



Who we are

Why Driver Safety

Jacobs® is one of the world’s largest and most diverse providers of technical, professional and construction services. We have 45,000 staff based in 46 countries of which 7,500 are in the UK and **800 in Ireland**. We have 530 staff who drive on company business in Ireland.

99% of all business miles in Ireland are undertaken in either **hire cars** (54%) or in **personal vehicles** (grey fleet) (45%) – we have **very few fleet cars** in Ireland. We consider driving to be the most hazardous activity the majority of our staff will be exposed to. This was highlighted in 2010 following an analysis of our global accidents and near misses from the previous 4 years. We identified that 80% of our potentially most severe accidents could be allocated to one of 9

Critical Risks. While these included Work at Height, Working with Electricity, Confined Spaces & Working with Mobile Plant, **Driving was still confirmed as our number one Global risk with the potential to cause death or serious injury.**

System Development

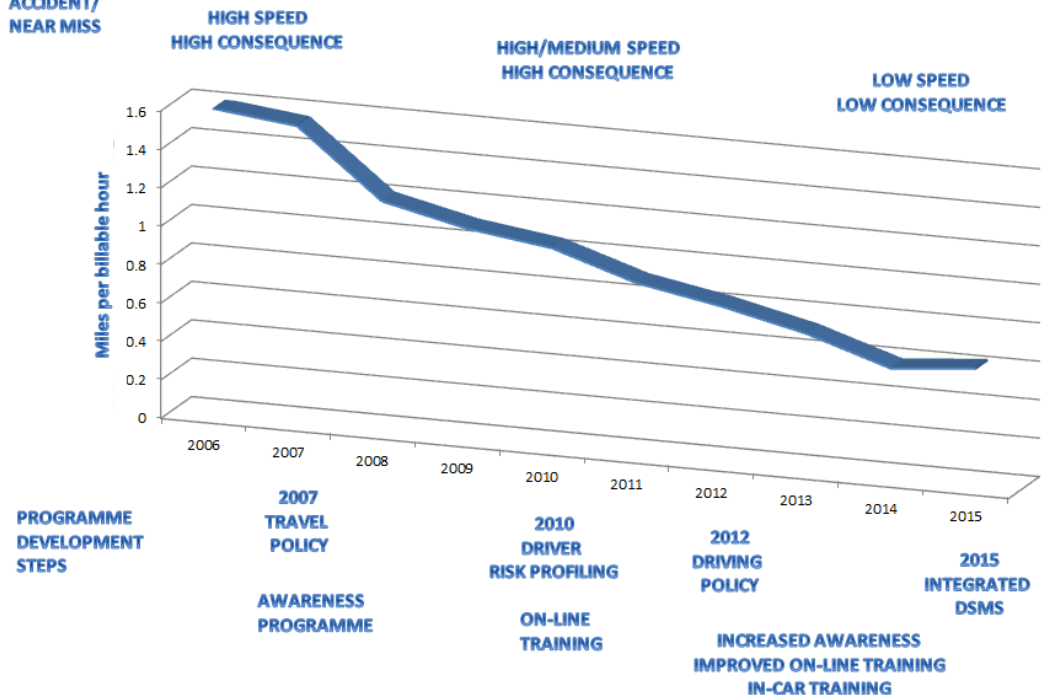
In 2007 Jacobs introduced our first Global Travel Policy. The purpose of the policy was to encourage behavioural change and reduce Jacobs’ driver risk profile by

reducing the total number of miles driven. The travel policy introduced a hierarchy for business travel:

- **Increase ‘meetings without moving’** – Improvements in teleconferencing and video conferencing made these a more viable option for our people and a genuine alternative to driving for a face-to-face meeting;
- **Increase use of public transport** – the risk profile of travelling by public transport is much lower than driving. If travel has to be undertaken, this is the preferred option; and
- **Consider vehicles only as last resort** – As we recognise that public transport cannot be used for all journeys (especially when carrying heavy PPE and other equipment), driving cannot always be avoided. However, the new policy meant that any driving had to be justified to and approved by an individual’s line manager.

NATURE OF ACCIDENT/NEAR MISS

Development of Jacobs Driver Safety Management System



In addition to the Travel Policy we: -

- Launched Awareness Campaigns on driver safety
- Banned all use (including hands free) of mobile phones while driving;
- Introduced licence and insurance document check requirements; and
- Introduced a Travel Planning process.

Lessons learnt from the introduction of our first Global Travel Policy in 2007 can be found in the table opposite.

In 2010, we implemented an online driver ‘risk profiling’ process. This graded

drivers as high, medium or low risk and additional training was recommended based on this profile. Whilst the approach of driver risk profiling was a good idea, the system failed to identify or address a driver’s specific weaknesses. The on-line training did not change for a number of years and the system became a ‘tick box’ exercise that ultimately made very little impact on driver behaviour.

In 2012 we introduced a Driving Policy aimed specifically at the **4000+ staff** who were required to drive on company business in UK & Ireland. This new policy took a fresh approach to Driver Safety Management and focused on four key areas.

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

Highlights	Challenges	Lessons Learned
Reduction of 40% in miles driven per billable hour in the first 4 years. Reduction in use of mobile phones (anecdotal evidence). Improved planning of journeys taking into account all modes of transport. Reduction in total accidents and near misses, but nature of accidents still predominantly high speed, high potential for fatality and severe injury. Licence checking and insurance checking inconsistent and poorly recorded (in breach of Statutory Duty).	Limited availability of Video conferencing facilities – limited uptake. Strong ‘attachment’ to the use of vehicles, initial resistance from staff (and line managers). Inconsistent application of Policy across different parts of business. No formal process for checking licences and insurance documents.	Video and teleconference technology must be good quality and readily available if it is to be adopted. Awareness campaigns and application of Policy must be consistent and high profile. Requires buy-in from Senior Management across all parts of the company. The structural (e.g. how it will be done) requirements of a new policy need to be in place before it is put in place.

Our policy also introduced: -

- **Improved e-learning modules** – focussing on risk awareness driver behaviour and journey planning
- **Minimum standards** on driver training and competence;
- **Guidance** on effective journey planning (e.g. staying overnight rather than long driving after long days);
- **Limits** on journey length in any given day and/or week; and
- **Car safety** standards and recommended ages for personal vehicles.

Typical questions from Driver Risk Assessment

Questionnaire - Driver Attitudes

It is important not to exceed the stated speed limit regardless of traffic conditions -- Select -- ▾

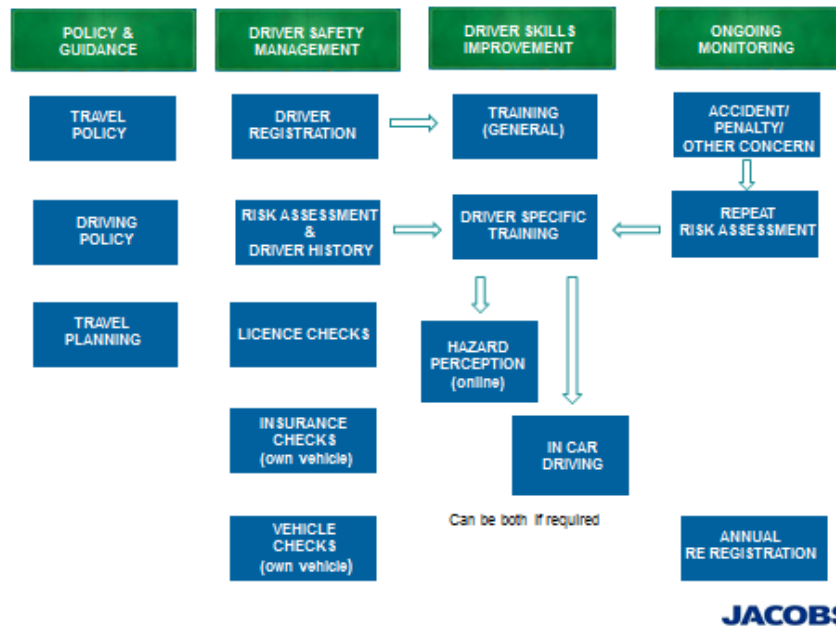
At night time, on quiet roads, it is still important to keep within the posted speed limit -- Select -- ▾

Drivers who cause accidents by reckless or dangerous driving should be banned for life -- Select -- ▾

Drivers should drive slower than the speed limit in poor weather conditions such as rain or snow -- Select -- ▾

2014 we undertook a full review of our driver safety management systems and went out to market for a third party supplier to help us audit our existing systems and to help us develop and manage a new system. This resulted in the development of our new comprehensive Driver Safety Management System which we launched in **2015**.

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



Each driver is specifically authorised to drive on company business. The risk assessment is repeated at least annually. The authorisation to drive can be removed at any time if a driver incurs a driving penalty, has an accident or if another concern is raised about their ability to drive safely. The process includes a check of the driver’s licence, which is designed to meet our Statutory Duty to ensure our driver are legally entitled to drive. If a driver wishes to use their own vehicle we also check their insurance documents to confirm they have the right cover. We also complete basis checks (Roadworthiness certification and age of vehicle) to confirm that the vehicle meets our minimum standards for use.

Successes in Year 1 of Integrated DSM System

- 34% drop in motor Vehicle Accidents
- 85% compliance rate
- 8% drivers identified as having issues with licences and/or insurance – drivers informed and are now compliant
- Improved engagement with staff

Conclusion

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

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

Benefits of Driver Safety Management for Jacobs:-

- Reduced travel to meetings, greater efficiencies – value passed on to client’s & improved client relationships
- Safer drivers driving safer vehicles
- Significant reduction in Jacobs corporate risk profile
- Reduction in number of accidents/near misses
- Able to demonstrate compliance with Statutory obligations (reduced risk of prosecution)

Our journey towards a comprehensive Driver Safety Management System shows the value of regular reviews of our significant risk and of learning lessons as the system develops. **In the last 9 years the nature of our accidents and near misses has changed from high speed with a high potential for serious harm or fatalities to low speed, low impact incidents.**