

We have decreased insurance costs due to reducing the rate of injuries, incidents, and collisions. The number of employee road incidents has decreased by 68% since 2011. According to the expected amount of damage (data given by insurance providers) for each incident we decreased it from 633.710,71 EUR in 2011 to 139.099,52 EUR in 2013.

Can you provide some evidence showing the improvement of safety levels and the reduction of vehicle damage, collision or personal injury within your organisation?

In Poland & the Baltics we managed to reduce the number of Driving Injury Incidents from 5, in 2011 to 0 in 2014. We haven't had any fatal or serious driving accidents since 2003. In addition to reducing the number of road accidents we managed to reduce absenteeism at work, caused by road accidents (see table below):

Year	No. of Driving Injury Incidents	Absenteeism (days lost) at work as a result of driving injury incidents
2011	5	102
2012	3	69
2013	2	37
2014	0	0
2015	0	0

Since 2011 we significantly reduced the number of Driving Non Injury Incidents/ collisions (see table below):

Year	No. of Driving Non Injury Incidents/ collisions
2011	431
2012	269
2013	137
2014	139
2015	42

Is responsibility for developing and implementing road safety processes and initiatives clearly defined within Unilever Poland?

The Global Market Executive (GMEx) is responsible for ensuring the safety of our staff and members of the public through Unilever's Occupational Safety & Health Governance and Risk Management. Taking a target-focused approach GMEx put into place a Global Central Safety & Health Executive Committee (GCSHEC), chaired by the Chief Operating Officer, with GMEx members acting as the respective chairmen of various subcommittees. Recognising that driving is the most dangerous work activity that our staff perform, the GCSHEC decided that one of the subcommittees needs to be focused on improving road safety.

An essential element of Unilever Poland's safe travel risk management framework is the Safe Travel subcommittee. Their work is conducted under the governance and leadership of the Central Safety, Health & Environmental Committee (CSHEC) led by the Chairman (EVP CEE & Chairman MD Poland).

The Safe Travel subcommittee Poland meets every second month and has cross-functional representation from the Customer Development, Supply Chain, Food Solutions, Finance, Car fleet, and Purchasing departments, and all Unilever sites, including its factories, and its Logistic and Regional Development Centre.

The Safe Travel subcommittee drives the agenda and monitors the progress of our three-year action plan, Roadmap, and truck KPIs. It sets annual improvement targets, and monitors and reports performance to the CSHEC committee.

Research shows that younger drivers (under 25) are at much higher risk of collision compared with older drivers. Are your young drivers receiving any special training?

Unilever's Safe Travel Standard states that employees below the age of 25 are obliged to renew their training once a year. All our other driver age groups are required to refresh their driving skills every 3 years.

Every driver, before taking a company car is obliged to complete a short, internal, theoretical training course in safe driving. After the theoretical part, the driver's practical skills are tested by a qualified instructor during traffic driving. Test results are forwarded to the line manager and the driving academy. This provides us with an assessment of the driving skills of each new driver joining our company. With our drivers under the age of 25, the focus on driving skills is stronger – they must complete the one day training again 3 months after they first completed the Defensive Driving course.



Experts have found that negligence with regard to vehicle maintenance leads to defects, and consequently to collisions and that this is more important than the age of the vehicle itself. How do you ensure maintenance and repairs are carried out to an acceptable standard?

Maintenance and technical checks of vehicles are carried out centrally by our fleet department, and every driver is aware and informed of when a technical check is coming. The technical check itself is carried out in authorised car garages. Negligence with respect to vehicle maintenance is not permitted. Additionally, line managers are responsible for fulfilling safe driving audits when driving with his team members every year. This is the second element of technical and maintenance verification at Unilever. Every driver is fully responsible for their company car, both for technical inspections and keeping it clean.

Has Unilever adopted a management strategy to optimise safety by minimising driver distraction?

This year Unilever will introduce a global ban on making or receiving calls, texting, emailing, social media usage, browsing etc. while driving. This includes hands-free devices. Making phone calls will be only permissible when the vehicle is stopped and the engine is off.

Did you develop a journey-planning system to maximise route efficiency? If so, how is it implemented?

A route efficiency system is a part of our sales policy. This system develops daily, weekly and monthly routes. Analysis covers sales turnover in each store, distance and working time. We investigate efficiency improvements in each area and route in terms of efficiency of time, safety and fuel savings.

How do you ensure compliance with speed limits and drink-driving legislation?

Speed limit checks are a part of our regular, weekly reports delivered to managers. We have very good results after a few years of implementation of the black box system. This system of regular monitoring has had a big impact on the culture change.

Drink-driving is strictly prohibited by Unilever. In addition, local legislation allows drivers a blood-alcohol limit of 0.2 g/l. This is one of our Road Safety Golden Rules and part of our disciplinary policy.

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