

TACKLING DRINK DRIVING IN EUROPE



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in 20% of all fatal
crashes in Denmark.*

ABOUT ARRIVA

Arriva is one of Denmark's leading providers of passenger transport. The company has 4,500 employees, of which 3,300 are bus drivers. They are a diverse group, with a mix of ages and more than 80 nationalities. Arriva has 1,200 buses on Danish roads every day, in urban as well as rural areas, and at all hours of the day and covering up to 90 million kilometres a year.



INTERVIEW: Arriva Denmark

Arriva Denmark is a major public transport operator in Denmark. In this interview, Jonas Billekop Heinrichs, explains how the company developed its road safety programme and, in particular, the decision to equip its buses with alcohol interlocks.

Background: Drink Driving and fleet safety in Denmark

Alcohol is involved in 20% of all fatal crashes in Denmark. Over the five years from 2009 to 2013 at least 219 people were killed and 1,266 seriously injured in collisions involving drink driving. ETSC's member organisation, the Danish Road Safety Council runs campaigns, supports police enforcement and advises those who have been required to install an alcohol interlock following a conviction for drink driving. The Danish Road Safety Council also works together with companies on work related road safety. Arriva Denmark is one of a number of Danish companies that have installed alcohol interlocks in their fleet.

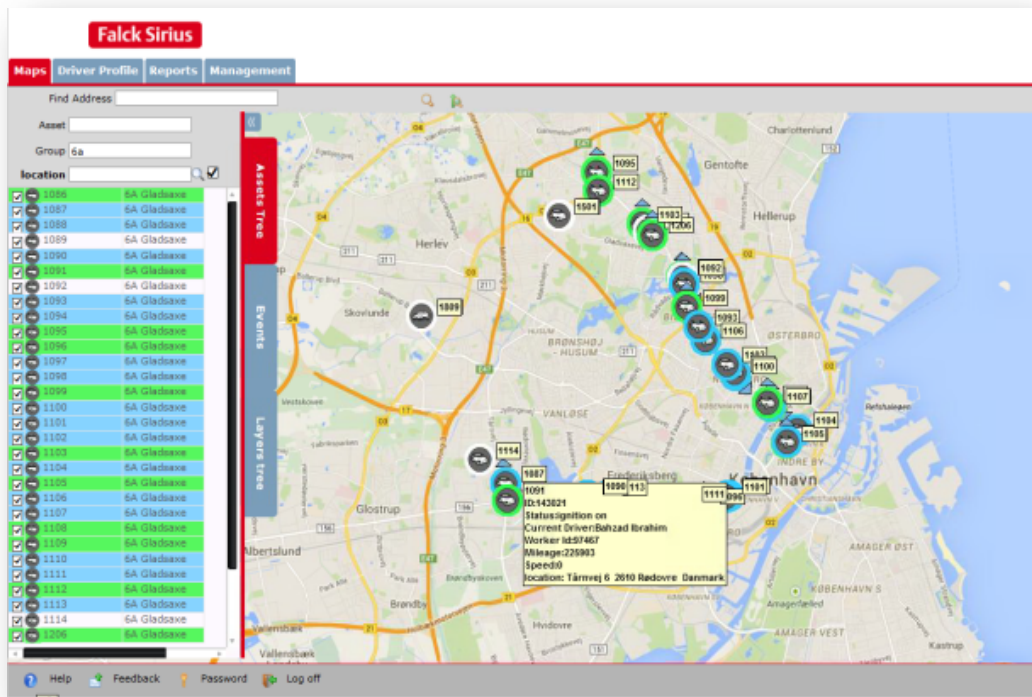
What is your role?

I am responsible for Arriva Denmark's "Spot the Damage" project and our telematics/coaching project called GreenBox. I have been working at Arriva for six years. The project's goal is to reduce the number of personal injuries as well as damage to Arriva buses – and therefore the number of traffic crashes. Bus drivers track the sites where collisions are most likely to occur and have come up with solutions on how they can be avoided. This was combined with an awareness campaign with flyers, posters and videos.



GreenBox and Spot the Damage are useful tools for both the drivers and the company. GreenBox units were installed in all Arriva's busses in 2009. We use the system for fleet management. Its GPS-linked data gives us live feedback on the busses' positions, and the data are stored for later analysis or to aid in handling customer queries and complaints.

Fig 1
Arriva's GreenBox telematics system uses GPS-data from the bus fleet



What were the main reasons for developing Arriva's road safety programme?

Road safety is fundamental to all bus operations in Arriva Denmark and the absolute top priority for every single employee.

Our strategy for 2013-2017 set very clear safety performance targets. Our goal is to reduce the number of road crashes resulting in material damage and/or personal injuries by 50% from 2,600 in 2013 to 1,300 in 2017. We also aim at reducing the cost per collision by 30% from 2013 to 2017.

A team of more than 80 people, headed by our Health Safety and Environment (HSE) Manager, is in charge of our health, safety and environment policy.

We are constantly looking for new ways to improve road safety and have developed a number of ground-breaking processes in recent years. Bus drivers are involved in the development of new processes as they care about road safety and are well aware of the risks and dangers of road traffic.

Arriva invests in road safety not only to save costs but, more importantly, to guarantee to our passengers, colleagues and other road users the complete safety of our vehicles.

How important is the issue of drink driving within your programme and what are the measures set up by the company to tackle it among your employees?

Drink Driving in Arriva Denmark is one of the highest priorities of our road safety work, if not the highest priority. Not because drink driving is a big problem per se at the company, but because we are conscious of the severe risks and consequences of drink driving. It is taken very seriously by our management.

This is the reason why we started installing alcohol interlocks in our fleet in 2006. Since then Arriva has only bought new buses equipped with alcohol interlocks. So far 600 vehicles out of 1,200 are equipped. Once all the older buses are replaced, the whole fleet will have the system installed. Our drivers are allocated different buses every day (often 2-6 buses a day), so they don't know whether they will get a bus with an interlock or not. We also carry out random alcohol tests on the employees of the whole organisation, including management.

Out of the 1,089 tests, two employees tested positive, showing a blood alcohol level above the national legal limit of 0.5g/l. As a consequence, those two drivers are no longer working at Arriva. This is our internal policy and it is applied to all.



Data from the random alcohol tests are recorded in a database. The testing is done by our HSE department. In the last 12 months we have conducted 1,089 breath tests, an average of 90 per month, which corresponds to 24% of the employees in Arriva. 915 of those tested were bus drivers, the rest being members of the management and technicians. Out of the 1,089 tests, two employees tested positive, showing a blood alcohol level above the national legal limit of 0.5g/l. As a consequence, those two drivers are no longer working at Arriva. This is our internal policy and it is applied to all.

In at least five years, our claim department did not record any collision with one of our drivers being under the influence of alcohol.

What is the employees' response to Arriva's drink driving policy?

The employees accept the policy. There has been a strong change of culture in Danish society over the last 20 years. Drink driving and drinking at work is no longer accepted.

All new drivers in the company are introduced to the alcohol interlocks when they are informed of our alcohol policy. The message is really simple and immediately understood: drinking and driving don't go together. So the training period is relatively short!

How has the interlock programme affected drink driving incidents?

Alcohol interlocks have solved most of the drink driving problems. It is not possible to start the engine under the influence of alcohol therefore our drivers must be sober before driving. We started installing alcohol interlocks in 2006. Unfortunately we don't have data showing the number of collisions due to alcohol before that. But our alcohol policy is working because, in at least five years, our claim department did not record any collision with one of our drivers being under the influence of alcohol. This is why we will continue to install alcohol interlocks in all new buses to reach 100% of the fleet with the device installed.

One of our other main priorities is inattention and distraction, such as the use of mobile phone. In 2014 we ran a campaign together with the Danish Road Safety Council to raise awareness among our employees about the danger of distraction. Unfortunately we do not have a device as successful as alcohol interlocks, at least for now!

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The senior management needs to be a role model. The top management of Arriva, including the CEO, CFO, Commercial Director and Bus Director each has an alcohol interlock installed in their company cars.



How would you advise other employers who have not yet set up a work-related road safety management programme?

These are my main recommendations:

- Start recording data on all future damage/road crashes. Without data you don't know what to focus on (what, when, where, why, who);
- Have a positive approach to the employees. Without the right motivation it is very difficult to change the culture in the company;
- Use the drivers' knowledge. They know a lot about road risks– and they are the ones who can contribute to higher safety on the roads;
- Involve the drivers in all new projects;
- Road safety is a long term project. You can't change the culture over night;
- A telematics system is a great tool for management and the drivers – if they know how to use it the "right way". It is not intended for surveillance;
- You need a professional and visible management in the whole organisation;
- Bonus systems, in which drivers get a bonus if they perform better – or reach a certain goal, are not efficient in the long term;
- The senior management needs to be a role model. The top management of Arriva, including the CEO, CFO, Commercial Director and Bus Director each has an alcohol interlock installed in their company cars.

What do you think national governments and the EU could do to tackle drink driving among professional drivers?

I do advise the EU and national governments to introduce legislation requiring alcohol interlocks in all (new) professional and privately owned vehicles. Moreover, all future tenders in the transport industry (e.g. bus and train operators - and other public/governmental tenders where transport is the main activity) should ask for alcohol Interlocks to be installed.



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