Advancing Road Safety
Best Practices for Companies and Their Fleets

GUIDELINES FOR DEVELOPING AND MANAGING TRANSPORTATION PROGRAMS
As a private sector coalition, Together for Safer Roads (TSR) engages with road users, governments, policymakers, and other stakeholders to identify top road safety issues, and turn the vision of a world where roads are safe for all people into reality. TSR brings together members' knowledge, data, technology, and global networks to focus on five areas that will make the greatest impact globally and within local communities. TSR's focus areas align with the United Nations Decade of Action for Road Safety's Five Pillars by developing programs to address issues in: road safety management, safer roads and mobility, safer vehicles, safer road users, and post-crash response.

With a specific focus on fleet safety delivery and employee transportation programs, TSR has drawn upon the first-hand experience of its member companies to identify those areas where commercial entities can initiate safe driving practices and limit the road-related risk posed to their employees and other road users.

In order to leverage the cumulative knowledge and insight of TSR's member companies, information on transportation policies and procedures were collected, analyzed, and combined to develop a set of best practice guidelines for fleet delivery and employee transportation programs.

The following guidelines build upon best practices from member companies and existing literature on road safety and commercial transportation standards, offering a comprehensive and practical guide for companies to employ. Additional guidance materials are included to assist companies with managing the transition to best practice.

© 2016 Together for Safer Roads

Content from this report may be reproduced without prior permission provided the following attribution is noted: “© 2016 Together for Safer Roads”

www.TogetherforSaferRoads.org
Advancing Road Safety
Best Practices for Companies and Their Fleets

GUIDELINES FOR DEVELOPING AND MANAGING TRANSPORTATION PROGRAMS
## Contents

**Executive Summary** .................................................................................................................... 4  
**Pillar One: Road Safety Management** ............................................................................................ 9  
**Pillar Two: Safer Roads and Mobility** ........................................................................................... 17  
**Pillar Three: Safer Vehicles** ......................................................................................................... 21  
**Pillar Four: Safer Road Users** ....................................................................................................... 27  
**Pillar Five: Post-crash Response** ................................................................................................. 43  
**Conclusion** .................................................................................................................................. 45  
**Appendices** ................................................................................................................................ 46  
**References** ................................................................................................................................. 60
Road safety is not an issue that will resolve itself, every company has a responsibility for action.

The private sector has a vital role to play in improving road safety and reducing deaths and injuries caused by road traffic collisions. Much research concludes that fleet or company drivers have an increased crash risk relative to that of privately registered vehicle drivers. A company’s responsibility must consider the welfare of its employees, as well as the dangers business fleets pose to other road users. As a coalition of private sector companies, Together for Safer Roads (TSR) understands the massive financial, legal, reputational, and social implications road traffic crashes have on corporate entities. We also recognize that every company has a responsibility for action.

We commit our combined knowledge, data, technology, and networks to promote road safety.

TSR was founded because, as leaders of global companies, we believe that it is time for more assertive action on road safety. We commit our combined knowledge, data, technology, and networks to promote road safety—and we invite other companies to do the same. In order to leverage our collective insight and experience, we have developed a set of best practice guidelines for companies to employ. In alignment with the United Nations Decade of Action for Road Safety’s Five Pillars, this report aims to assist companies with best practice processes for road safety, through corporate programs to address road safety management, safer roads and mobility, safer vehicles, safer road users, and post-crash response.

The first step in developing a corporate road safety program is determining how the program will be managed. Once companies have identified program goals, policies must be developed to clarify safety standards, direct program management, establish roles and responsibilities, and ensure alignment with best practice. This report provides an overview of required elements of a Motor Vehicle Safety (MVS) Policy and processes for direct program management. In addition, the report provides guidance for the management of contractors to ensure road safety standards are being met across all business activities.
Further guidance is provided for establishing a data collection and analysis process, with the recommendation of the formation of safety performance metrics and appropriate measures for collecting data. Once data on company vehicles, drivers, and road-related activities has been captured, this data can then be analyzed to provide key insights on factors influencing safety performance, and act as a singular point of truth for drivers. This data can further be used to analyze the success of road safety initiatives and support internal and external reporting on best practice.

To limit the risks associated with road transportation, consideration for road safety and mobility must form part of management's planning activities. Managing the transportation journey should involve a process for planning and mapping hazardous routes. This report proposes planning to minimize mileage and driving time to ensure drivers are well-rested and capable of performing their job safely. Route mapping should be performed to identify and manage the potential hazards associated with each journey. To support companies with this task, this report sets out a standard process for hazardous route mapping.

For the greatest impact, companies must develop an environment that influences and supports the emergence of safer road users.

Investment, upkeep, and suitable turn-over of company vehicles are key components of a corporate road safety program. Vehicle selection should be made with regard to the specific tasks vehicles will perform. Effort should be made to select vehicles that perform well on both crashworthiness and functional dimensions. Adoption of safety technologies or other additional safety features will depend upon the requirements of company vehicles, the conditions of the roads encountered, and the need for companies to respond to trends in driver behaviors and incidents. The following outlines a list of safety features and technologies for company consideration.

Once vehicles have been selected and enhanced with relevant safety features, management must set clear policies for vehicle inspection, servicing, and renewal. Regular vehicle inspections are crucial for identifying malfunctions and managing vehicle faults. Reporting guidelines must also form part of the corporate MVS Policy and cover the requirement of drivers to report any vehicle malfunction in an immediate fashion. For optimal safety, vehicle inspections prior to and following
every transportation journey should be conducted, as well as the development of a preventative maintenance program to monitor vehicle status.

For the greatest impact, companies must develop an environment that influences and supports the emergence of safer road users. Employee participation and commitment to safe practice is essential for program success. In order to support the emergence of a corporate road safety culture, reinforcement of road safety programs through incentive and disincentive schemes is recommended. Companies are also advised to report on program results and achievements, as a mechanism for boosting employee morale and strengthening commitment to road safety initiatives.

To build a company of safer road users, driver attitudes, knowledge, health status, and skills must be assessed at the time of hire and an ongoing basis. The following report provides ways companies can approach the hiring, review, training, support, and professional development of company drivers to build a strong workforce of safe road users. To guide employees in complying with company expectations for safe practice, driving guidelines and key performance indicators (KPIs) for measuring employee performance and compliance with MVS Policy must be established. To help companies with the development of driving guidelines, safety specific factors for consideration are outlined as well.

Road safety education and motivation programs are essential for ensuring drivers are constantly learning and expanding their knowledge. To track employee adherence to safe practice and pinpoint areas for development, a process for driver monitoring must exist. The use of telematics, management ride-alongs, and public feedback are suitable methods for driver monitoring.

To optimize organizational road safety measures, employees must be suitably prepared to respond effectively in the event that a collision does occur. Post-crash reporting and investigation is vital for any corporate road safety program. Drivers should be interviewed following each incident to collect data on why the incident occurred and how it could have been avoided.8

Through the adoption of safe transportation policies and practices, the private sector can make a significant impact on the safety of the world’s roads. With these guidelines, TSR aims to support companies with the transition to best practice, allowing us to work together towards a united objective—to improve road safety globally.
The first step in developing a commercial road safety program is defining how the program will be managed. Companies must have a clear understanding of the purpose for the program and the outcome the initiative aims to achieve. Policies should then be formed to assist the business in reaching its safety objectives. Processes for monitoring, measuring, and reporting the impact of road safety initiatives must further be established, to allow companies to track program success and identify areas for improvement.

Why Should Companies Establish Road Safety Programs?

The Current Need for Action

Each year, 1.25 million people are killed and 50 million people are injured on the world’s roads. Corporations have a vital role to play in reducing these numbers, with much research concluding that fleet or company drivers have an increased crash risk relative to that of drivers of privately registered vehicles. It is estimated that 25 percent of global crashes are work-related, with this figure rising to 50 percent if commuting is included. A total of 36 percent of occupational deaths worldwide are due to road crashes. Not only do companies have a legal and moral duty of care towards their employees, they must also consider
It is clear that action must be taken to improve the safety of commercial transportation activities. This guidance is useful for any employer with staff who drive for work purposes.

Road Safety Matters Company-wide

Road crashes have massive financial, legal, reputational, and social implications for companies. Investing in safer transportation programs can benefit business by improving employee health and safety, protecting assets, reducing productivity losses and healthcare costs, and by enhancing the efficiency and effectiveness of supply chains.

Road crashes already cost the world USD $518 BILLION A YEAR.

From a financial and operational perspective, road crashes inflict major damage on companies, far exceeding the monetary cost of repairing vehicles. Overall, road crashes cost the world USD $518 billion each year.1

Legal implications are another key area to consider, with the total cost of a fleet insurance claim being estimated up to 36 times higher than just the cost of repairing a vehicle.9 Not only does investing in road safety make sound financial, legal, and business sense, developing a corporate road safety program can have a positive impact on a company’s public image and internal culture.

Road crashes can be damaging for a company’s reputation and have severe impacts on everyone involved. Corporate road safety programs aim to decrease these calamities by reducing the number of transportation crashes involving company drivers and vehicles. A company’s road safety achievements can further be used to share best practices and generate positive public relations. Embedding road safety within the organization’s Corporate Social Responsibility (CSR) program can benefit a company’s reputation and boost...
internal morale. A road safety program can also provide a positive example to employees and the community, educating them on the importance of road safety.

Once the need for founding a corporate road safety program has been identified, transportation policies must be created, and/or amended, to account for road safety objectives and shape program administration.

Establishing Safe Transportation Policies

Corporate road safety programs must be underpinned by formal policies to clarify safety standards, direct program management, establish roles and responsibilities, and ensure alignment with best practice. The International Organization for Standardization has developed ISO 39001, a road traffic safety (RTS) management system to support an organization to reduce death and serious injuries related to road traffic crashes it can influence. The RTS system can be accessed at www.iso.org. ISO 39001 includes the development and implementation of an appropriate RTS policy, or a MVS Policy. A MVS Policy allows companies to move beyond legal compliance and set a specific road safety criterion that aligns with the company's operational requirements and safety objectives. A commitment to a MVS Policy can be demonstrated by integrating the policy into a company's Occupational Health and Safety Framework. It is also advised that the MVS Policy be signed and dated by the chief executive officer.

The roles and responsibilities of all people involved in a corporate road safety program must be established and clearly documented in the MVS Policy. This includes a definition of all responsibilities assigned to both the employers and employees. A company should also designate a person to hold overall responsibility for the program administration.

It is important that the MVS Policy is regularly reviewed and updated to account for new learnings in road safety, respond to trends in driver behaviors and incidents, and exhibit a fair representation of the safety standards currently enforced. (See Appendix 1, page 46 for an example of AT&T's MVS Policy)

The specific requirements of a corporate road safety program and policy will be explored in more detail throughout the remainder of this report.

At a minimum, a comprehensive MVS Policy must cover:

- Program administration
- Responsibilities of drivers, supervisors, department heads, and relevant other stakeholders
- Driver selection, authorization, and review

Chevron’s Minimum Required Elements of a Corporate MVS Policy

Chevron’s MVS Policy identifies nine required elements (at a minimum) that need to be in place as part of a comprehensive road safety management process to minimize risk and promote motor vehicle safety for each location. (See Appendix 2, page 54)
Managing External Contractors

The parameters of a corporate road safety program must also extend to the appointment and management of contractors. Even if the company contracts out its transportation services, it should still establish a company MVS Policy to ensure contractors are aligned with company road safety goals.

Appointing Contractors

In the private sector, it is common practice for companies to make regular use of contractor companies for freight delivery and transportation services. To successfully incorporate external contractors into a corporate road safety program, efforts should be made to select the right contractors and set clear expectations from the start.

In order to manage consistency in safety procedures and legitimacy for the MVS Policy, there must be a clear process for hiring and managing contractors in line with corporate road safety standards. There should be a company-wide process for managing the selection of appropriate contractors from a health, environmental, and safety perspective. This process should focus on defining requirements, company expectations, and monitoring contractor performance.

As part of the contractor hiring process, organizations should ask to review contractor companies’ documented motor vehicle safety process. The information supplied by contractors should then be assessed against the corporate MVS Policy. For those companies that make regular use of contractor companies, a list of preferred vendors should be established with regard to their safety standards and alignment with the MVS Policy. The appropriate documents, forms, compliance materials, and training for contract drivers should be clearly established.

Influencing Vendors

In best practice, any individual working under company authority must understand and work within the requirements set forth by the MVS Policy. Organizations...
must therefore work with contractor companies to establish clear guidelines for safety standards. Expectations are typically reinforced in contract language. In shared responsibility situations, policy needs to reflect each party's specific role in managing fleet safety. In circumstances where the contractor has the responsibility for ensuring the safe performance of work, this should be viewed as a partnership and hiring companies must engage with contractors to support them in performing their work in a safe manner.

Depending on the agreement between corporations and contractors, some companies take responsibility for training and educating contract workers on compliance and safe work practices. In these instances, contractors are trained in the same way as company drivers. Responsibility for driver training should only be granted to contract companies in the presence of a robust training program that meets all requirements of the corporate MVS Policy.

Setting Road Safety Standards and Monitoring Compliance

The requirement of companies to manage and monitor contract workers' safety performance will depend on

Chevron’s Process for Hiring and Managing External Contractors

Chevron has developed a company-wide process to manage the qualification and selection of contractors from a health, environmental, and safety (HES) perspective that focuses on defining requirements, company expectations, and monitoring contractor performance. The work of Chevron’s contractors is managed using the applicable Operational Excellence processes; in this case, the MVS Policy process.

While the contractor has the responsibility to ensure the safe performance of work, Chevron views the relationship as a partnership, where Chevron engages with its contractors to help them perform the work as expected. For example, part of Chevron’s contractor qualification questionnaire includes asking if a contractor company has a documented motor vehicle safety process; then, as part of the contractor qualification process, Chevron can review the information supplied by the contractor against Chevron’s expectations.

At a minimum, Chevron requires its contractors to cover pre-trip vehicle inspections and the use of in-vehicle monitoring systems, or a behavioral safety program to provide coaching and feedback on driver performance—in a similar manner to the standards used for Chevron personnel. These expectations are typically reinforced in contract language or via the use of exhibits appended to the contract.
the specific contractual agreement reached between the corporation and contractor company. At a minimum, contracted or lease drivers should be monitored in a similar manner as company drivers and must be held accountable to the same safety standards. Contractors should be required to perform basic pre-trip and post-trip vehicle inspections, and follow the same process for vehicle malfunction and incident reporting as set out in the MVS Policy. The use of in-vehicle monitoring systems should further be used to track the performance of contract workers and compliance with the MVS Policy. Regularly used contract drivers should also have their vehicles inspected by in-house maintenance teams.

Data Collection and Analysis

Once the guidelines of a corporate road safety program have been established, a process for collecting, analyzing, and reporting data must exist for tracking driver performance, monitoring program outcomes, identifying areas for improvement, and measuring program success.

Data Collection on Company Vehicles and Drivers

In order to expand company knowledge and monitor program success, it is important to set corporate road

---

Ryder’s Data Collection, Analysis, and Reporting Process

Ryder’s Safety Analytics Group creates weekly, monthly, and annual reports that track incident frequencies and identify trends. This information is used as the foundation for the development of the company’s safety strategic plan. Each month, a detailed safety scorecard report is created and reviewed with company leadership. The report details topics such as injury and collision frequency, safety costs, online safety plan (RyderSTAR) performance, and training completion results. Ryder has also recently developed another metric, Total Safety Index (TSI), which is a single composite score for all of the safety measurement categories. TSI has brought a heightened level of accountability among the various teams within the company.

In conjunction with the monthly scorecard report, each week the Safety Analytics Group distributes a Safety at a Glance (SAAG) report. The SAAG report provides an intuitive dashboard that shows real-time incident and trend data. The SAAG report allows leadership to respond quickly to developing safety trends as they unfold throughout the year.
safety goals and criteria for measuring performance. Safety performance metrics should be established prior to initiating a corporate road safety program, and can include a number of factors, such as injury and collision frequency, the number of collisions per miles driven, the number of collisions per vehicle, and the amount and frequency of deviations from the MVS Policy. The use of telematics in company vehicles is one way to capture data on driver behaviors. GPS tracking devices can be used to capture warnings data including harsh breaking, harsh accelerations, seat belt misuse, and speeding.

Data Review and Analysis

Once data on company vehicles and drivers has been captured, this data can then be analyzed to identify patterns and trends in driver behaviors and vehicle incidents. Insights from this analysis can help management make decisions about the most effective and efficient ways to manage risk. Fleet safety policies should be continually reviewed in light of this information to ensure companies align with best practice and emerging developments. Training programs should include common areas for improvement based off of the data collected.

For industry best practice, data on safety performance metrics should be reviewed either monthly or quarterly to identify trends. Road safety performance should be evaluated annually against results from previous years, and improvement goals should be established accordingly. Regular review of data on vehicle collisions can illustrate the impact of corporate road safety programs.

Depending on the needs and capacity of different companies, in some circumstances, it is most practical to hire third party organizations to complete data management and reporting. These external providers can gather and analyze company data, providing companies with detailed reports that are easy to interpret.

Act as a Singular Point of Truth for Driver Performance

Data on driver behaviors can be used for auditing conformance to the MVS Policy and measuring driver performance. In order for drivers to take accountability for their own safety performance, drivers need to have complete access to their individual driving history data and risk rating. Through collecting, analyzing, and disclosing data on driver performance, drivers can be better informed on how well they’re performing, how close they may be to triggering remedial action, and what action they need to take to improve their performance.

Data on driver performance should be leveraged to create a singular source of truth about driver performance. Accurate record keeping on violations of the MVS Policy, Motor Vehicle Records (MVR) (including qualifications, training completed, etc.), and collision reports should be kept for all drivers. This information can provide actionable insights that can highlight behavioral issues and training requirements. Availability of this data can further allow for benchmarking, where drivers’ performance is compared against internal and industry standards.

Opportunity for Shared Data and External Reporting

Fleet safety achievements are defined by positive results in companies’ safety performance metrics. Specific achievements may include a reduction in motor vehicle incidents, driver injuries, or costs incurred, as a result of instituting road safety programs. Fleet safety can be used to share best practice and enhance industry knowledge. It is important for companies to report the results of their road safety programs, both internally and externally, to maximize the impact of the program and communicate key learnings. If companies can prove a reduction in their incident rate and their average cost per incident is known, companies can further project the money their road safety efforts have saved.

Evaluating the success of implementing road safety initiatives is an important practice for boosting employee commitment, improving company morale, and shaping industry best standards.
There is opportunity for companies to limit the inherent risk of their road activities, through adequate pre-journey planning and careful selection of transportation routes. Transportation voyages should be designed to permit safe driving practices, and where possible, the safest roads for the specific task at hand should be utilized.

**Managing the Transportation Journey**

Transportation journeys must be carefully planned and analyzed to manage the risk associated with driving. Consideration for drivers’ schedules, distance covered, possible hold-ups, and potential road hazards should form part of the transportation planning process.

**Walmart's Journey Management Planning**

Walmart has a unique dispatch philosophy, where the company does not dispatch drivers based on the available hours reflected in its electronic logging system. Walmart drivers are dispatched based on the hours drivers state they are able to run. This dispatch philosophy allows drivers to control their schedule, adjust it based on their individual needs, and provides the driver the freedom to take additional or longer breaks as necessary.
Journey Management Planning

Efficient transportation planning plays a vital role in managing a company's road risk and supporting safe practice. Management must set realistic schedules and delivery time targets to ensure drivers are able to drive well within speed limits and to account for possible hold-ups. Journeys should be planned to minimize mileage and driving time, and where feasible, multiple drivers should be used to ensure drivers are well-rested. Employers should work with drivers to make it clear that unforeseen events never call for excessive speed, missed breaks, or dangerous practice. In some circumstances, the best way to reduce road risk is to limit the amount of time spent on the roads. Where applicable, organizations should consider sustainable journey planning, to reduce the number of transportation journeys and time spent on the road.

Hazardous Route Mapping

An additional area of emphasis in a company's journey management planning should focus on enhancing the safety of all travelers by identifying and managing the potential hazard associated with each journey. Route

Ryder’s Process for Hazardous Route Mapping

Ryder drivers travel on all types of urban and rural roadways such as interstates, construction zones, school zones, and mountain passes. Since many roadways are not specifically designed for commercial equipment, it is important that drivers operate on designated routes to ensure the safest and most efficient route for the driver.

Route design is accomplished by using software that takes into consideration the roadway type, route mileage, traffic, weather conditions, time of day, road closures, and hours of service. To further a driver’s route knowledge, Ryder may also provide Route Hazard Guides. These guides provide a pick-up or delivery location's address, driving directions, an overhead satellite image of the delivery site’s entry and exit points, and any high-hazard fixed objects that may interfere with safe maneuvering.
mapping for commercial fleets should aim to avoid residential areas, town centers, and schools where possible. On occasions where drivers are scheduled to drive on roads or in conditions they are not experienced with, a Journey Management Plan (JMP) should be developed and distributed to drivers in advance of the journey to ensure drivers are fully prepared and feel comfortable with the task at hand. A JMP provides detailed trip information including route hazards, safe areas to perform equipment or cargo securement checks, and safe locations to rest and stop for fuel.

A standard process for hazardous route mapping is set out below:

- Determine if any areas of the transportation route are hazardous. Key factors to consider include:
  - steep hills, sharp turns, poor road conditions, narrow bridges, roadworks, schools, etc.
  - If a transportation route is deemed hazardous, check to see if there are any alternative routes available. If there is, change the transportation route accordingly. If there is no viable alternative, ensure drivers are advised well in advance of the transportation journey.
  - Provide additional training where necessary. Post photos of route hazards and discuss the potential risks with drivers. Ensure drivers know the signs to watch out for and how to respond if issues occur.
Investment and upkeep of safe vehicles is a key component of a corporate road safety program. Vehicles should be selected with consideration for their safety structures and when relevant, additional safety features should be incorporated to maximize vehicle safety. Companies must further commit to monitoring and preserving vehicle safety standards via regular inspections, maintenance, and servicing.

Selection of Vehicles

It is ultimately the responsibility of management to procure and sustain safe company vehicles. In best practice, vehicles are purchased based on the type of task they will perform.

Vehicle Selection Criteria

Selecting the make and model of vehicles should not necessarily be a one-size-fits-all approach, but rather be tailored to the specific task that vehicle will be required to perform. Before purchasing a vehicle, companies should have a clear understanding of the vehicle's duties, including an estimation of distance to

<table>
<thead>
<tr>
<th>Size Class</th>
<th>Gross Vehicle Weight (Pounds)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light truck</td>
<td>Up to 10,000</td>
<td>Typically pickups or light vans</td>
</tr>
<tr>
<td>Medium truck</td>
<td>10,001 to 20,000</td>
<td>Usually refers to vehicles as 1½ tons to 2 tons</td>
</tr>
<tr>
<td>Heavy truck</td>
<td>20,001 to 45,000</td>
<td>Usually refers to vehicles as 2½ tons to 4½ tons</td>
</tr>
<tr>
<td>Extra-heavy truck</td>
<td>Over 45,000</td>
<td>Typically very large dump trucks and larger mix-in-transit trucks</td>
</tr>
<tr>
<td>Heavy truck-tractor</td>
<td>Up to 45,000 (GCW)</td>
<td>Typically the smaller tractors and trucks equipped with a fifth wheel for hauling semi-trailers or mobile homes</td>
</tr>
<tr>
<td>Extra-heavy truck tractor</td>
<td>Over 45,000 (GCW)</td>
<td>Majority of tractors, regardless of single rear axle or dual rear axle</td>
</tr>
</tbody>
</table>
be covered, the conditions of transportation journeys, and where relevant, the type of cargo to be carried. A conscious effort should be made to select vehicles that perform well on both crashworthiness and functional dimensions. (See Appendix 3, page 56 for The United States Transport Accident Commission’s Safe Vehicle Purchase Policy)

**TABLE 2: SAFETY FEATURES FOR CONSIDERATION IN COMPANY VEHICLES**

<table>
<thead>
<tr>
<th>Area for Safety Enhancement</th>
<th>Safety Devices Available</th>
</tr>
</thead>
</table>
| Blind spots and visibility               | • Spot mirrors  
|                                          | • Spot cameras  
|                                          | • Reversing alarms  
|                                          | • Underrun guards  
|                                          | • Rearview camera systems  
|                                          | • Side and back up cameras                                      |
| Collision mitigation                     | Automatic brake system that is set to maintain a distance no less than 3.6 seconds from other vehicles. Sensors and vehicle technology systems work together to direct a vehicle to brake automatically when the minimum distance is breached |
| Electronic stability control             | Automatic brake system of individual wheels to prevent the heading from changing too quickly (spinning out) or not quickly enough (plowing out) |
| Lane departure warning                   | Cameras and/or sensors work with vehicle technology systems to warn drivers any time a vehicle begins to drift outside of its current lane of travel |
| Speed control                            | Engine control system that prevents vehicles from exceeding a set speed limit |
| Seat belts                               | Seat belt alarms |
| Additional vehicle-to-infrastructure warnings | • Curve speed warning  
|                                          | • Oversize vehicle warning  
|                                          | • Pedestrian in signalized crosswalk warning  
|                                          | • Railroad crossing warning  
|                                          | • Red light violation warning  
|                                          | • Reduced speed/work zone warning  
|                                          | • Restricted lane warning  
|                                          | • Stop sign warning  
|                                          | • Weather impact warning  
|                                          | • Work zone warning |
| Additional vehicle-to-vehicle warnings   | • Control loss warning  
|                                          | • Do not pass warning  
|                                          | • Emergency electronic brake lights  
|                                          | • Emergency vehicle alert  
|                                          | • Forward collision warning  
|                                          | • Intersection collision assist  
|                                          | • Left turn assist  
|                                          | • Pre-crash actions  
|                                          | • Situational awareness  
|                                          | • Tailgating advisory  
|                                          | • Transit vehicle at station/stop warning  
|                                          | • Vehicle emergency response |

**Additional Safety Features**

Company vehicles should be equipped with all devices legally required for their specific make and model. At a minimum, vehicles should also be equipped with a first aid kit, emergency signaling device, and a fire extinguisher. There are a number of additional safety features companies may consider for their vehicles to support drivers’ safety performance through vehicle-to-infrastructure (V2I), vehicle-to-vehicle (V2V), and vehicle-to-pedestrian (V2P).
Vehicle safety technology is a rapidly emerging field, especially in Australasia, Europe, and North America regions. Adoption of safety technologies or other safety features will depend upon the specific requirements of company vehicles, conditions of the roads encountered, and the need of companies to respond to trends in driver behaviors and incidents. Safety features for consideration are listed in Table 2. (See page 22)

Maintenance and Servicing of Vehicles

Once company vehicles have been selected, management must then ensure that reasonable processes are set in place to monitor vehicle efficiency, track wear and tear, and ensure vehicle safety levels are well-maintained.

Vehicle Inspections

Regular vehicle inspections are essential for identifying malfunctions and managing vehicle faults. The frequency and formality of vehicle inspections will
AIG’s Experience with Collision Mitigation

AIG Casualty Risk Consulting was approached by a freight company to identify technology that could be added to new Class 8 trucks to reduce rear-end collisions, the most severe type of collision. To help solve this problem, risk consultants recommended that the customer invest in a collision mitigation system for their vehicles. As of 2015, the freight company has collision mitigation technology installed in roughly 60 vehicles. To date, none of these vehicles have been involved in a rear-end collision. It is estimated that this technology will provide a 40 percent reduction in severe crashes.

ultimately depend upon the capacity of the company. When setting inspection requirements, it is also important to consider the duties of different vehicles. The projected wear and tear of vehicles, based on the tasks those vehicles perform, is a good indication of the inspection frequency required.

Overall, it is best practice to ensure vehicles are inspected prior to and following every transportation journey. To minimize the difficulty of managing routine inspections, drivers should be trained in performing basic pre-drive and post-drive inspections to check for warning signs. These inspections should be formally noted and reported to keep management informed on vehicle status and to support post-crash investigation.

Safety critical components to inspect during pre-drive and post-drive inspections include lights, horns, brakes, tires, and steering wheel function. Depending on the size of the fleet and resources available, some companies require pre-drive and/or post-drive vehicle inspections to be performed by department supervisors or operational leads. (See Appendix 4, page 58 for AT&T’s Pre-Driving Vehicle Inspection Checklist)

Servicing and Vehicle Turnover

In addition to pre-drive and post-drive inspections, company vehicles must go through documented maintenance inspections to regulate servicing and renewal. These inspections must be performed by qualified persons, as set out in the MVS Policy, and include a method for identifying and removing vehicles that are no longer road worthy and/or safe to operate. It is industry standard to determine the frequency of maintenance inspections based on manufacturer requirements. Annual maintenance inspections are recommended for vehicles with high mileage.

A complete preventative maintenance program should include accurate recordkeeping of all service and repairs performed; include pre-drive and post-drive inspection reports, detailing any defects noted and reported; require authorized inspections of all safety
Ryder’s Vehicle Safety Features

All new Ryder tractors are equipped with a vehicle safety package that consists of LED headlights, roll stability, collision mitigation, adaptive cruise control, and lane departure warning. LED headlights allow a driver to see further down the road while reducing eye strain and fatigue. Lane departure systems warn a driver any time the vehicle drifts outside its lane of travel. Adaptive cruise, roll stability, and collision avoidance systems maintain a truck’s following distance of no less than 3.6 seconds and will apply the brakes any time it senses that the vehicle is cornering too fast or a collision with a slower moving vehicle is imminent.

Ryder also utilizes in-cab technology such as SmartDrive Systems and GreenRoad Technologies. GreenRoad uses an accelerometer to identify events such as hard stops, hard turns, speeding, and aggressive lane change maneuvers. The system provides driver feedback using green, yellow, and red blinking lights. Safe driving maneuvers blink green while risky driving maneuvers blink red. An overall GreenRoad performance score for each driver is compared to other drivers and any necessary coaching or retraining is provided by Ryder supervision or a driver trainer.

SmartDrive uses inward and forward facing cameras that continuously record the driver and the road ahead. Events such as hard stops or turns trigger the system which automatically sends a 20 second digital recording to a team of SmartDrive analysts for review. Video that is confirmed as risky driver behavior is used by Ryder supervision for coaching. The system is especially useful for providing an overall driver safety score and as part of the post-incident claims management process.

With the right vehicles, safety equipment, and maintenance procedures in place, it is important that company drivers have the appropriate qualifications, skills, physical ability, and attitudes they need to successfully meet safety expectations.

Reporting on Malfunctions

Reporting guidelines must form part of the corporate MVS Policy and cover the requirement of drivers to report any vehicle malfunctions as soon as possible. If a safety-critical defect is reported, it is crucial that the vehicle is removed from the road for repairs immediately.

equipment; and require mechanics and/or service providers to document completion of repairs.
For a corporate road safety program to be successful, employee participation and commitment to safe practice is essential. Companies must develop an environment that influences and supports the emergence of safer road users. Methods for influencing employee attitudes towards road safety, expanding employee knowledge, extending driver skill sets, and fostering ongoing learning and development should be implemented within a company.

Developing a Safety Culture

Companies can work toward developing an internal safety culture through uniform messaging on safety initiatives, incentive and disincentive schemes for driver performance, and a process for reporting on program updates and outcomes.

Gaining Buy-in from Management

In order for corporate road safety programs to be successful, a commitment to road safety should be demonstrated at all levels of the organization.\(^8\) Gaining support for improving road safety at the senior level is crucial to ensure a company has buy-in from the top.\(^8\) The inclusion of specific road safety objectives in management's annual objectives is one way to encourage participation in the organization's road safety program. Once management support is secured, consistency in enforcing corporate road safety policies should be established. It is important that all employees, including senior managers, follow the same road safety policies and procedures to develop a commitment to road safety at an organizational level.\(^8\)

Reinforcement of Road Safety Programs through Incentives and Disincentives

To reinforce the importance of corporate road safety initiatives, organizations should have incentive schemes in place to recognize good driving behavior and penalize poor performance.\(^{10,14}\) Incentives should be distributed to employees in front of the whole organization to acknowledge and reward employee commitment.\(^8\) On the other hand, it is vital that consequences for poor driving behaviors are visibly enforced.\(^8\) Penalties for ill compliance to road safety standards must be delivered promptly and with minimal leniency.
Ryder’s Safety Roll Call Initiative

As part of Ryder’s corporate road safety program, every driver who is injury and collision free throughout a calendar year is added to an annual Roll Call poster. This poster is distributed to all Ryder facilities to acknowledge outstanding employees for their commitment to road safety. Ryder’s Roll Call recipients are often rewarded with prize giveaways that are presented to drivers in front of their peers.

Walmart’s Safe Driving Incentive Programs

PAY INCENTIVES
Walmart drivers receive incentive pay for additional activities they complete, such as hooking to trailers and multi-stop deliveries. More importantly, Walmart drivers are paid to take their mandatory 10 hour U.S. Department of Transportation (DOT) rest break. In an effort to increase safety awareness and performance, Walmart has implemented a quarterly safety incentive program. Drivers earn this incentive each quarter they complete without being involved in a preventable collision or incident. Drivers are paid an additional rate per mile for each mile driven during the quarter and receive a “safety day,” which is a paid day off.

ROAD TEAM PROGRAM
Walmart has developed a “Road Team” program for its drivers. To qualify as a Road Team driver, a driver must have a minimum of three years collision-free driving with Walmart, have no moving violations in the previous three years, have never been involved in a serious collision, and have no coaching, performance, or integrity issues. The Road Team members are ambassadors of the Walmart fleet and act to enhance the reputation of the fleet within their communities and at public events.
To qualify as a Frito-Lay Million Miler, drivers must accumulate one million or above (two or three million) driving miles without a collision. Eligibility runs calendar year to calendar year. The Million Milers, along with their families, are recognized by Frito-Lay’s top executives at an annual gala.

All of Frito-Lay’s Traffic Centres have viable crash review boards consisting primarily of drivers, driver trainers, and leadership. Should a driver dispute the investigation findings, the program has established procedures for determining driver eligibility. If it is determined under Frito-Lay’s procedures during the year that a driver is no longer qualified for the Million Miler status, he/she forfeits any miles. Frito-Lay’s Million Milers have high-caliber safety skills honed through regular and robust training and adherence to good driving behaviors. Frito-Lay utilizes skills maneuvering courses, advanced driving simulators, and team collaborations on best practices to create a positive safety culture and to help its drivers maintain their skills.

Frito-Lay is the convenient foods business unit of PepsiCo.
Report on Results and Program Outcomes

The outcomes of corporate road safety programs should be communicated to the company on a whole. Through highlighting road safety achievements, organizations can boost employee morale and strengthen commitment towards corporate road safety programs. Once employee commitment is secured, this commitment can transfer into employees’ personal lives. Through increased awareness of road safety and proof of positive outcomes, employees may feel more motivated to adopt safe driving practices both inside and outside of work hours. A process must exist for distributing information on fleet safety issues and activities at regular intervals, to ensure all members of the company are kept well informed and to remind employees that their participation is a valued contribution towards an organizational-wide initiative.8

While employee commitment is essential for program success, companies must also ensure that their drivers are equipped with appropriate knowledge and skills to allow them to perform their duties safely.

Walmart’s Safe Driving Recognition Programs

THREE MILLION MILE AND FOUR MILLION MILE AWARDS

Drivers are recognized for their safe driving history in 500,000 mile increments. Drivers receive uniform patches and truck decals displaying their safe-driving history. Drivers who are able to drive three million collision-free miles receive a special truck containing numerous upgrades over the standard fleet truck and a unique color to recognize their achievement. This achievement reflects more than 20 years of collision-free driving. Walmart has awarded a three million mile truck to two drivers.

approximately 30 years of collision-free driving. To date, Walmart has awarded a four million mile truck to two drivers.

TRUCK DRIVING CHAMPIONSHIPS

Walmart also strongly encourages its drivers participation in the State and National Truck Driving Championships and hosts its own internal truck driving championship. To participate in the state and national competitions, drivers are required to be collision-free (both preventable and non-preventable) for the previous year and are required to work for a minimum of 11 of the previous 12 months. The competitors therefore must continuously exhibit defensive driving skills throughout the year as well as follow safe work practices to keep from missing time due to on-the-job, as well as off-the-job, injuries. The competitions test not only driving skills, but knowledge of the rules and regulations governing commercial driving and their ability to inspect their vehicles to identify defective conditions.
Ryder’s Safe Driving Awards

Ryder offers a variety of driver-based safety recognition programs, with a focus on safety excellence. These programs include the Mileage Club Award, Driver of the Month/Year Award, and Safe Driver Award. Each program has its own set of comprehensive and clearly defined safety criteria. Ryder’s safety recognition programs celebrate and reward drivers who demonstrate the most exemplary driving behavior. Since Ryder’s safety recognition programs are specific, timely, sincere, and ongoing, it communicates the message to the driver workforce that Ryder appreciates their exemplary safe behavior and the affect it has on the company’s overall safety culture.

Chevron’s Sponsorship of the Million Mile Club

The Red Eye Radio Million Mile Club honors truck drivers in the U.S. and Canada with one million miles of collision-free driving. Established in 1992, the Chevron sponsored program is one of the most prestigious honors in the trucking industry. As a new inductee to the club, each driver receives a personalized Million Mile Club jacket, provided by Chevron, a Million Mile Club membership card, and a gift from the other participating sponsors.
Driver Selection, Management, and Ongoing Assessment

To build a company of safe road users, driver attitudes, knowledge, health status, and skills must be assessed at the time of hire and on an ongoing basis to ensure drivers are a suitable fit for the company’s safety culture.

Qualifications and Background Checks

Taking road safety into account when recruiting and selecting new staff is vital to fleet performance and should form part of the application, interview, and selection process. Validation of driver’s licenses and qualifications need to be performed prior to hire. Previous driver experience must also be reviewed and confirmed via references and relevant background checks. Information to be collected includes details on overall driving experience, types of vehicles driven,
Republic’s New Driver and Ongoing Safety Training

New driver development is key to the success of any transportation based organization. Because of this, Republic Services strives to ensure the success of all of its drivers from the moment they start their journey. As you can see from the New Hire chart, the first day consists of the customary HR paperwork, followed by the new employee orientation and safety orientation. Before the driver gets behind the wheel, the driver rides 4-10 days with a behind-the-wheel-instructor at his/her home division, experiencing what the job “really” entails. They then spend four days at the Area Training Centers in classroom instruction, practical, hands-on skills course training, and concluding with testing to confirm comprehension. If the driver successfully completes these prerequisites, he/she goes back to the home division and starts the behind-the-wheel process. This behind-the-wheel segment is essential, and can take up to 15 days or more if needed. This mentoring and coaching segment is closely monitored by the behind-the-wheel instructor and division management. If the new driver succeeds, an ops certification is issued. Taking the time to successfully onboard a new driver benefits not only that individual, but the motoring public as well.

Monthly training is also important. While short tail-gate talks have their place, Republic Services has committed to providing all employees with a monthly, comprehensive, interactive safety awareness campaign designed to reduce the frequency of the six types of losses that have unacceptable levels of both human suffering and monetary costs. This is called Focus 6. Backing, Pedestrians, Intersections, Rollovers, Push-Pull-Lift, and Rear Collisions make up the six. The monthly materials include an employee led DVD and memo, posters, supervisor talking point card, cartoon-style safety clips, and one-on-one coaching card. Along with these monthly materials, a practical skills course exercise is required, as to help confirm comprehension. Custom, fresh, monthly materials specific to Republic Services are a significant commitment, highlighting awareness around driving and employee safety, resulting in reduced frequency of the six identified events and the reduction of life-changing events.
gaps in employment history and if applicable, types of materials hauled.\textsuperscript{13}

To ensure new employees become active participants in a company’s road safety initiatives, knowledge of and attitudes towards safe driving should be assessed. This can be performed via face-to-face interviews or meetings, where people’s awareness of and reactions to road safety issues are addressed.\textsuperscript{10} A clear procedure for selecting safe drivers based on qualifications, experience, past performance, and attitudes must be established and followed. This procedure should be documented in the MVS Policy.

As part of a corporate road safety program, a process must also exist for periodic review of qualifications, operating records, and driving ability.\textsuperscript{12} Companies should carry out regular checks on all driver’s licenses. MVRs documenting qualifications, driving experience, training completed, and reported incidents must also be kept up to date and reviewed by management annually.\textsuperscript{13}

Skills Testing

Drivers’ skills should be assessed during recruitment and at regular intervals thereafter.\textsuperscript{8} Skills testing can be performed through a combination of written and/or online tests and practical exams.\textsuperscript{13} New employees’ driving skills should be assessed during recruitment, including a brief test on road rules (either written or online) and a practical road test conducted by an experienced trainer. Practical driving tests allow drivers and companies to identify areas of risk and opportunities for improvement.\textsuperscript{6} Once an employee has been hired, ongoing skills testing is recommended. The frequency of skills testing will depend upon the type of duties drivers perform and the requirements of the company. Drivers’ skills should be reassessed if they have been in a collision, are reassigned to duties involving a different type of driving or vehicle, or are returning from a career break or lengthy sick leave.\textsuperscript{8}

Medical Assessments

The health and fitness levels of company drivers must be considered and evaluated as part of a comprehensive corporate road safety program.\textsuperscript{11} If there is an issue with
an employee's health, there is also a possibility that his/her driving ability is diminished. Medical examinations should form part of the driver selection process to identify areas of risk, and these assessments should be repeated on a regular basis. Health conditions that may impact a driver's competency include visual impairment, sleep disorders, and stress.

Having good eyesight is fundamental to safe driving. In addition to vision testing for all new employees, companies should require drivers to have their eyes tested at least every two years. Sleep studies and stress assessments should also form part of employee medical exams.

Employees must be well informed that they must not drive while taking medication that might impair their judgement or driving ability. Employees should be instructed to report to management if they are taking any such medication, or if they are concerned about their current health or treatment plan. Medical assessments should also include a full review of employee medications.

**Providing Ongoing Support**

For employees to fulfill their role in the corporate road safety program, they must feel as though they have a reasonable level of support available to them. Identifying and addressing stress and employee concerns can reduce risks as well as improve employee morale. Companies should require drivers to notify their supervisor, in confidence, if any work or home problems are causing them stress. Management should also review workloads regularly to ensure drivers are not under excessive pressure. Employees should be referred to support networks and professional counseling when necessary.

To initiate best practice, it is also advised that companies provide drivers with a stop work authority. Every driver should be given the right and responsibility to stop work activity when it cannot be performed safely. This policy allows drivers to take full responsibility for their own safety and promotes engagement in the company's safety effort.

Retaining good drivers is an important part of a corporate road safety program. By providing ongoing support and monitoring driver satisfaction, companies can potentially reduce driver turnover and retain experienced drivers. Employee exit interviews should be performed to identify potential areas for improvement.

Once suitable drivers have been employed and retained, it is important that drivers have a clear understanding of what is expected of them, and how their role fits into corporate road safety initiatives.

---

**Establishing Driving Guidelines and Key Performance Indicators**

To guide employees in becoming safer road users, companies must establish driving guidelines and KPIs for measuring employee performance and compliance with the MVS Policy. KPIs must be clearly noted in the MVS Policy to ensure drivers are well aware of what is expected of them, the rules they must abide by, and how their performance will be assessed.

Expansion of driving guidelines and KPIs to cover safety specific elements includes:

**Pre- and post-drive activities:**

- Responsibility of drivers to hold a valid driver's license
- Drivers must submit a copy of their current driver's license for inclusion in their MVR
- Drivers must keep management informed on changes in their license or driving status
- Drivers must complete all training and assessments as required
- Conduction and documentation of required pre-
trip and post-trip safety inspections, as set out in the MVS Policy

› Requirement of drivers to check vehicles are loaded correctly and not over weight prior to each journey

› Drivers must report any vehicle defects immediately

› Drivers must report all motor vehicle collision immediately and in accordance with the MVS Policy

› Drivers must prohibit the use of their assigned vehicle by anyone not authorized to drive the company vehicle

In-car activities:

› Responsibility of drivers to operate motor vehicles in a safe, defensive manner in accordance with all traffic laws

› Restriction on the consumption of illicit substances while driving (drugs and alcohol), including the determination of acceptable limits. In best practice, it is recommended that drivers have a nil reading for illicit drugs and alcohol while driving

› Speed limits must be determined and documented. At a minimum, drivers must be instructed to abide by the speed limits required by law. Corporate speed policies should also require employees to slow down in built-up areas, for bends and brows on rural roads, in bad weather conditions, when the road is wet or icy, and whenever there is limited visibility on the road

› Drivers should be instructed to comply with the law and always wear a seat belt while driving

› Drivers must ensure any passenger wear seat belts at all times

› A robust distracted driving policy should be employed, outlining the use of mobile phones and other potentially distracting activities (e.g. the use of electronic equipment, eating food behind the wheel, smoking while driving). For best practice, the use of hand-held mobile phones while driving must be strictly prohibited

› Driver fatigue standards and rules must be established. Companies must determine the frequency of required rest breaks (e.g. 15 minute break at least every two hours)

PepsiCo’s TEST Drive Program

PepsiCo’s TEST Drive Program keeps employees safe when on the road. Drivers are instructed to keep the detachable TEST Drive wallet card to help employees remember 10 easy safety tips. PepsiCo also includes vehicle backing rules. Though backing related collisions are common, they are easy to prevent. The rules help keep it top-of-mind for employees.
Driver Training, Education, and Development

Employee training, education, and development programs are a necessity for improving employee knowledge of safe practice, enhancing driver skills, and fostering safer road users.

Induction for New Drivers

Educating new employees on the importance of road safety and their role in corporate road safety programs should form part of the employee induction process.8 New employees must be made well aware of company expectations and the MVS Policy, and this should be written into their employment contract.8 Developing a road safety induction for staff can ensure new employees are equipped with the appropriate knowledge and guidance they need to align their behaviors with the MVS Policy.10 A road safety handbook should be issued to all drivers when they start their employment.8 Road safety handbooks should be kept up to date and drivers should be required to read them both initially and at regular intervals thereafter.6 In conjunction with the distribution of written safety materials, new recruits should undertake an initial mentoring program to ensure their safety steps and procedures meet company requirements.15 During driver induction, new hires should be partnered with veteran safe drivers.15 Mentoring programs should only be deemed complete once the new hire is determined to be ready to work safely without supervision.

Education, Development, and Motivation Programs

An effective road safety program should include driver education, development, and motivation programs.13 Development of such programs should be based on company needs and implemented in an appropriate fashion within the organization.10 Ongoing education and development programs can ensure drivers are constantly learning and expanding their knowledge of road safety. Such programs can further allow companies to keep road safety top-of-mind amongst company

<table>
<thead>
<tr>
<th>TABLE 3: POTENTIAL AREAS OF FOCUS FOR ROAD SAFETY EDUCATION, DEVELOPMENT, AND MOTIVATION PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Focus</strong></td>
</tr>
<tr>
<td>-------------------</td>
</tr>
</tbody>
</table>
| **Program administration** | - Updates on changes in driving routes, cargo, equipment, regulations, and the MVS Policy  
- Reporting guidelines and completion of reporting cards  
- Emergency contacts |
| **Key risk areas** | - Blind spots  
- Speed  
- Alcohol and drugs  
- Seat belts  
- Distracted driving  
- Fatigue  
- Stress  
- Medications that might impair driving |
| **Practical driving techniques** | - What to do after a collision  
- Dealing with aggressive drivers  
- Backing techniques  
- Circle of safety  
- Following distance and tailgating  
- Intersections and space cushions  
- Making turns  
- Highway driving  
- Tips to avoid acceleration  
- Tips to avoid harsh breaking |
AB InBev’s Employee Educational Program

AB InBev is committed to providing its employees ongoing education, development, and motivation for driver road safety. AB InBev’s educational program consists of daily and weekly safety meetings, monthly and yearly trainings, and ongoing awareness campaigns. Awareness campaigns include a host of internal communications activities and materials in distribution centers globally on the top driver safety challenges including distracted driving, speeding, and seat belt use. For example in Brazil, AB InBev launched an awareness campaign to remind employees their safety behaviors directly impact their family, and if the individual employees won’t be safe for themselves, do it for their loved ones.

Education, development, and motivation programs can cover a variety of topic areas, but should be designed in accordance with identified issue areas and gaps in employee knowledge. Table 3 (See page 37) sets out potential areas of focus for road safety education, development, and motivation programs.

Once the areas of focus for employee education, development, and motivation programs have been established, methods for program delivery must be determined. There are a number of communication avenues companies can employ to distribute safety messages. Tactics for administering these types of programs include:

- Safety talks by supervisors and/or relevant motivational speakers
- Mobile applications for drivers providing road safety tips and guidance
- Safety posters
- Safety days held to address various aspects of driving (e.g. seat belt days, safe speed awareness days)
- Safety messages displayed on company intranet and/or desktops
- Safety messages included in company newsletters
- Mailbox messages

Safety and Defensive Training

Initial and periodic training is a critical component of any corporate road safety program. It is estimated that up to 95 percent of crashes are due to driver error. Effective training can help to reduce the frequency and severity of driver errors, allowing companies to enhance their drivers’ safety performance and reduce the company’s road related risk. As an industry best practice, companies should require training for all drivers on a regular basis. Additional training should be made compulsory for...
any driver who breaches driving guidelines or is involved in a motor vehicle collision. At a minimum, company-led training should cover road rules and safety procedures, the use of safety equipment, practical driving techniques, and defensive driving. Organizations that do not have internal expertise on safe driving training should consider using external organizations to run assessments and training.

Drivers should receive the appropriate training for their assigned tasks, vehicle type, and driving environment. Providing targeted training to high-frequency or high-risk drivers is an effective way to address driver-specific issues. Results from skills testing may be further indicative of drivers’ training needs.

For industry best practice, occasional drivers should complete initial web course training and ongoing refreshers. For routine drivers, a combination of web-based training and practical coaching is recommended. Web-based training can be used to train drivers on road rules and safety procedures, the use of safety equipment, and techniques for dealing with key risk factors, such as fatigue management and distracted driving. In addition, all routine drivers should complete practical defensive driving training initially and at regular intervals. Defensive driving training covers areas including speed and space management, lane changes and intersections, rollover prevention, and rear-end collision avoidance. The frequency of training requirements will differ between companies;
however, at minimum for industry best practice, defensive driving should be required by all routine drivers on an annual basis.

Driver Monitoring

To track employee adherence to safe practice and pinpoint areas for development, a process for driver monitoring must exist. There are a number of driver monitoring programs companies can employ to track driver efficiency. For best practice, a combination of telematics, management ride-alongs, and opportunities for public reporting works best for optimal driver and fleet observation.

Use of Telematics and Driver Behavior Technologies

The use of telematics and driver behavior technologies is useful for regulating safety standards and tracking employee performance. Research suggests that appropriate use of telematics can reduce safety-related incidents by up to 50 percent. For industry best practice, it is recommended that GPS monitoring systems are used in all company vehicles. GPS monitoring systems can record driving activities and flag dangerous practice, including incidents of speeding, harsh braking, and sharp cornering.

Clear deviations from company guidelines, such as speed limit violations, should be addressed promptly. By identifying areas where driver safety performance is lacking, driver behavior technologies can allow drivers and companies to respond accordingly.

Management Ride-alongs

It is ultimately the responsibility of companies to monitor what is happening in their fleets. As such, management ride-alongs are recommended for observing driver performance and adherence to road safety practices. During management ride-alongs, managers accompany drivers on the road to check for seat belt use, safe driving techniques, proper vehicle loading, and other guidelines as set out in the MVS Policy. The frequency of management ride-alongs will differ between companies, but should be performed at least once annually. During management ride-alongs, an evaluation form should be used so managers can keep record of the event and provide drivers with productive feedback. Successful implementation of management ride-alongs can reduce driver complacency and improve road safety performance.

Public Feedback from the Road

As part of driver monitoring programs, a process should exist where members of the public can comment on the driving behaviors of employees. Companies can post “How’s My Driving” stickers on vehicles, accompanied by a toll free number to allow for public reporting on good and poor driving performance. This initiative can provide companies with important feedback on those drivers who make poor decisions and take risks while behind the wheel. Independent studies attribute the “How’s My Driving” program with a 22 percent cut in crashes and a 52 percent savings in associated costs for companies implementing the scheme.

Driver monitoring programs can identify driver errors and pinpoint specific areas where additional education and training is required. Driver training and education programs are key for enhancing driver competency and improving safety behind the wheel. To support drivers’ ongoing development and knowledge of road safety, training and education should be provided for drivers, both initially and at subsequent intervals.
To optimize organizational road safety measures, employees must be suitably prepared to respond effectively in the event that a collision does occur. To manage the safety risk accompanied by road incidents, companies should develop standard procedures and training for post-crash response. These processes must be clearly communicated and understood by all employees.

Post-crash Preparedness

Implementing basic first aid can determine the likelihood of an individual will live or die after a crash. Training drivers in pre-hospital care, such as the United States National Highway Traffic Safety Administration’s First There, First Care program listed in Table 4, can increase the odds of survival. Any corporate road safety program must encourage its drivers to become involved in assisting a victim of serious injury by being knowledgeable of what to do in a range of scenarios. All drivers should also be equipped with a simple kit of supplies in their vehicle.

Post-crash Reporting and Investigation

Post-crash reporting and investigation is vital for any corporate road safety program. Through enabling companies and drivers to identify the cause of collisions, post-crash reporting and analysis can allow companies to implement targeted strategies to avoid repeat occurrences. For this process to be effective, it is essential that drivers have a thorough understanding of reporting procedures and report all incidents in accordance with the MVS Policy. Drivers should be interviewed following each incident to collect data on why the incident occurred and how it could have been avoided.

| TABLE 4: UNITED STATES NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION'S FIRST THERE, FIRST CARE |
|----------------------------------|----------------------------------|
| 1 Stop for help                  | 4 Start the breathing            |
| 2 Call for help                  | 5 Stop the bleeding              |
| 3 Assess the victim              |                                  |
Collision investigation or post-crash response plays a key role in the prevention of future collisions. Human Factors Analysis Classification System (HFACS) goes well beyond the typically practiced Root Cause Analysis, which frequently stops at the “unsafe act,” and takes into consideration how other levels of the organization may have contributed. Leadership Influences along with Organizational Influences are commonly overlooked when collecting all of the potential contributing factors. Currently used in the airline industry, Republic Services has now adopted this approach and is discovering how to look beyond the “obvious,” cascading the act throughout the entire organization. An open and honest look beyond the obvious, even when it may be uncomfortable as an organization, is a healthy and enriching process; and is one that requires a willingness to look deeper, no matter what the result.
By initiating simple steps to refine corporate safety procedures and transportation policies, companies can improve their safety performance and better protect the well-being of their employees and other road users. Investing in road safety not only makes sense from a financial and business perspective, but it further presents opportunities for companies to enhance their business culture and public reputation. The transition to best practice allows companies to acknowledge and respond to the worldwide issue of road safety, enabling them to play an important role in advancing road safety on a global scale. As members of TSR, we encourage companies to use and share these best practices with partners and stakeholders to advance road safety globally.
APPENDIX 1:
AT&T Motor Vehicle Safety Practice

A. PURPOSE/SCOPE

A.1 This practice establishes AT&T's safe driving requirements regarding AT&T employees whose job responsibilities require them to drive company-owned or leased vehicles operated in the United States (U.S.) or in U.S. territories.

B. ROLES AND RESPONSIBILITIES

**AT&T Employees who Drive Company-Owned or Leased Vehicles** are responsible for:

› Operating motor vehicles in a safe, defensive manner and in accordance with all traffic laws
› Ensuring all vehicle occupants wear seat belt at all times
› Maintaining a valid driver’s license with the proper classification for the type/weight vehicle as required by applicable state law
› Completing training as required
› Reporting all motor vehicle accidents in accordance with Company policy and notifying immediate Supervisor
› Reporting all motor vehicle maintenance needs to Fleet Operations
› Complying with AT&T’s Wireless Use Policy as it pertains to driving vehicles

**Supervisors of AT&T Employees who Drive Company-Owned or Leased Vehicles** are responsible for:

› Ensuring the employee has a valid driver’s license
› Ensuring Company drivers report all accidents in accordance with Company policy
› Ensuring attendance of required driver training programs

**AT&T Fleet Operations** are responsible for:
Managing AT&T owned or leased company vehicles, including purchase or lease of the vehicle, maintenance of vehicle records, licensing, repair and maintenance of vehicle, and management of vehicle parts and supplies.

**EH&S Manager - Technical Support (EH&S - TSM)** are a member of the AT&T Environment, Health, & Safety Organization (EH&S) Technical Support Team designated with primary responsibility for:

- Serving as a point of contact within the company for questions regarding this practice
- Assisting in the training development and implementation of required courses
- Reviewing how this practice is being implemented and suggesting revisions, as appropriate
- Periodically reviewing and updating this practice as necessary

**C. WHEN PRACTICE IS IMPLEMENTED**

C.1 This practice applies to AT&T employees whose job responsibilities require them to drive Company-owned or leased vehicles operated in the United States (U.S.) or in U.S. territories. If an employee is required to operate a Commercial Motor Vehicle (CMV), which is subject to Department of Transportation/Federal Motor Carrier Safety Administration (DOT/ FMCSA) regulations, refer to the policies and procedures discussed in “Department of Transportation (DOT) Requirements Practice.”

**D. APPLICABLE REGULATIONS, STANDARDS, AND OTHER AT&T DOCUMENTS**

D.1 Federal Regulations and Information

D.2 AT&T Standards

- D.2.1 Motor Vehicle Policy for Management Employees
- D.2.2 Equipment and Communication Services Policy
- D.2.3 ATT-TELCO-NOTICE-000-002-642 Local Network Operations - Wireless Devices
- D.2.4 ATT-TELCO-720-000-032 Fleet: Disposable Claims Cameras and Accident Redbooks

D.3 Other AT&T Documents

**AT&T EH&S Safe Driving Documents**

- D.3.1 Vehicle Parking and Cone Placement Requirements Practice
- D.3.2 Defensive Driving Job Aid
- D.3.3 Defensive Driving Knowledge Review
- D.3.4 Pre-Driving Vehicle Inspection Checklist
- D.3.5 Defensive Driving Training Request Form
**AT&T EH&S Plan and WEBADD Forms**

D.3.7  Managing Effective EH&S Vehicle Inspections Job Aid  
D.3.8  Observation - Defensive Driving Competency Check  
D.3.9  Vehicle Inspection  

**AT&T Commercial Motor Vehicle Documents**

D.3.10  Refer to the Global Fleet Organization’s Department of Transportation’s (DOT) Compliance web site for all commercial motor vehicle documents and requirements  

**AT&T Commercial Motor Vehicle Documents**

D.3.11  AT&T Fleet Management: Idling of AT&T Vehicles Practice  

**E. OVERVIEW**

E.1  Highway incidents are the most frequent type of fatal work-related accidents in the U.S. Safe driving, sometimes called defensive driving, goes beyond knowing the rules of the road and the basic mechanics of driving. The goal is to anticipate dangerous situations and provide methods to survive the unexpected. Therefore it is important that AT&T employees whose job responsibilities require them to drive be well versed in safe driving techniques. This practice describes the overall program for safe and defensive driving.

E.2  The guidelines and procedures for the use of motor vehicles in conducting company business for management employees are addressed in the AT&T Motor Vehicle Policy. Motor vehicle guidelines addressed include storage, passengers, non-employee use, unauthorized use, accident guidelines, alcohol and drug prohibitions, smoking, use of wireless devices, and other issues related to vehicle use.

**F. PROCESS**

F.1  Process Index  
F.1.1  Compliance with State and Local Laws  
F.1.2  Seat Belts  
F.1.3  Safe Driving Techniques  
F.1.4  Parking Requirements and Circle of Safety  
F.1.5  Idling of Vehicles  
F.1.6  Use of Wireless Devices  
F.1.7  Inspection of Vehicles  
F.1.8  Driving Observations  

F.2  Compliance with State and Local Laws  

Various state legislatures and local jurisdictions promulgate driving laws that place requirements on the driver. These laws are updated continuously, as state legislatures enact and/or amend their laws. Because of the complexity and sheer number of these laws, no single AT&T organization will be responsible for providing updates to the driver.
population on these types of requirements. It is the responsibility of each driver to stay apprised of all state and local driver requirements in the jurisdictions where they drive as a condition of holding a valid driver's license.

F.2.1 Includes, but not limited to:

- Distracted driving
- Seat belt use
- Lights on when raining
- Cell phone use
- Texting while driving
- Actions required when passing an emergency or service vehicle
- Mounting of Global Positioning System (GPS) devices
- Use of radar detectors
- Cleaning ice and snow off of vehicles

F.2.2 Each AT&T driver of a motor vehicle must:

- Maintain a current knowledge of local and state laws in the jurisdictions where they drive as a condition of being a licensed and responsible driver
- Comply with driving requirements established by other jurisdictions such as military bases as well as customer properties
- Operate motor vehicles in a safe, defensive manner and in accordance with all driving laws

F.3 Seat Belts

When riding in a vehicle (company, personal, or rented) while on company business, all occupants must be properly seated in the passenger area and wear seat belts and shoulder straps, as designed by the manufacturer.

F.4 Safe Driving Techniques

F.4.1 Safe driving techniques are covered in the Defensive Driving courses

F.4.2 All employees operating a company-owned or leased vehicle must complete Defensive Driving Training as required in the Business Units EH&S Plan

F.5 Parking Requirements and Circle of Safety

F.5.1 Requirements for parking, placing cones, and the Circle of Safety are addressed in The Environment, Health and Safety SOP for AT&T
F.5.2 Before entering the vehicle to leave a parking space, all employees are expected to complete a "Circle of Safety" check of the vehicle. When performing, look underneath and walk around the vehicle, facing traffic, to check for obstructions. Ensure that tools, equipment, and supplies are properly stored and secured prior to departure.

F.6 Idling of Vehicles

AT&T employees within the U.S. are required to eliminate all unnecessary idling; including idling for personal comfort, except in the situations outlined in AT&T's Vehicle Idling Policy located on the AT&T EH&S website.

F.7 Use of Wireless Devices

F.7.1 Use of wireless devices is addressed in the documents listed in D.2.1 through D.2.3

F.7.2 Company Policy Motor Vehicle Policy for Management Employees (Refer to D.2.1)

› Management employees are required to be familiar with and comply with local laws before using a wireless device while operating a motor vehicle for business purposes. Safe operation of any vehicle in the performance of Company business is the responsibility of the driver and must be given appropriate attention at all times.

› In every situation, do not use a wireless device while the vehicle is in motion if doing so distracts attention from driving. Additionally, all employees are prohibited from using data services on their wireless devices, such as texting or accessing the mobile web or other distracting activities while driving.

F.7.3 Company Policy – Equipment and Communication Services Policy (Refer to D.2.2)

› All employees are expected to use company-provided equipment in a safe, responsible, and courteous manner. Local laws and regulations regarding the use of wireless services will vary, so employees are responsible for ensuring they are aware of the laws governing the use of wireless services in their usage area especially when driving.

› Additionally, all employees are prohibited from using data services on their wireless devices, such as texting or accessing the mobile web, or other distracting activities, while driving.

F.7.4 ATT-TELCO-NOTICE-000-002-642 Local Network Operations - Wireless Devices (Refer to D.2.3)

› Local Network Operations employees are expected to use company-provided equipment in a safe, responsible, and courteous manner. The safe operation of any vehicle is the responsibility of the driver and must be given appropriate attention at all times. All employees are prohibited from using data services on their wireless devices, such as texting or accessing the
mobile Web, or other distracting activities while driving

- The use of a wireless device, such as Intelligent Field Devices (IFDs), pagers, two-way radios, etc., while driving a company-owned, leased or rented vehicle is prohibited. If the use of a wireless device is necessary, the employee must pull into a safe parking location prior to using the device.

- The use of company-provided voice-activated GPS devices for directional information are allowed while driving. However, physical intervention, such as entering an address into the device, is only allowed when the vehicle is safely parked.

- Employees are required to be familiar with and comply with local laws and regulations before using a cellular phone while operating a motor vehicle for business purposes. The use of cellular phones when driving must include the use of a hands-free device.

F.8 Inspection of Vehicle

F.8.1 There are three vehicle inspections in AT&T driving related programs:

- General - Pre-Driving Inspection requirements for any driver

- CMV Drivers - Form ATT 15500 Driver's Daily Vehicle Inspection Report - is used to document the DOT required post-trip vehicle inspection for CMV Drivers

- EH&S Plan Targets - WEBADD Vehicle Inspection – Annual inspection required as a part of a Business Unit's EH&S Plan. These are completed by Managers with all non-management employees who are assigned company-owned or leased motor vehicles

F.8.2 If the inspection indicates the vehicle cannot be operated safely, the employee must contact the appropriate entity for repair (Fleet Operations, leasing agency, etc.)

F.8.3 The vehicle should not be operated until the necessary repairs are completed

F.8.4 Any deficiency should be addressed per the vehicle owner's manual and/or reported immediately to Fleet Operations via the 800-696-8926 (or equivalent) or via a web order placed on Fleet Central Website

F.9 Driving Observations

F.9.1 Competency in defensive driving will be demonstrated through annual observations as prescribed in EHS-125-PRC. As a part of the Driving Observation, non-management employees must complete an interactive vehicle check and road test exercise with his/her Supervisor or an authorized Manager. The Observation - Defensive Driving Competency Check will provide guidelines for items to be demonstrated during this exercise.
F.9.2 The exercise must be at least 30 minutes in length. Both the Pre-driving Vehicle Check and Road Test Observation sections must be completed with the employee interacting with the observer to describe the hazards identified, and the safe driving techniques being demonstrated. The road test route may be random or preselected by the observer, but the exercise should be conducted so as to include (to the extent possible) all the driving maneuvers and hazards the employee would normally encounter. The observer must mark the appropriate items on the checklist as they are observed to ensure that all items are covered. The observer should take any necessary corrective action immediately, and retest the employee's ability to demonstrate those skills within the same exercise, if possible.

F.9.3 Once the observer is satisfied that the employee has demonstrated competency in the defensive driving skills covered in the training materials and EHS-5700-JBA-1, the observer must document the observation on the WEBADD EH&S Work Observations Form or equivalent Replica form.

F.9.4 Refer to EHS-125-PRC for more information on EH&S Plan requirements.

G. REQUIRED TRAINING

G.1 Defensive Driving Training courses are as follows:

<table>
<thead>
<tr>
<th>Type of Driver</th>
<th>Description of Training</th>
<th>Frequency</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees who may operate a company-owned or leased vehicle for company business, but are not assigned a company vehicle for regular use</td>
<td>Defensive Driving</td>
<td>Initial</td>
<td>Defensive Driving - Web-based Training (WBT)</td>
</tr>
<tr>
<td></td>
<td>Refresher Defensive Driving</td>
<td>At the Discretion of the Organization</td>
<td>Defensive Driving - WBT</td>
</tr>
<tr>
<td>Employees who are assigned a company-owned or leased vehicle</td>
<td>Defensive Driving</td>
<td>Initial Only</td>
<td>Defensive Driving - Leader-Led (LL)</td>
</tr>
<tr>
<td></td>
<td>Refresher Defensive Driving</td>
<td>Every 5 Years after LL</td>
<td>Offensive Driving - WBT or Field Delivered</td>
</tr>
</tbody>
</table>

G.2 Refer to the applicable Business Unit EH&S Training Matrix for specific training requirements.

H. DOCUMENTATION AND RECORDKEEPING

Refer to the AT&T practices and documents included in Section D for documentation requirements as a part of other programs.
APPENDIX 2:
Chevron’s Minimum Required Elements of a Corporate Motor Vehicle Safety (MVS) Policy

The corporate MVS standard identifies the following required elements (at a minimum) that need to be in place as part of a comprehensive road safety management process to minimize risk and promote motor vehicle safety for each location:

1. Roles and responsibilities must be established, documented, and disseminated for all personnel involved in the local MVS standards.

2. Journey management planning shall focus on enhancing the safety of all travelers by identifying and managing the potential hazard/risk associated with each non-routine journey.

3. Driver selection and health requirements shall be established and followed. The requirements shall include a process for selecting drivers.

4. Drivers shall receive the appropriate training for their assigned tasks, vehicle type, and driving conditions/situations specific to the driving environment. High Exposure Drivers (HED) shall receive additional training.

5. Appropriate use should be made of driving improvement monitors (IVMS) and/or a driving-specific behavior-based safety process should be implemented.

6. Motor Vehicle Selection and Maintenance process shall require selection of appropriate equipment based on established criteria. The process shall also include a method for identification and removal from the operating fleet of motor vehicles that are no longer road worthy and/or safe to operate.

7. Local MVS processes must address:
   › Proper use of seat belts
   › Pre-trip safety inspections
   › Distracted driving, including a prohibition on texting and the use of cell phones, and other potentially distracting electronic equipment
   › Cargo carried within the passenger compartment of a motor vehicle
   › Goods transported in flatbed trucks and pickups
› Unauthorized passengers
› Driver fatigue standards and rules
› PPE use while operating 2-, 3-, and 4-wheel motorized (ATV) vehicles, if such vehicle operations are allowed
› Backing maneuvers
› Stop-Work Authority

8. Contract requirements shall detail how the requirements of the MVS process apply to contracts and contract-performance management for contract carriers who have been hired to transport product or personnel on behalf of the company.

9. Site-specific traffic plans shall be developed for motor vehicles and heavy equipment used within construction sites to address potential motor vehicle hazards within the construction site operating area.
APPENDIX 3:
U.S. Transport Accident Commission (TAC)
Vehicle Purchase Policy

The TAC is committed to providing a safe workplace for all employees and ensuring that a safety culture permeates the organization. Accordingly, management undertakes to purchase and/or lease the safest available vehicles within reasonable bounds.

This policy will apply to all cars leased by the TAC including pool and company leased (management) vehicles. The basic requirements for the TAC cars (purchased/leased or rented) are:

MANDATORY REQUIREMENTS
Passive Safety (reduce injury in a crash)

› Highest possible score (minimum four-stars) in consumer crash tests such as the Australasian New Car Assessment Program (ANCAP) and, if available, in real-world crash safety ratings
› Dual front airbags
› Side airbags, at least in front seats
› Curtain airbags or head protecting side airbags
› Three-point seat belt in all seating positions
› Seat belt with pretensioners in front seating positions
› Seat belt reminder system, at least for driver position
› Adjustable headrests for all seating positions
› Curb weight 1300-1700kg, not 4WD, van or off-road vehicle
› Station wagons and hatchbacks fitted with cargo barriers
Active Safety (crash prevention)

› Electronic Stability Control (ESC) which incorporates:
  › Anti-lock Braking System (ABS)
  › Traction Control

› Speed alert systems

› Appropriate daytime running light system

› Clear glazing, no added window tinting

HIGHLY DESIRABLE AND/OR FUTURE REQUIREMENTS

› New technologies introduced into the market will be regularly reviewed to identify vehicle features to be incorporated within newly leased vehicles. Such technologies include:
  › Anti-whiplash systems, at least in front seats
  › Good pedestrian protection according to ANCAP or proposed European regulation
  › Intelligent Speed Assist (ISA) system
  › Alcohol interlock
  › Highly visible car color (preferably white)
APPENDIX 4:  
AT&T Pre-Driving Vehicle Inspection Checklist

The Pre-Driving Check is an AT&T requirement for all AT&T drivers of corporate-owned and leased vehicles. Drivers must conduct a brief daily visual inspection to be sure the vehicle is safe to operate. This check should be completed for any vehicle you are about to drive. It is one of the most important tasks you can perform as a driver. By ensuring that the vehicle is in good, working condition, you protect your own safety and the safety of others.

Perform the check as follows:

CHECK THE OUTSIDE OF THE VEHICLE

› Ensure that tools, equipment, and supplies are properly stored
› Ensure all bins are closed, and ladders and ladder racks are secured
› Be sure that the following are clean: lights, windows, and mirrors
› Visually check the condition of the following: windows (not damaged), wipers (good condition), and vehicle exterior (no new damage)
› Check the condition of the tires (tires properly inflated with serviceable tread). If the tires appear under inflated, check or have the pressure checked with a gauge
› Look under the vehicle for leaking fluids

Note: Periodically check fluids and belts when re-fueling the vehicle

CHECK THE INSIDE OF THE VEHICLE

› Inspect the cab for proper housekeeping. No loose items, including those in open compartments, or items attached to sun visors, rearview mirrors, etc.
› Test directional signals, lights, horn, emergency flashers, wipers, and seat belt to ensure they work properly
> Adjust the mirrors, seat position, and the seat belt

> Perform the 10-second brake test to ensure that brakes work properly

**ADDITIONAL ITEMS FOR AERIAL LIFTS (prior to first use each day)**

> Ensure operating controls and associated mechanisms are working properly

> Ensure visual and audible safety devices are available and working

> Visually inspect hydraulic or pneumatic systems for possible leaks or weak spots

> Visually inspect fiberglass and other insulating components to ensure they are in good condition

> Verify that operational and instructional markings are in good condition

> Check that electrical systems of/or related to the aerial device are functioning properly

> Inspect bolts, pins, and other fasteners to ensure they are in good condition

> Ensure proper fall prevention equipment (2’ lanyard and body belt with floating D ring) is available and in good condition

**REPORTING**

> All vehicle repair and maintenance requests, excluding emergencies, should be created using the Online Vehicle Job Request link. Emergency requests only, call the Toll Free hotline

> Do not operate a vehicle if there are any malfunctions that will hinder the operation of the vehicle and/or your safety

**FINALLY, PERFORM THE CIRCLE OF SAFETY CHECK**

> After you are through with the pre-inspection and other activities, make sure that the Circle of Safety Check is the very last thing you do before you drive off

> Once the Circle of Safety Check is completed, move the vehicle immediately
REFERENCES

18. International Road Federation. (2014). "Training Drivers to Have the Insight to Avoid Emergency Situations, Not the Skills to Overcome Emergency Situations."
TogetherforSaferRoads.org

© 2016 Together for Safer Roads