

Driving for Better Business – Champion Case Study

Please include all relevant information about your work-related road safety (WRRS) activities that are relevant to your case study in this form.

PROFILE

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Business Sector:	Engineering & Construction
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Fleet Size Overall:	Minimal – Jacobs utilize Hire Vehicles and Grey Fleet.
Total Number of Drivers for Company Vehicles:	5,700 UK & Ireland. 30,000 Globally.
Company Cars:	Minimal – Jacobs utilize Hire Vehicles and Grey Fleet.
Grey Fleet:	3,000



Who we are

Jacobs® is one of the world's largest and most diverse providers of technical, professional and construction services. We have nearly 70,000 staff based in 46 countries.

We employ over 11,000 in the UK and Ireland, of which 5,700 drive on company business. Globally, we have over 30,000 staff registered to drive on company business. 99% of all business miles in the UK and Ireland are undertaken in either hire cars (54%) or in personal vehicles (grey fleet) (45%) – we have very few fleet cars.

We consider driving to be the most hazardous activity our staff will be exposed to. This was highlighted in 2010 following an analysis of our global accidents and near misses from the previous 4 years. We identified that 80% of our potentially most severe accidents could be allocated to one of 9 Critical Risks. While these included Work at Height, Working with Electricity, Confined Spaces & Working with Mobile Plant, **Driving was still confirmed as our number one Global risk with the potential to cause death or serious injury.**

History 2006 - 2017

Between 2006 and 2017, Jacobs made significant strides in improving our driver safety performance. The graph below highlights the key milestones on our journey that led to a reduction both in the number of miles driven and in the number of Motor Vehicle Incidents (MVI) we experienced. These improvements were primarily as a result of the behavioural change that occurred due to a targeted and systematic approach that introduced a new Travel Policy that specified a hierarchy for business travel:

- **Increased 'meetings without moving'** – Improvements in teleconferencing provided a genuine alternative to driving for a face-to-face meeting;
- **Increased use of public transport** – If travel has to be undertaken, this is our preferred option; and
- **Considering vehicles only as last resort** – As we recognise that public transport cannot be used for all journeys (especially when carrying heavy PPE and other equipment), driving cannot always be avoided. However, the new policy meant that any driving had to be justified to and approved by an individual's line manager.

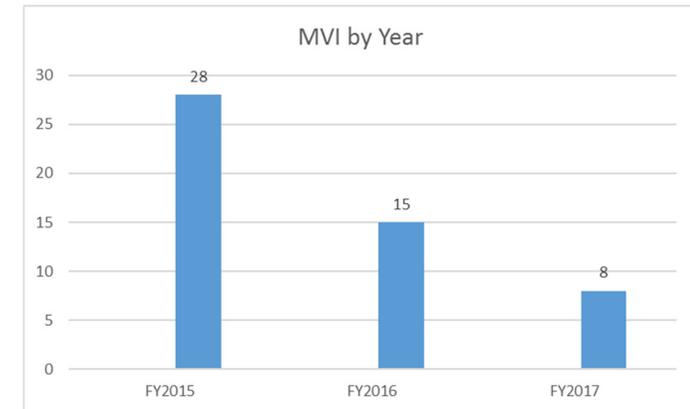
Development of Jacobs Driver Safety Management System



What we did Next

In 2015, Jacobs engaged its partner, ADT¹, to launch an improved comprehensive Driver Safety Management System, which has provided the most effective framework for managing driver risk. It is one of cultural and behavioural change allied to a policy of continuous improvement that has contributed to a well-trained and competent workforce, driving safe vehicles responsibly. The success of this new system is demonstrated in the graph (right) that shows the **50% year on year reduction in MVI's since 2015**. This is in addition to the 34% reduction we enjoyed between 2012 – 2015.

At the core of our updated system is our “Driving Absolutes” that applies to all of our people in over 70 countries throughout the globe. These Driving Absolutes are given below:



The safest journey is the journey not made. Please make a conscious effort to consider alternatives to taking the car. Plan to eliminate or reduce your driving miles.

The following rules **MUST** be adhered to any time you drive on company business or you are a passenger traveling on behalf of the company: -

- DO NOT DRIVE without a valid license which has been verified by the company.
- DO NOT DRIVE if you are feeling unwell, tired or have concerns about your journey.
- PARTAKE in company-approved defensive driving course(s) for your region.
- PREPARE a Travel Safe Plan of Action (TSPA) for your journey in collaboration with your line manager and include regular breaks. Keep a record and share your TSPA with your loved ones.
- SELECT the appropriate vehicle for the purpose of your journey, e.g. vehicle suitable for site.
- INSPECT the vehicle before entering. Check tyre treads, wipers, lights, and wash water. If in any doubt, do not proceed.
- GET TO KNOW the vehicle and controls before you set off.
- ENSURE you are aware of the emergency protocols or procedures of the country you are traveling in and follow these in the event of an accident or breakdown.
- MAKE SURE all vehicles are equipped with seatbelts and that all passengers wear them.
- AVOID any activity, including smoking or other distraction that may affect your journey.
- Drivers are strictly PROHIBITED while driving from using a mobile phone, text messaging, or two-way radio, whether it is company provided or personal. This applies to both hands-free and non hands-free devices.
- ENSURE you drive defensively according to the road conditions, being aware of weather, flow of traffic, visibility, lighting – stop and consider the impact of worsening weather conditions.

The introduction of our Driving Absolutes reinforced our existing philosophy towards driving on company business. Central to our approach is an online driver ‘risk profiling’ process. This grades drivers as high, medium or low risk and additional training is recommended based on this profile. In addition, we employ the

¹ ADT = Applied Driving Techniques

same **Health and Safety hierarchy of control** that we apply to our more traditional occupational hazards. With the recognition that driving is the most dangerous activity our people undertake, was the realisation that we needed to take the same rigorous approach that we do with our other hazardous activities. We focused on four key areas:

- **Eliminate** - The Safest Journey is the Journey Not Taken.
- **Reduce** - If a journey must be made, reduce the time spent driving.
- **Control** - If driving is required, ensure that the journey is properly planned and that the driver(s) understand the risks and are properly trained.
- **Protect** - Ensure the vehicle being driven is safe and fit for purpose.

Authorisation to drive process

Drive Risk Assessment: The guiding principle of this system is the **driver risk assessment** that has been designed to test a driver's aptitude and attitude towards driving as well as recognising the length and nature of a driver's typical journey (rural driving vs. highway driving etc.). The risk assessment guides the rest of the process and depending on the nature of a driver's risk they will be allocated specific driver training (on-line or in-vehicle) which is again designed to address a driver's weaknesses.

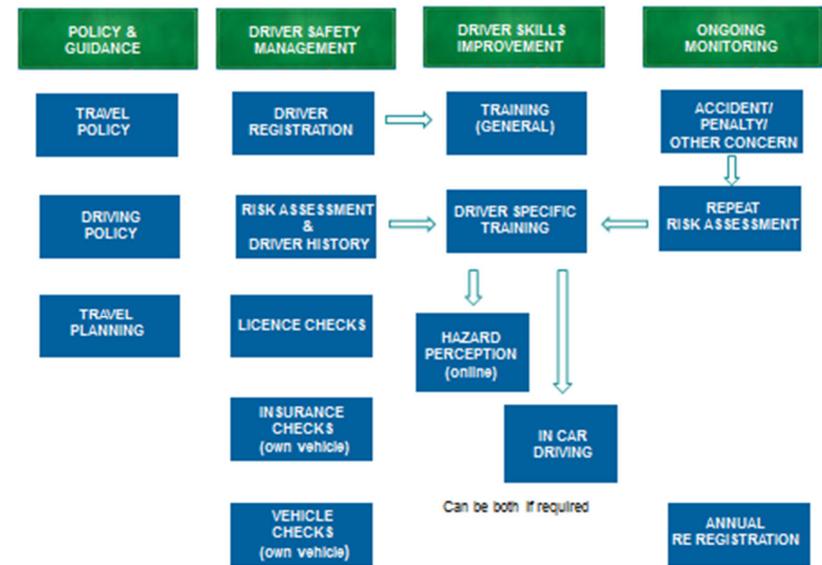
Each driver is specifically authorised to drive on company business. The risk assessment is repeated at least annually. The authorisation to drive can be removed at any time if a driver incurs a driving penalty, has an accident or if another concern is raised about their ability to drive safely.

Driver licence check: The process includes a check of the driver's licence, which is designed to meet our Statutory Duty to ensure our driver are legally entitled to drive.

Vehicle requirements: If a driver wishes to use their own vehicle we also check their insurance documents to confirm they have the right cover. We also complete basis checks (MOT and age of vehicle) to confirm that the vehicle meets our minimum standards for use.

The above process is now embedded in our Travel Policy Document SWI 11.

Our approach has been recognised in our industry, receiving Highly Commended Awards at the 2017 and 2018 BRAKE Awards; the 2017 PRAISE Awards and the 2018 IHE Awards.

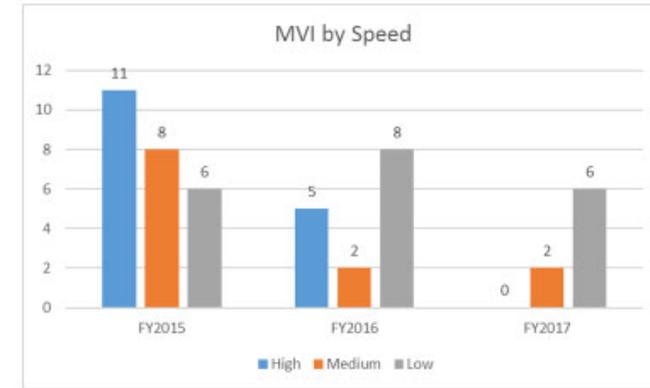


Benefits

As our motivation for implementing our Driver Safety Management System is to cause zero harm to our people, we have never accurately measured the financial benefits of the improvements in road safety in our organisation. What we can say is that since updating our Driver Safety Management system in 2015 with our partners at ADT, we have seen:

- A 50% year-on-year reduction in motor vehicle accidents.
- A shift from High Speed, High Consequence accidents to Low Speed, Low Consequence events.
- A further 16% reduction of the miles driven per billable hour (on top of the 40% reduction we achieved between 2012 - 2015).

While we have never tried to accurately measure the financial benefits of our updated system, it is worth considering that the UK Department of Transport calculated the average cost per accident in 2015 to be £76,466 (source HM Department of Transport and Office for National Statistics). This figure includes – but is not limited to - factors such as cost of vehicle repair, medical costs, insurance costs (including life insurance payments), compensation, legal fees, and time lost at work. While there is no denying that this represents a significant financial burden, we at Jacobs have never tried to calculate these costs nor has this been a motivating factor in our efforts to improve driving safety. However, there is no denying we have enjoyed financial benefits from our approach.



High Speed >30mph; Medium Speed 10-29mph; Low Speed <10mph

NB – Three MVI's in 2015 involved damage sustained when vehicles unattended.

Going Global

Due to the undoubted success of our approach in the UK and Ireland in reducing the number of MVI's we experienced, the decision was taken to roll-out this best practice to all of our people throughout the world. In the spring of 2018, we began with the 5,000 people we employ in our APAC Region (Australia, New Zealand etc.). After a successful launch in APAC, we then rolled out our programme in the Americas, the Middle East and the far East so that by the end of 2018 we achieved a true global system with over 30,000 drivers in 46 countries registered on our Driver Safety Management System. We continue to seek improvements and are currently looking at new innovation, including the latest in telematics, to improve the safety of our people on the road.

Conclusion

Jacobs has a statutory duty to ensure our drivers are legally entitled to drive on company business. Our improved comprehensive Driver Safety Management System ensures that we meet this obligation and can demonstrate compliance through effective record keeping and audit. We also have a duty (Moral and Legal) to assess the risk that we expose our staff to and to take appropriate action to manage that risk. **Driving is the most hazardous activity most of our staff will undertake on our behalf** and we must therefore make specific efforts to manage and control it.

Our approach of **Eliminate; Reduce; Control; Protect** is consistent with the requirements of Occupational Safety, health and welfare Regulations in both Ireland and the UK. It also provides the most effective framework for managing driver risk. We continue to challenge the need to drive, but we also recognise that driving cannot be eliminated completely. Our approach is one of cultural and behavioural change allied to a policy of continuous improvement that contributes to a well-trained and competent workforce who drive safe vehicles safely.

Our journey towards a comprehensive Driver Safety Management System shows the value of regular reviews of our significant risk and of learning lessons as the system develops. **In the last 12 years the nature of our accidents and near misses has changed from high speed with a high potential for serious harm or fatalities to low speed, low impact incidents.**

“We started our partnership with ADT in 2015 based upon the shared understanding that safety culture is at the heart of our business. Our commitment to delivering sustainable solutions has led to Jacobs witnessing a 50% year-on-year collision reduction. After observing the substantial cost savings through improved driver safety and legal compliance, we made the decision to continue working with ADT on an international scale. Together we now operate the Jacobs’ global initiative across multiple lines of business, including over 30,000 drivers worldwide. We are fully committed to improving our approach to road safety.”

Paul Hendry, Global Vice President, Buildings and Infrastructure