
HOW WE DRIVE SAFELY

"We take the safety of our people personally

We work together to understand the challenges of driving for work

We make things happen to make our roles safer

We enjoy being part of a great driving team

We will exceed expectations by setting a McLaren standard of excellence in driving safety"



FOREWORD

This policy has been designed to encourage safe driving behaviours.

The policy sets out McLaren's position on safe and responsible driving. McLaren drivers should professionally represent the brand by demonstrating safe, efficient driving skills and excellent road safety awareness at all times.

This policy has been put together through consultation with our people. This strategic oversight ensures key risks have been identified and solutions compliment the reality of our business.



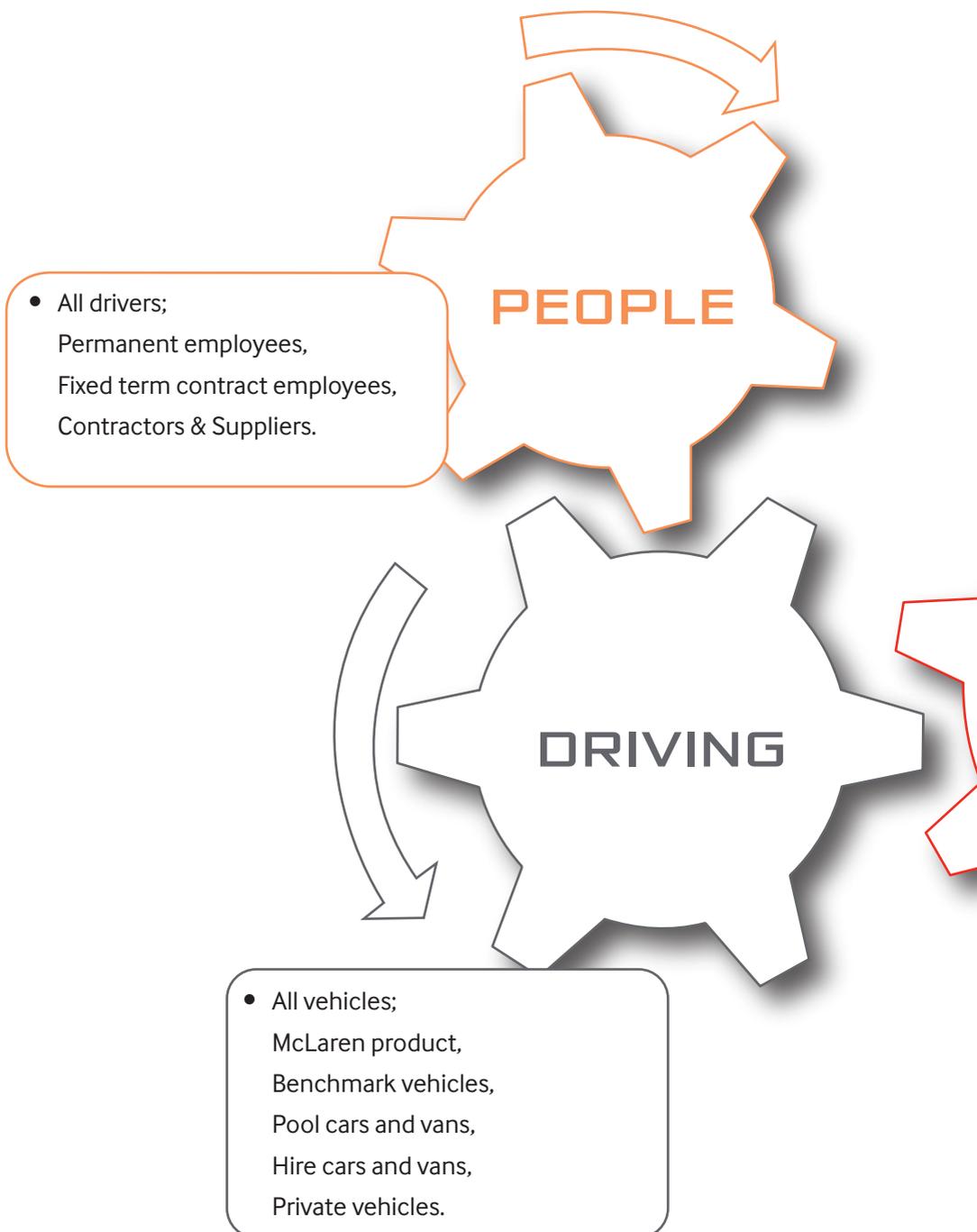
HOW TO USE THIS POLICY BOOKLET

This policy acts as an umbrella to numerous other policies and procedures relating to our driving practices here at McLaren Automotive Ltd. You will see these referenced through this booklet as DRS-D/P/F-name (Driving & Road Safety-Documents/Policy/Form-Documents Name). For example this policy is named DRS-P-001 Driver Safety Policy. All policies and procedures can be found on the intranet: HR > Driving & Road Safety.

Please read and make sure you understand the policies and procedures. If you do not understand an element of the policy, you should raise this with the Driving Safety Manager. If this document does not cover the specifics of a situation, best judgement and common sense should prevail, and further guidance taken from your Line Manager.



WHO DOES THIS POLICY APPLY TO?

- 
- All drivers;
Permanent employees,
Fixed term contract employees,
Contractors & Suppliers.

PEOPLE

DRIVING

- All vehicles;
McLaren product,
Benchmark vehicles,
Pool cars and vans,
Hire cars and vans,
Private vehicles.

- Any journey made for work excluding a regular commute.
- Any journey in a McLaren car including a regular commute.
- All driving in a McLaren car is considered driving for work regardless of purpose, frequency or destination.
- Occasional, infrequent or unplanned driving is not considered driving for work.
- As soon as driving becomes a regular part of your role you are driving for work.
- McLaren defines regular as more than 4 times per year or more than once per quarter.



**ON
BUSINESS**



Mike Flewitt, CEO

A MESSAGE FROM MIKE

People are at the heart of McLaren Automotive Limited; it is the passion and dedication of our people that has enabled us to achieve the extraordinary success we experience as a business and as a brand.

The health, safety and welfare of our people is fundamental to our continued success and this brings us to acknowledge that driving for work is a high risk activity that we need to manage.

I have a vision of excellence in driving standards that reflects us as a brand. Be it in the neatness that we park, the respectful manner in which we drive through a city centre, the clinical structure as we drive in a convoy, the way we demonstrate the full performance of our vehicles on track; all driving should be done in a McLaren way, to a standard of excellence admired by onlookers.

This is our first Driver Safety Policy. You should find it realistic and in alignment with McLaren ways of working and values. It sets out our expectations in the driving standards and choices you make relating to driving that will help to keep you safe and project an image of perfection to all those who observe us.

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SECTION ONE

McLAREN DRIVING PERMITS

To drive on business you must hold the appropriate Driving Permit. Permits are issued when you have undergone training and demonstrated the required driving standard. A detailed description of the permits and the application process is explained in **DRS-P-002 Driver Permits and Application**.

E	D	C	B	A	PRO	
✓	✓				No restrictions	Pool, private & hire vehicles
	✓	✓				McLaren cars & Benchmark vehicles
	✓					Specialist manoeuvring on private grounds
✓		✓				Driving on public roads
			✓			Driving on track & proving grounds
✓		✓				Driving up to a national speed limit
			✓			Driving up to 250kph / 155mph
				✓		Maximum speed not limited
			✓			Beyond the longitudinal limits of the vehicle
				✓		Beyond the lateral limits of the vehicle

Important note: Drivers must only drive in accordance with their permits. They should not conduct a driving task that they feel uncomfortable performing, even if it is within the authorised driving activities of their permit(s).



1.1 DRIVING LICENCE & DRIVER AGE

Drivers of McLaren cars must be over 30 years old for insurance purposes. There is no age restriction for E permit driving.

Driving licence convictions highlight the driver may be at risk. Therefore McLaren need to be aware of a drivers licence status and have rules in place regarding convictions.

At time of application for a Driving Permit, the driver should not have more than 6 points live. Should a driver exceed 6 points they will have their eligibility to hold a permit reviewed.

Certain endorsements are viewed by McLaren as high risk. Therefore drivers with endorsements such as CD10 (Driving without due care and attention) may not be permitted to drive. For a full list of endorsement codes please see **DRS-D-010 Driving licence endorsement codes**.

1.2 CHANGES TO A DRIVING LICENCE

Drivers must inform their Line Manager if there are any changes to their driving licence. McLaren may request to see a driving licence at any time and may suspend a driver's permit if they fail to produce it when requested.

1.3 CHANGES TO HEALTH

Drivers must inform their Line Manager, or if preferred HR, if there have been any changes to health that may affect their ability to drive.

1.4 DRIVER ATTRIBUTES

Drivers must continue to drive to the same high standard demonstrated during training. Drivers should have the following attributes:

- Experienced – apply knowledge and skills gained over time
- Calm – drive without excitement or strong emotion
- Calculated – make decisions with full awareness of the likely consequences
- Professional – represent the brand in the best light at all times
- Responsible – keep safety as the priority in all situations.

1.5 RETAINING YOUR McLAREN DRIVING PERMIT

To retain a McLaren Driving Permit drivers need to:

- sign **DRS-P-001 Driver Safety Policy** as required and comply with the rules within
- reapply for their permit as required
- complete a health assessment with an approved Doctor as required and within the set time frame
- sign agreement to a DVSA driving licence check mandate form as required
- attend refresher training as required and within the set time frame
- attend recommended additional training as required
- apply for additional McLaren Driving Permits and training modules if driving requirements change
- report all incidents, no matter how small, to their Line Manager

1.6 CONTRACTORS

Contractors providing professional driving services are permitted to drive following sign off by the lead driver within the business area they work. They are required to provide details concerning their driving licence, fitness to drive and driving qualifications. They need adding to McLaren's insurance policy and are required to read and sign this policy.

Contractors whose primary service is other than professional driving, are required to qualify for a McLaren driving permit through the same process as employees. They are required to read and sign this policy.

1.7 SUPPLIERS

Suppliers providing professional driving services are permitted to drive in accordance to their contract with McLaren. Drivers must provide driving licence details and be added to McLaren's insurance policy.

Suppliers providing services other than professional driving services are required to provide driving licence details, show evidence of driving competency to HR and be added to McLaren's insurance policy.

Suppliers are made aware of this policy and McLaren's expectation that their drivers follow the rules and guidance within.

1.8 MEDIA & PROSPECTS

McLaren does not have the same responsibilities for media and prospects. They are permitted to drive following driving licence checks, signing of Release & Waiver form, signing of Terms & Conditions and being added to McLaren's insurance policy.

1.9 EMPLOYEES

Employees who hold an E permit, but do not hold a C permit are permitted to drive McLaren cars on-road and on-track if accompanied by a driver coach. This can be useful for learning more about the car and employee awards.



SECTION TWO

USE OF VEHICLES

Before conducting any business driving, in any vehicle, drivers must understand the process they need to follow. This section sets out the general rules concerning:

- authorisation
- vehicle safety
- risk assessments
- paperwork and reporting

2.1 AUTHORISATION

To drive on business, drivers need to:

- hold the correct McLaren Driving Permit (for contractors and suppliers see sections 1.6 & 1.7 of this policy)
- have authorisation to use that vehicle for that particular activity

2.1.1 McLAREN CARS

For testing in development vehicles the form **2012 VTR-000 Vehicle Test Request** needs completing and submitting to the relevant Senior Engineer. Technicians, engineers and test drivers will be instructed to drive to complete the test; this is their authorisation to get behind the wheel.

For all other driving, authorisation from a Director using **DRS-F-011 Vehicle Release Authorisation** is required.

Whatever the reason for driving, the full intention of the vehicle use must be made completely clear on the initial request. Failure to do this may create risks, for example; an activity may be authorised that is not properly understood, an inappropriate vehicle might be supplied, a vehicle may not be prepared to the required specification.

Important note: Should the type of driving activity change during the vehicle hire drivers must make contact with the vehicle owner, and any other person who has signed-off the activity, before conducting any unplanned activity.

Please note that vehicle availability cannot be guaranteed; requests are prioritised in accordance to business requirements.

D permit holders can conduct manoeuvres as required without the need to gain additional permission.

For the full detail on the authorisation process please see **DRS-P-017 Authorisation for use of McLaren cars.**

2.1.2 OTHER VEHICLES

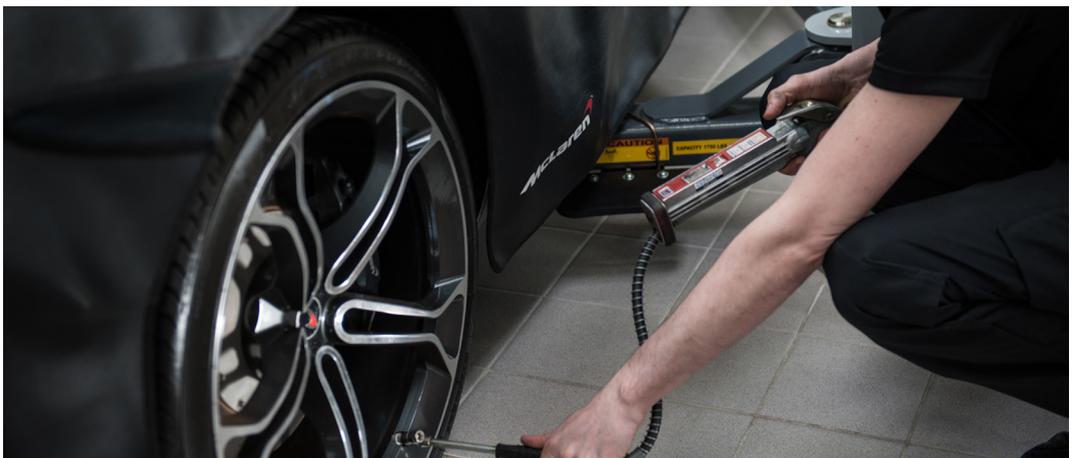
McLaren are responsible for driver's safety when making any business journey regardless of the vehicle. Therefore any journeys made for business purposes in a private vehicle, hire vehicle, or any other vehicle, are also covered by the rules of this policy and journey's must be authorised. Please see **DRS-P-011 Using Private Vehicles for MAL Business** for more information.

2.2 VEHICLE SAFETY

Driver's safety, and the safety of others, can be directly affected by the condition of the vehicle.

When driving on public roads, vehicles must meet at least legal minimum standards for the location driven in. Remember, the driver is fully responsible for the roadworthiness of the vehicle at the time of driving.

When driving on a track or proving ground, vehicles must have been suitably prepared and support for the activity planned. Drivers and test coordinators should speak with the vehicle technician to ensure the correct level of support. Drivers and test coordinators should be particularly mindful of roadworthiness when commuting to and from a test location in the test vehicle on public roads.



Before driving, drivers should take the time to properly prepare by:

- assessing if the vehicle is fit for the use planned
- adjusting mirrors for best possible view of risks to the rear and sides of the vehicle
- familiarising with the controls of the vehicle
- understanding capabilities of the vehicle; safety systems fitted, type of tyres etc.
- adjusting driving style to suit the vehicle and weather conditions
- securing loose items or equipment
- reporting damage and vehicle faults before driving

2.2.1 McLAREN DEVELOPMENT CARS

Vehicles will be suitably prepared for the intended use. However, drivers should make no assumption about the vehicle, even if it is known to them. Drivers should always refer to handover information provided. Drivers should always walk around the vehicle and check for new damage; reporting it to the vehicle controller before driving.

Drivers and test coordinators need to consider the level of wear and tear the vehicle will undergo during the driving activity and plan the appropriate level of technical support for, during, and after, the activity e.g. tyre change / transportation by truck.

When a driver or team have a vehicle for a number of days where a technician will not be caring for the car, day to day vehicle checks need to be understood and checked by the driver or test coordinator; including:

- oil
- cleanliness of glass
- checking for error messages
- tyre condition

2.2.2 PRIVATE VEHICLES

If a private vehicle is used for a business journey drivers must ensure that their vehicle is properly maintained and presentable. Private vehicles must meet minimum safety standards as follows:

- be fully taxed
- be fully insured for business use
- hold a valid MOT certificate if the vehicle is over three years old
- be in a roadworthy condition

- be registered with McLaren for business use

If the vehicle does not meet these minimum standards then it must not be used for McLaren business; an alternative option must be found e.g. use a hire vehicle.

If drivers have any doubt on how to make sure their vehicle meets a roadworthy condition they should contact HR for training.

Helmets, armoured clothing and protective footwear must be worn when using a motorbike for a business journey.

2.3 RISK ASSESSMENT

A reflection on the driving activity before it starts can separate a successful drive from a bad one. Before all driving, in any vehicle, drivers should consider:

- is the journey / test necessary, or can alternative method be used e.g. conference call / use a pro-driver
- the challenges and pressures they may face during the journey e.g. time pressure
- their fitness to drive e.g. fatigue

2.3.1 McLAREN DEVELOPMENT & MATURATION CARS

A risk assessment form needs to be completed before driving a McLaren development or maturation car to assess the specific risks of:

- the vehicle
- the test
- the environment
- the driver

There are two types of risk assessment; **DRS-F-004 Risk Assessment for driving on public roads**, and, **DRS-F-006 Risk Assessment for driving on tracks and proving grounds**. The risk assessment process can be used:

- as part of the test planning process
- to assess the risk on the day

When planning tests, reference should be made to the **McLaren Standards Library** which gives advice on required safety mitigation and preferred locations for vehicle testing.

2.3.2 McLAREN MARKETING CARS

Drivers will be provided **DRS-F-009 Press Fleet Handover Form** to cross reference condition of the vehicle and provide other important information.

Drivers need to sign the form when they start and finish driving to confirm essential checks and risk assessments have been made. Drivers need to return the form to the vehicle controller at the end of their vehicle use.

2.3.3 McLAREN PRODUCTION CARS

Shakedown, Rework and Quality Assurance have log books which are kept in the departments. The driver signs to confirm essential checks and risk assessments have been made. If a vehicle has a fault it may be necessary to complete **DRS-F-004 Risk Assessment for driving on public roads**, before driving to measure and mitigate any risks.

2.4 EQUIPMENT

Being prepared for bad weather or vehicle breakdown enables clear thinking and better decisions. Therefore, in all vehicles, carry:

- a mobile phone, for information on phone use please see **section 3.2.2**
- emergency contact details (breakdown cover, insurance, vehicle controller)
- warning triangle
- hi-visibility vest

When driving in foreign locations, drivers need to familiarise themselves with legal requirements to carry equipment/supplies and meet those obligations.

The correct PPE (Personal Protection Equipment) for the driving activity and location must be used. Drivers should refer to the **McLaren Standards Library** and their **risk assessment** to determine the required PPE. If unsure, they should speak to a pro-driver.

2.4.1 McLAREN CARS

In addition to the above, in McLaren vehicles, drivers will need to also carry:

- fire extinguisher
- vehicle cover
- first aid kit

2.5 PAPERWORK AND REPORTING

Completing paperwork is important not only for compliance but also for vehicle development. Drivers need to complete all required reports to document their vehicle use. In addition to this:

2.5.1 McLAREN CARS

For the continual development of McLaren vehicles, it is important to report any observed feelings, noises or oddities experienced.

2.5.2 HIRE VEHICLES

Drivers must check the condition of the vehicle against the rental paperwork on collection. On return, make sure the rental company checks and agrees the return condition of the vehicle. Drivers should report any disagreement or discrepancies with the rental company to their Line Manager.

Important note: If a driver has an incident it must be reported to their Line Manager at the earliest convenience, see **DRS-P-003 Reporting Driving Incidents**.

SECTION THREE

SAFE DRIVING PRACTICES

McLaren are aware that business demands can create pressures that could influence the decisions made by a driver.

This section sets out McLaren's position on safe driving practices by which demonstrating commitment to drivers that business activities must never supersede safety.

Important note: A driver must always have safety as their highest priority on any journey or driving task, regardless of the context of that journey or task.

3.1 FITNESS TO DRIVE

Drivers should reflect on their ability to drive safely before driving; they need to be in good health and able to safely perform the duties of driving and any tests they may need to conduct. If a driver feels unable to complete a driving activity McLaren will support them to find another solution.

3.1.1 FATIGUE

Driving while tired can significantly impair a driver's ability to drive safely and when vehicle testing, could affect test results. Drivers must not drive while tired. McLaren recommends drivers:

- take a break every two hours
- stay hydrated
- plan driving as part of the working day
- consider pre and post journey commitments
- share driving; particularly on journeys taking up most of the day or over a number of days
- find a safe place to stop and rest if they feel tired
- consider if the journey should be terminated / postponed if feeling tired
- to not sleep in a vehicle, book a hotel

3.1.2 MEDICATION

Even over-the-counter medicines can significantly diminish a driver's ability to anticipate and react, therefore increasing their risk of incident. Drivers must not drive if they suspect their ability to drive safely might be impaired.

3.1.3 ALCOHOL & DRUGS

Drivers must be alcohol free. Being within the drink-drive limit for the location, although legally compliant, is not tolerated by McLaren, because even a small amount of alcohol can significantly impair ability to drive safely. Drivers should be aware of alcohol consumption the day/night before driving. Training is offered by HR to understand alcohol units and driving.

McLaren will not tolerate the use of illegal drugs during any work activities. Should a driver be reasonably suspected of being under the influence of alcohol, drugs or other intoxicating substances, they may be asked to undertake a screening test as per the **Substance Misuse Policy**. For more information please contact HR.



3.2 DRIVING DISTRACTION

Distractions impair the ability to anticipate and react, thus increasing the risk of incident. Maintaining concentration on driving can be challenging especially if the mind is allowed to wander or try to multi-task. McLaren makes the following recommendations about multi-tasking.

3.2.1 VEHICLE TESTING

The driver's safety, and the safety of those around them, must be the primary concern at all times. If a driver needs to abandon a test on the grounds of safety McLaren will support them.

3.2.2 MOBILE PHONES

Did you know it is an offence to?

- use a hand-held phone, or similar device, when driving; or
- fail to have proper control of the vehicle when using a hands-free device whilst driving

The police may check phone records when investigating incidents to determine if use of a phone contributed to the incident. Where the phone call is for business purposes, the company may also be liable for prosecution.

McLaren does not expect drivers to use hands-free kits to join conference calls or engage in conversations for business purposes whilst driving.

For more information regarding the distraction caused by talking on the phone while driving, a course is offered through HR.

3.2.3 SATELLITE NAVIGATION

When using a satellite navigation device, all destinations should be entered prior to starting the journey. If a driver needs to check route information during the journey they should consider pulling over to a safe place.

3.3 COMPLIANT AND CONSIDERATE DRIVING

The external perception of McLaren is one of excellence. This should be reflected at all times when our driving is observed. Our drivers should be seen as considerate, professional and driving as close to perfection as possible.

McLaren would like to remind drivers to:

- always be able to stop within the distance seen to be clear
- always comply with the Highway Code and Road Traffic Act 1991 (or similar, in locations outside of UK)
- drive at an appropriate speed within the posted speed limit
- always adjust driving style to appropriately meet the demands of weather and surface conditions
- not drive in track mode on road unless specifically testing that mode
- only use cruise control in dry conditions
- always wear a seatbelt and ensure all passengers are wearing seatbelts during vehicle operation
- act as a constant ambassador for the McLaren brand by displaying the highest level of professional and courteous conduct

- take extra care to position and make allowances for visibility challenges faced when driving in a location that does not match the side of the steering wheel. E.g. Left hand drive in the UK
- use hazard lights during movements through MTC & MPC yard, build halls and similar environments.

3.4 WORK RELATED PRESSURE

McLaren acknowledges that sometimes drivers will be under pressure to complete tasks, however we will not accept work related pressures as a reason for breach of any part of this policy, road traffic law, or rules and regulations of the specific location being driven in. Safety must be the priority in any activity considered or conducted.

Drivers should consult their Line Manager or HR representative immediately if they have any safety concerns relating to their role or the work they have been asked to undertake (including, but not limited to, timescales for completing work). Drivers must not drive unless they feel they are able to undertake and complete the task safely.

3.5 ATTENTION DRAWN BY McLAREN CARS

McLaren vehicles may attract attention from the general public. A McLaren driver must keep safety as the priority at all times and where possible exit unwanted situations calmly and professionally. The power of the vehicle must not be used to escape unwanted attention.



The driving plan should create space around the vehicle where possible and engineer opportunities to keep the vehicle moving.

Drivers should take reasonable steps to avoid the exposure of prototype cars but must not take evasive action to avoid being filmed; the company are aware of the risk of photography and will have planned for the risk of exposure when the driving activity was authorised. Also, see section 3.16 Camouflage.

3.6 PARKING

When we park a vehicle we leave behind a statement of our professionalism and consideration for others.

McLaren expects a high standard of presentation to be maintained at all times at McLaren sites, regardless of the length of time the vehicle will be stationary. Vehicles should be in alignment with other vehicles (or equipment, buildings etc.) and reverse parked where possible.

Walk ways, emergency exits, entrances, exits and thoroughfares must be kept clear at all times.

When parking off site drivers are personally responsible for the security of the vehicle. Vehicles must be parked in a safe, legal and convenient position that is considerate of the likely risks of the environment.

McLaren vehicles must be parked off-street. Any other specific requirements will be highlighted to the driver when the vehicle is handed over.

For everyone's safety, hi-visibility vests must be worn at all times and in all areas of the service yard at McLaren Technology Centre. It is the driver's responsibility to understand and follow the rules of service areas in other locations.

3.7 DATA TRACKERS

McLaren vehicles and some pool vehicles are fitted with data trackers.

Data is regularly accessed for the purposes of vehicle testing, but will also be accessed in the case of incidents and complaints.

Data will always be accessed in the event of an incident to support the investigation and will be shared with the investigating team. The driver's permission for McLaren's access to this data is given by the signing of this **Driver Safety Policy**.

For more information please refer to section **5.2 Data Protection, DRS-P-005 Use of data from Vehicle Trackers and Loggers, DRS-P-012 Driving and riding in McLaren cars and DRS-F-003 Release, Waiver and Driver Declaration.**

3.8 WEATHER

Drivers need to consider how the weather, in conjunction with the specific vehicle being used and the driving task, will affect the safety of themselves and others. Drivers should use the appropriate risk assessment to achieve this when driving McLaren cars. If a driver decides to proceed with the journey, appropriate adjustments to driving style must be made to mitigate risk, for example, extending following distances, reducing speed etc.

Where there is a risk of loss in traction with the road surface e.g. standing water, ice, mud: cruise control must not be used. A loss of traction with cruise control active can result in complete loss of vehicle control when traction is restored.



3.9 DRIVING OVERSEAS

As McLaren is a UK based company, overseas is 'anywhere outside of the UK' when referenced in this document. However, drivers should see any location outside of their normal driving environment as overseas driving and should familiarise themselves with location laws, rules and regulations.

Drivers should make adjustments to the journey plan and driving style to allow capacity for

the additional mental workload of driving on foreign roads:

- allow extra time for journeys to remove time pressure
- driving pace should be lower to allow time to understand road layout, signs and markings
- particular care should be taken on quiet roads, where the prompt offered by traffic movement to drive on the correct side of the road is lacking
- be mindful that the combination of driving left or right hand drive on foreign roads could easily lead to a mistake during a laps of concentration
- where possible make journeys in daylight

If a driver is not confident to drive in a location, they should take public transport or taxi, instead of hire vehicles. **Also see sections 2.4 Equipment, 3.1.3 Alcohol & Drugs, and 3.3 Compliant & Considerate Driving.**

3.10 DRIVING ON AUTOBAHN

Drivers should remember that they may not be the fastest moving vehicle on the autobahn. The driver needs to:

- always being able to stop safely within the distance seen to be clear, without drama and with consideration to those behind
- make numerous checks behind and plan the use of indicators well before changing lane
- be aware of the difficulty in judging approach speed of drivers from behind
- overtake other vehicles with a speed differential of no more than 20% (this is the same difference as passing a truck [57mph] when travelling at 70mph). This should give sufficient time for the other driver to recognise their presence
- maintain lane discipline, but avoid excessive lane changing
- think bike
- not exceed 130kph (80mph) if a C permit holder
- not exceed 175kph (110mph) if a B permit holder
- not exceed 130kph (80mph) if driving in a convoy. To drive at a greater speed drivers must separate from the convoy
- not use hands-free phones on an autobahn unless in an emergency (misjudging the speed of a car coming from behind is more likely while on the phone).
- drive with head lights on, even in daylight
- not race with each other, or other road users

3.11 DRIVING IN CONVOY

The lead and rear vehicles control a convoy and as such should have the most experienced drivers. All vehicles should have a passenger in radio contact.

Drivers in the convoy need to be briefed on:

- the route and its specific risks
- the vehicles
- the rules and regulations of locations
- the methods of communication
- how to overtake as a single unit
- how to manage space between vehicles including through tunnels
- driving with head lights on, even in daylight
- how to avoid getting split up at traffic lights, roundabouts etc.
- what to do if the convoy gets split up
- emergency & breakdown procedures
- use of speed and how it becomes magnified through the group
- the distractions of convoy driving and forward observations
- the issues of attention drawn by a convoy of vehicles, particularly super cars

3.12 DRIVING ON TRACKS AND PROVING GROUNDS

To drive on tracks and proving grounds drivers must hold a valid McLaren B permit. Drivers who use proving grounds or tracks must have completed the venues specific familiarisation and training programme before driving on the facility. Drivers must also meet subsequent refresher or renewal deadlines as required by the facility.

When planning a track driving activity the following points need to be included:

- the vehicle is of a suitable level of development
- the vehicle is of a suitable level of preparation
- the driver knows how to use specific safety procedures for the vehicle e.g. fire system
- there is appropriate level of technical support for:
 - o potential engineering challenges
 - o wear to the vehicle
 - o adjustments required for the satisfaction of the test
- if driving on road, that the vehicle will meet at least minimum legal requirements
- the required information has been provided to McLaren's insurance provider

When conducting a vehicle test, drivers and test coordinators need to refer to the McLaren Standards Library and follow the test procedure. The test procedure will also advise of appropriate locations, environmental conditions, shared or private hire of facility, driver permit required and safety equipment. If no specific test procedure is available, permission and further advice from the pro-driver team and driver's Line Manager is required.



Drivers need to always build up slowly before driving fast or conducting a test by:

- familiarising with the track with as many sighting laps as needed, and doing this after every break and on every visit
- building up temperature in the tyres and brakes before applying too great a demand on steering and changing speed
- having the tyre monitoring screen on display if possible
- fully understanding the operation of different driving modes

Drivers should always consider the support of the pro-driver team. They are more than happy to take a 'phone call to discuss the specifics of a test and the safest and most effective way to conduct it.

3.13 PASSENGERS IN MCLAREN CARS

Drivers are welcome to invite guests as a passenger in a McLaren car when driving in an on-road environment. If the passenger is under 16 years old the driver should get written agreement from the child's parent or guardian.

When driving on track, passengers must sign a waiver to agree to the heightened level of risk associated with travelling at higher speeds. This waiver needs supplying to McLaren insurance provider along with the insurance risk assessment (please note the insurance risk assessment does not supersede the need to complete a McLaren risk assessment, see section 2.3 Risk Assessments)

3.14 CUSTOMER CARS (MCLAREN CARS)

In the UK: Driving a customer car on-road is covered within McLaren's insurance policy so long as the vehicle is registered in the UK. If the vehicle is not registered in the UK, cover needs agreeing within the country of registration, or the car must be driven displaying trade plates (see 3.15 Trade Plates for more information).

In counties outside the UK: McLaren regional offices have local insurance cover. Specific advice for driving customer cars and cars registered outside of their region should be clarified with their local insurer before driving.

Driving a customer car on track is covered by public liability insurance only (regardless of country of registration). This means that damage to vehicles is not covered. Therefore, driving a customer car on track must be signed off by the driver's Line Manager before proceeding.

3.15 TRADE PLATES

The purpose of a trade plate is to save time and money registering and taxing a car. Having the trade plate allows McLaren to insure the vehicle, even though it is not registered.

To drive on trade plates the driver must be conducting a test. For up to date information please refer to www.gov.uk and search 'trade plate rules'.

3.16 CAMOUFLAGE

Exposure of sensitive product material can be avoided by careful planning. **MSL.06.23.0004 Product Development Camo Policy** sets out security protocol and the specific factors that need to be taken into account. It is the driver's responsibility to ensure the vehicle and location they are using comply with the policy.



SECTION FOUR INCIDENTS

McLaren have enabled drivers to keep themselves safe during business driving. This is demonstrated by:

- mandatory driver training programmes
- communicating a clear position on driving safety within this policy
- committing to drivers that safety is the priority

Drivers should now be in a position to understand how they are expected to drive, and find there are no hurdles preventing them from driving in this way. The likelihood of incident, for drivers that follow the advice given, will be significantly reduced.

This section gives advice to drivers should they have an incident while driving.



4.1 AT THE SCENE OF THE INCIDENT

Important note: Should you be involved in an incident, your safety and the safety of others around you, should be considered your primary concern.

Drivers should try to think calmly and clearly to consider the risks before taking any actions. Drivers should consider their safety and the safety of others around them as their primary concern at all times. Drivers should always consider their own safety before turning to help others.

For more information about how to safely secure a scene, **see 4.2 breakdowns.**

Drivers should limit the risk of becoming involved in a further incident while outside of the vehicle by:

- wearing a hi-visibility vest
- staying out of the road
- standing away from area where any further impacts could effect

Drivers should try to stay calm and professional, remembering they are an ambassador for the company and the McLaren brand.

Drivers need to contact the emergency services if:

- there are injuries
- there is a disagreement over the cause of the incident
- anyone involved becomes aggressive
- anyone involved in the incident flees the scene
- there is suspicion of the reasons for the incident or suspect it may be 'crash for cash' scam
- the road has become blocked, or to pass the incident is a risk for themselves or others

If it is safe do so, drivers should:

- take details of vehicles and registration numbers
- take the name and address of drivers, passengers and witnesses
- take details of the other drivers insurers
- give their name and McLaren's company address

Drivers must inform their Line Manager about the incident as soon as possible.

4.1.1 INCIDENTS IN McLAREN CARS

A McLaren vehicle involved in an incident may attract attention. If it safe to do so, drivers should take steps to protect the brand if possible by covering the car or moving the car to a more discreet position. Any decision made to protect the brand must only be considered after assessing all potential threats to their own or others safety. If there has been reason to call the police (as per section 4.1) take advice from the police before any vehicle involved is moved.

4.1.2 HYBRID & ELECTRIC VEHICLES

Drivers need to inform emergency services, recovery services and/or technicians that the vehicle is hybrid/electric as extra precautions will need to be taken.

4.2 BREAKDOWNS

Should a vehicle breakdown the driver needs to follow the below steps:

- immediately ensure the safety of themselves and, if safe, others
- where safe to do so, drivers should exit the vehicle wearing a hi-visibility vest
- consider all the things they need before exiting the vehicle, e.g. phone, coat etc. If the vehicle is in a dangerous position do not waste time; exit immediately
- if appropriate, place a warning triangle so that approaching traffic is aware (do not place a warning triangle on a UK motorway; it is illegal)
- stand well clear of the vehicle, considering the trajectory of the vehicle should it be collided with by other traffic
- inform the vehicle controller that the vehicle has broken down as soon as possible
- do not attempt to fix the vehicle at the side of the road unless it is their specific role to do so and have received the appropriate and up to date training to do so safely in a road side environment
- if required, call the breakdown provider
- if it is safe to do so, cover McLaren vehicles
- if the vehicle is hybrid or electric, inform the recovery services / technicians coming to recover or fix the vehicle

4.3 TRAFFIC OFFENCES & FINES

If you are caught performing a traffic offence, such as speeding, the police raise a Notice of Intended Prosecution to the registered keeper of the vehicle. If the vehicle is registered to McLaren Automotive the driver will be identified. The driver will be taken through the incident investigation process.

Drivers will be held responsible for endorsements, fines and legal costs relating to tickets and offences they have committed. Endorsements will go against their personal driving licence.

All offences and tickets will be logged against driver's McLaren permit record and be used to measure their personal risk exposure and identify requirements for additional support or training. See **DRS-P-006 Managing Notifications from the Police** for more details.



4.4 REPORTING INCIDENTS

McLaren has a duty to record and investigate all incidents. Drivers that have an incident have a duty to report the incident to their Line Manager. Others that become aware of an incident, also have a duty to report; if they are unsure of the correct Line Manager, they should report to HR.

A driving incident is defined as any situation that:

- occurs outside the rules set by the law of the region
- occurs outside of the rules set within **DRS-P-001 Driver Safety Policy**
- occurs outside of the reasonable expectations of passengers or observers
- could, or does, result in a crash
- could, or does, result in negative brand attention

All incidents will be investigated in accordance with **DRS-P-009 Management of Driving Incidents**. Investigations may also include the police and other third parties.

4.5 INCIDENT INVESTIGATIONS

Driving incidents must be managed fairly, consistently and consider all contributory factors.

The incident investigation process begins with a fact finding meeting(s). During this time a driver is typically removed from driving duties. The facts are reviewed to determine the root cause(s) and appropriate next steps. Next steps could include:

- A change to business processes or procedures
- A training intervention for the driver
- The driver entered into the disciplinary process
- A driving suspension or permanent removal of driving permit

This process is applied consistently across the business and investigation outcomes are monitored for consistency by HR.

For more information please refer to **DRS-P-003 Reporting Driving Incidents and DRS-P-009 Management of Driving Incidents.**

SECTION FIVE

ADDITIONAL INFORMATION

5.1 TERMINOLOGY USED

- All vehicles — Refers to all vehicles including McLaren vehicles, pool, hire and private vehicles.
- Driver / McLaren driver — Drives on McLaren business in any vehicle.
 - Driving — Any driving for work activity, regardless of vehicle or task.
- Driving licence — Government issued driving licence.
- Driver Safety Policy — This document and supporting policies and procedures.
 - DVSA — Driving and Vehicle Standards Agency.
- Experience driving — Driving to familiarise and experience a product.
- Facility / site — Environments used by McLaren e.g. for testing, driving, events etc.
- Hire vehicle — Any vehicle hired for your business journey.
 - Law — Law of the country.
- McLaren — McLaren Automotive Ltd.
- McLaren Driving Permit / Permit — McLaren Driving Permits E, D, C, B & A.
 - McLaren car(s) — Any McLaren product and benchmarking vehicles.
- Policy / procedure — McLaren Automotive Limited issued policies and procedures.
 - Pool vehicle — McLaren Automotive Ltd Pool vehicles.
- Private vehicle — Any privately owned vehicle (including motorbikes) driven for business purposes.
 - Rules — Rules of the facility or site

5.2 DATA PROTECTION

A note from our legal team regarding your personal data:

McLaren may process your personal data in accordance with its Employee Data Protection Policy and for legal, personal, administrative and management purposes and to enable us to meet our legal obligations as an employer.

McLaren may process sensitive personal data (as defined in the Data Protection Act 1998) relating to employees including, as appropriate:

- information about your physical or mental health or condition in order to take decisions as to the your fitness to drive
- your racial or ethnic origin or religious or similar information in order to monitor compliance with equal opportunities legislation
- in order to comply with legal requirements and obligations to third parties

5.3. MORE INFORMATION

Supporting policies, forms and documents referred to in this booklet can be found on the Driving and Road Safety page of the intranet (HR Automotive > Driving & Road Safety)

More information can be found in your Employee Handbook or by speaking to your HR representative or Line Manager.

General updates and communications for drivers will be sent to the driving community by email, through their management structure and via MAL-COM.