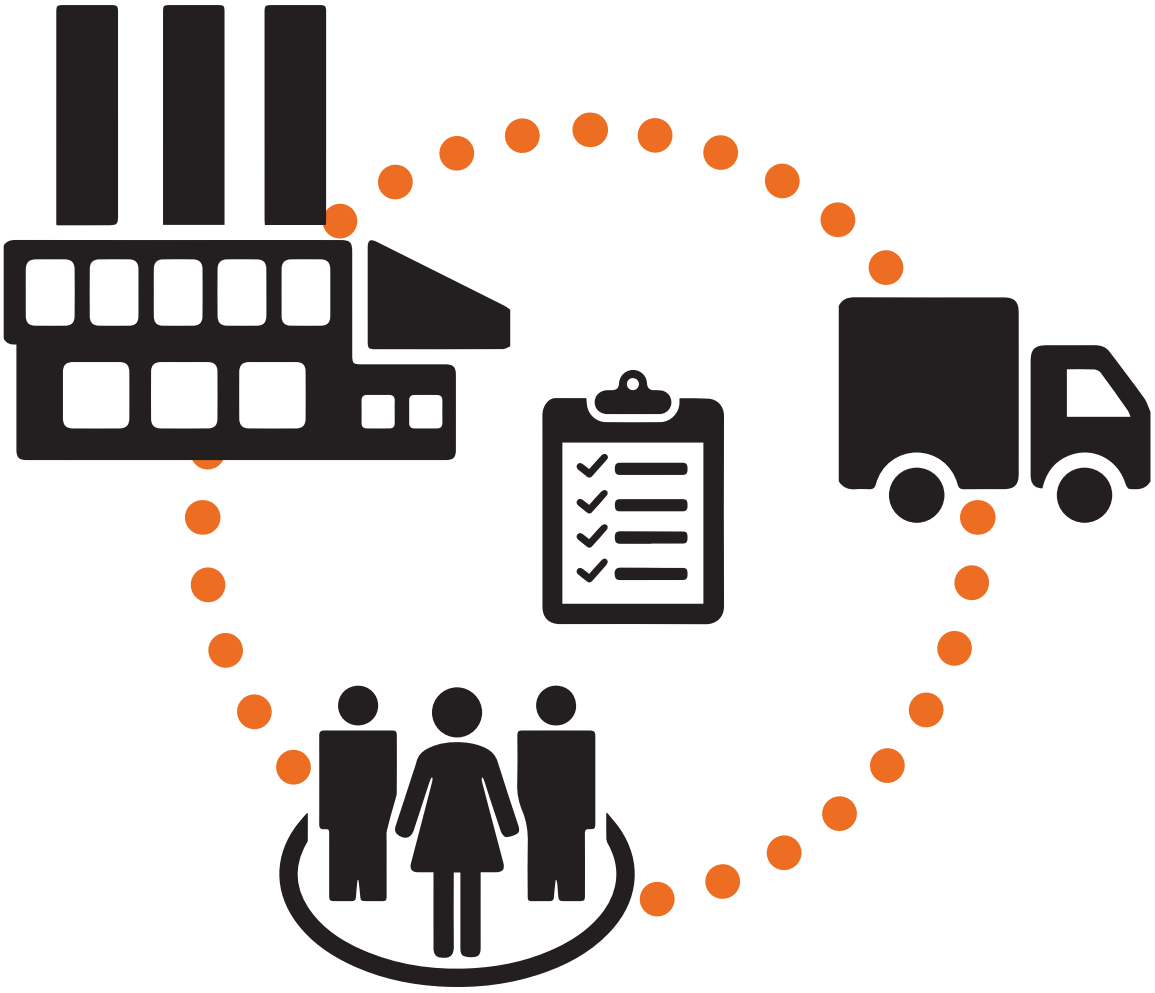
# REDUCING ROAD RISK AT WORK THROUGH PROCUREMENT



ETSC
European Transport Safety Council

PRAISE
Work-Related Road Safety

## About PRAISE

Using the roads is a necessary part of our working lives. But it's an ordinary activity that leads to an incredibly high level of injury and death. ETSC's PRAISE (Preventing Road Accidents and Injuries for the Safety of Employees) project addresses the safety aspects of driving at work and driving to work. Its aim is to promote best practice in order to help employers secure high road safety standards for their employees.

The project is co-ordinated by the ETSC secretariat with the support of Fundación MAPFRE, the German Road Safety Council (DVR), the Belgian Road Safety Institute (IBSR-BIVV) and the Dräger Foundation.

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# REDUCING ROAD RISK AT WORK THROUGH PROCUREMENT

## INTEGRATING SAFETY REQUIREMENTS IN THE TRANSPORT SECTOR SUPPLY CHAIN

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PRAISE
Work-Related Road Safety

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# PART I
# INTRODUCTION

Organisations are increasingly aware of the business case for introducing road safety management programmes to reduce work-related road risk. The many benefits include reducing the numbers of preventable injuries, mitigating losses associated with collisions and boosting corporate social responsibility efforts[1].

While efforts to manage road risk within an organisation can be driven by management in close cooperation with employees, it is also possible to exert influence throughout the supply chain. Responsibility starts with the purchaser who has a duty to ensure that the conditions applied when choosing a contractor fulfil the organisation's obligations on traffic safety and other sustainability criteria such as reduced environmental footprint.

This report gives an overview of procurement in the public and private domain in Europe, and looks at how procurement specialists can integrate specific requirements into their procedures that could reduce road risk.

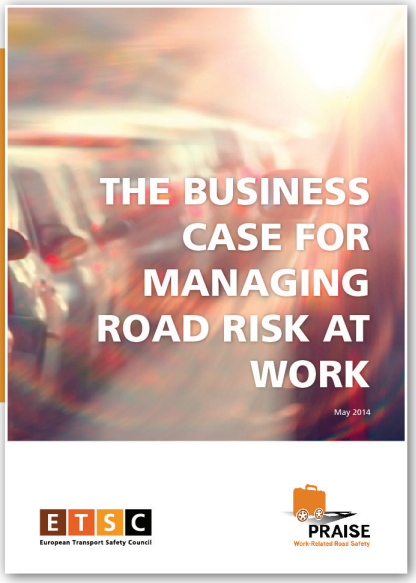
In line with the principles of work related road safety management, reducing road risk through procurement should be carried out within the framework of establishing the business case and focusing on management of the driver, vehicle and journey as well as ensuring deep-rooted management engagement across organisations.

Raising road safety standards through public and private procurement is in the public interest. The report offers recommendations to employers, together with policy recommendations for national and European-level legislators.

## FIND OUT MORE

**For readers new to the topic, we suggest reading the earlier PRAISE report, "The Business Case for Managing Road Risk at Work".**

**http://etsc.eu/5kzYY**




[1] ETSC (2014) The Business Case for Managing Road Risk at Work.

## 1.1 What is procurement?

*Each year European public authorities spend the equivalent of 16% of EU Gross Domestic Product in total on procurement*

Procurement is the acquisition of goods, services or works from an external source. Procurement practices are typically intended to promote fair and open competition for business.

Each year European public authorities spend the equivalent of 16% of EU Gross Domestic Product in total on procurement[2]. In other words, public procurement is a very significant part of the economy.

Public procurement in Europe is regulated at EU level, whereas private sector procurement in large corporations is subject to internal business guidelines.

There are different motivations for outsourcing the procurement of a service. In a Workplace Employment Relations Survey from 2004, for example, when managers were asked why services had been outsourced, the most common responses given were to achieve cost savings (47%), to gain an improved service (43%), to achieve a greater 'focus' on core business activities (30%) and to 'acquire greater flexibility'[3].

## 1.2 Why should work related road safety be considered in procurement?

Using the road for work is the leading cause of work-related deaths and injuries [4], so it is clearly a major societal problem. Work Related Road Safety (WRRS) should also be a priority for organisations for legal, societal, financial and efficiency reasons. Additionally, from a reputational and business perspective, employee involvement in a fatal or serious collision can have a substantial impact on organisations and their leaders. It should go without saying that the impact on the person driving the vehicle at the time, and their family, can be catastrophic.

Triggers for promoting Occupational Safety and Health (OSH), including managing WRRR within procurement, can come from either regulatory driven initiatives such as the need to comply with EU legislation or market based or even private initiatives[5]. Other incentives can include customer demand, a response to stakeholders, competitive advantage or the risk of reputational loss [6].

In two sectors relevant to transport, construction and food production, where evidence has been reviewed, findings show that attempts to utilise supply chains positively to influence the employment conditions of workers have, for the most part, not emerged spontaneously from a narrow consideration of business interests[7]. Pressures have come from legislative requirements but also, interestingly, from other groups and bodies in civil society[8].

As a reduction in labour costs is not necessarily a prime motivator (see survey cited in footnote 3) one can assume that proactive attempts on the part of buyers to protect and enhance standards are likely to be most common where the issue is viewed as being intimately connected to the business objectives underlying their outsourcing strategies and polices. For example, when good standards of health and safety risk management are considered to play a potentially important role in ensuring that outsourced goods and services are provided reliably and to an appropriate standard[9].

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2 European Commission (2008) Public Procurement for a Better Environment.

3 Kersley, B et al (2006) Inside the workplace: Findings from the 2004 Workplace Employment Relations Survey. London Routledge cited in Walters, D. and Wadsworth, E. (2012) The limits of influence: The role of supply chains in influencing health and safety management in two sectors. IOSH.

4 SafetyNet 2009, Work-related road safety.

5 EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

6 Ibid.

7 Walters, D. and Wadsworth, E. (2012) The limits of influence : The role of supply chains in influencing health and safety management in two sectors. IOSH.

8 Ibid.

9 Ibid.

The same researcher adds that: 'the fact that a desire to reduce costs can potentially exist alongside other more 'qualitative' objectives also suggests that proactive action of this type can exist alongside price based pressures which at the same time act to challenge existing standards of health and safety risk management within supplier organisations'[10].

*SMEs often have fewer resources to dedicate to setting up and implementing rigorous risk management systems than their larger counterparts.*

The EU OSHA Report on Promoting Occupational Safety and Health (OSH) through the Supply Chain summarises how the involvement of clients and contractors can provide for adequate OSH for their workers at all stages in the procurement process[11]. The same case could be made for the inclusion of work-related road risk (WRRR) within OSH policy. It begins at the pre-contract stage with a thorough assessment of contractor competence and the selection of safe contractors, including WRRR. It continues throughout job execution via close cooperation of all parties and appropriate levels of supervision. At contract termination, it ends by reviewing and recording the OSH performance of contractors and sub-contractors in relation to WRRR. It is also important to have clear contractual responsibilities and planning, communication, cooperation and training and joint control procedures and contractor evaluation[12]. Procurers can also use a certification scheme (see more in part 2) aimed at ensuring the competency in OSH, or, if in existence, in WRRR, of the contracting authority.

Procurement may include a number of different road-safety-related items, including transport vehicles and transport services. By managing the road risk of the vehicle, driver and journey within their procurement procedures employers can make a contribution to road safety beyond their own immediate employees and area of work. Incentives to include safety as criteria for contracts should be included in public procurement. Liability responsibility for WRRR and appropriate risk management and preventative measures must be extended through the supply chain[13].

Transport services can be subcontracted but responsibility for this cannot be outsourced. In Europe today one can observe a trend of large companies seeking to outsource activities that afford opportunities for increased profitability and enhanced flexibility. Outsourcing has contributed to a reduction of employment in large companies and a corresponding growth in SMEs[14]. SMEs often have fewer resources to dedicate to setting up and implementing rigorous risk management systems than their larger counterparts.

The indirect supply chain effects often mean that risks are transferred to workers as businesses in economically dependent positions in supply chains find ways to cut costs[15]. This could have a detrimental effect on OSH and road safety. However this same research also shows that in certain circumstances supply chain relations in procurement procedures can lead to improved health and safety arrangements[16]. Extending safety requirements to include WRRS in procurement processes could therefore also have a positive impact on road safety.

[10] Ibid.
[11] EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.
[12] Ibid.
[13] ETSC (2011) PRAISE Report on EU Social Rules and HGV Drivers.
[14] Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.
[15] Ibid.
[16] Ibid.

## 1.3. 'Partnering culture' – large firms can help sub-contractors improve working practices

A 'partnering culture' should underpin contract management[17]. Large employers either public or private can influence policies in SMEs when they subcontract out work further along the supply chain by insisting that subcontractors adopt the same conditions and standards in relation to driving for work.

Large employers should be encouraged to share good practice with smaller companies who may not have the same capacity for designing new working practices found in many larger companies. Liability, responsibility and appropriate risk management and preventative measures must be extended through the supply chain. Clients and contractors can manage risks and achieve the best outcomes only with the aid of imaginative and committed teamwork. In general, the best contractors respond well in such relationships, voluntarily taking on additional commitments such as: basic skills programmes, environmental innovation, or supporting small firms along their supply chain[18].

## 1.4. The business case: road safety and procurement

It is also important to look at 'the business case' of integrating road safety into procurement through which an employer can also make gains in terms of efficiency. ETSC's Report on 'The Business Case for Managing Road Risk' outlines the benefits of investing in road safety and how this can save an employer money as well as maintain its reputation[19]. The business case for road safety is centred on the prevention of harm to persons and the protection of property and the environment. It involves managing road safety in a proactive way for financial, moral and legal reasons by overseeing drivers, journeys and vehicles.

From a business perspective, managing road safety in the transport sector will provide employers with an opportunity to reduce direct and indirect costs in several ways.

[17] European Commission (2011) Buying Social - A Guide to Taking Account of Social Considerations in Public Procurement. http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=978
[18] Ibid.
[19] ETSC, 2014, The Business Case for Managing Road Risk at Work.

Direct costs such as claims on:

- insurance; damage to vehicles; delayed delivery costs; absence due to ill health; fines; sick pay; increased insurance premiums; accident investigation; compensation and legal costs.

And indirect costs from:

- missed orders and business opportunities, recruitment of staff and training; loss of goodwill of customers; investigation and paperwork; low morale and risk of work-related ill health.

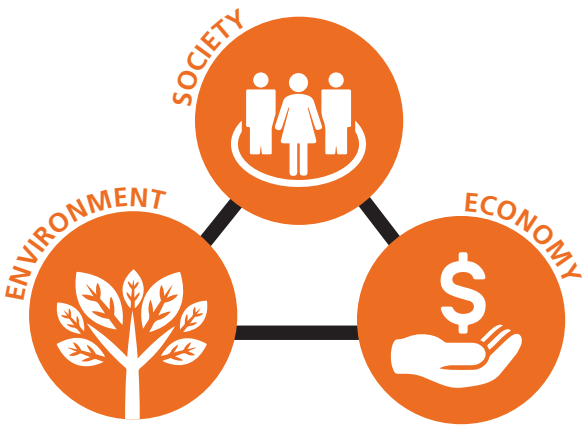
These same arguments can be applied to the procurement procedures meaning that costs can be reduced and road safety benefits accrued for the procuring organisation and the contractor. Indeed Seuring and Müller's study on 'Sustainability and the Supply Chain' suggests that proactive measures, such as communication and the training of purchasing staff and supplier staff within procurement, should lead to improvements in the supply relations as well as performance on both sides[20].

## 1.5. Procurement, Corporate Social Responsibility and Reputational Risk Management

An increasing number of European companies are promoting Corporate Social Responsibility (CSR) as a response to a variety of social, environmental and economic pressures. For businesses there is a clear link between safety, quality, customer service, efficiency and the environment. As a result CSR also takes on the issue of occupational safety and health including road safety. As mentioned previously, reputational risk and CSR can also be a strong motivator for a contractor to integrate safety requirements into a contract and in their supply chain management.

*One high profile collision involving a company owned vehicle bearing a company logo can have a long lasting negative impact on a company's image.*

Being socially responsible means going beyond legal compliance and investing 'more' into human capital, the environment and relations with stakeholders. Road safety has a massive impact on society, and for this reason can play a major role in improving – or damaging – an organisation's CSR. One high profile collision involving a company owned vehicle bearing a company logo can have a long lasting negative impact on a company's image. The reputation of a company is hard to establish and easy to lose. At the other end of the scale being recognised externally for performing well in fleet safety can be an effective marketing tool. CSR should not replace requirements and safety standards in the supply chain. It should rather act to increase safety and sustainability within the community in which they are operating.




[20] Seuring, S., Sarkis, J., Müller, M., Rao, P., 'Sustainability and supply chain management - An introduction to the special issue', Journal of Cleaner Production, 2008, Elsevier, Amsterdam, 16, pp. 1545-1551. In EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

# PART II

# THE EU, NATIONAL AND REGIONAL FRAMEWORK

This section gives an overview of the legal and policy context for public procurement, occupational safety and health and road safety at the European, national and regional level – with examples of how organisations have responded.

## 2.1. The EU Framework

Public procurement in the EU is directed by national policies, within an overarching EU legal framework. The EU seeks to create a European area for public procurement in the context of the internal market. The EU has recently revised its two main pieces of legislation: Directive 2014/24/EU and Directive 2014/25/EU. The Directives specifically mention ways of including social considerations into technical specifications, selection criteria, award criteria, and contract performance conditions.

Four award procedures are provided for under the regulations. These are: open procedure, restricted procedure, competitive dialogue and negotiated procedure. Public authorities have a free choice between the open and restricted procedures, although most (70%) are open procedures[21]. Competition is considerable. Each public tender is estimated to receive 5,4 offers[22]. Open procedures and joint purchasing procurement lead to more offers[23].

The 2014 revision included the simplification of some of the procedures and new technical specifications and labels[24]. National governments and authorities, or other organisations can set up labels such as the 'eco-label' linked to meeting certain environmental criteria. These labels can then also be used within the public procurement context.

The 2014 revision aims to contribute to the implementation of environmental, social inclusion and innovation policies. Under new guidelines there is now a cross-cutting 'social clause' whereby Member States and public authorities must ensure compliance with the obligations established in EU law[25]. Member States are obliged to check compliance through competent authorities. Contracting authorities need to specify requirements in their tender documents. The new legislation has also added the possibility to exclude contactors due to non-compliance with the cross cutting clause. This is a welcome addition as it can prevent, for example, low paid transport operations being granted a contract. However, in a future revision, ETSC would advocate a more precise interpretation of the clause so as to include reducing road risk. That would encourage or even oblige procurers to develop and apply criteria on WRRS.

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[21] Ibid.

[22] Ibid.

[23] Price Waterhouse Coopers (2011) Public Procurement in Europe Cost and Effectiveness. A Study prepared for the European Commission http://ec.europa.eu/internal_market/publicprocurement/docs/modernising_rules/cost-effectiveness_en.pdf

[24] European Directive on Public Procurement 2014/24/EU http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=urisrv:OJ.L_.2014.094.01.0065.01.ENG

[25] http://ec.europa.eu/internal_market/publicprocurement/docs/modernising_rules/reform/fact-sheets/fact-sheet-08-social_en.pdf

To help further in understanding the 'social' aspects of procurement, in 2011 the European Commission published 'Buying Social - A Guide to Taking Account of Social Considerations in Public Procurement' to raise contracting authorities' awareness of the potential benefits of social responsible public procurement. The guide explains in a practical way the opportunities offered by the existing EU legal framework for public bodies to take into account social considerations in their public procurement - thus paying attention not only to price but also to the best value overall[26].

### 2.1.1 "Green" and "safe" procurement

It is interesting to cite, as a parallel to safety, the rationale behind green procurement, namely that: "public procurement can shape production and consumption trends and a significant demand from public authorities for "greener" goods will create or enlarge markets for environmentally friendly products and services". Also that: "by doing so, it will provide incentives for companies to develop environmental technologies.[27]" Green public procurement can be a major driver for innovation, providing industry with real incentives for developing green products and services – particularly in sectors where public purchasers represent a large share of the market (e.g. construction, health services, or public transport)[28].

*'Safe' procurement could sit alongside 'green procurement' as an EU priority.*

The same strong argument could be made for safety if procurement were to include requirements to purchase safe vehicles with new technologies or for contractors offering to fulfil other safety requirements such as safe journey management, for example. In this way, "safe" procurement could sit alongside "green procurement" as an EU priority. However, this approach has yet to be applied within the EU's public procurement legislation.

### 2.1.2 EU legislative framework on occupational safety and health (OSH)

Duty of care, occupational safety and health and road safety compliance are legal necessities in all EU Member States, and are an essential consideration for employers. Procurement, be it public or private, should comply with the EU's legal obligations on Occupational Health and Safety Legislation as a minimum. Those setting out contracts should also reference the relevant pieces of legislation in their tenders. The most important piece of legislation is the European Framework Directive 89/391/EEC on the health and safety of workers[29] which requires every employer in Europe to undertake a risk assessment according to the principles of prevention[30]. This should include employees travelling for work. Some Member States have supplementary legislation detailing employers' obligations to eliminate risks related to driving for work. Member States have also developed specific guidance on applying the Framework Directive to WRRS. Employers must ask themselves if they are compliant with this EU and supplementary national level legislation. The European Commission, together with the Advisory Council of Health and Safety at Work, has also prepared a guidance document[31] on applying the Directive 89/391/EEC.

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[26] European Commission (2011) Buying Social - A Guide to Taking Account of Social Considerations in Public Procurement. http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=978

[27] European Commission (2008) Public Procurement for a Better Environment. http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1398255660927&uri=CELEX:52008DC0400

[28] European Commission (2011) Buying Green Handbook. http://ec.europa.eu/environment/gpp/buying_handbook_en.htm

[29] Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work.

[30] ETSC PRAISE Report (2011) Work Related Road Management Programmes. http://etsc.eu/work-related-road-safety-management-programmes/

[31] http://osha.europa.eu/en/topics/riskassessment/guidance.pdf

Risks which arise immediately from outsourcing have been cited by Walters and Wadsworth and are relevant here. These are:

- Cost and price pressures that limit the ability of suppliers to invest in preventive health and safety measures.
- Reforms to employment regimes engendered by contractual pressures that act to increase health and safety risks[32].

### 2.1.3 Joint risk assessment within the procurement chain

In terms of risk assessment within the procurement context the EU legal framework Directive 89/391/EEC states that:

- 'Cooperation between client and contractor is needed in order to avoid putting workers in hazardous situations. To accomplish such a goal both employers (client and contractor) shall inform one another and their respective workers and/or workers' representatives of the hazardous situations they are exposed to. They shall also coordinate their actions in matters of protection and prevention of occupational risks' (§4 Article 6).
- 'The client shall also provide the contractor with adequate information and appropriate instructions regarding safety and health risks and safety measures during their activities in his undertaking' (§2 Article 10 and §2 Article 12).

*EU OSHA advises to conduct risk assessments jointly by client and contractor thus promoting and ensuring worker safety and health throughout the supply chain*

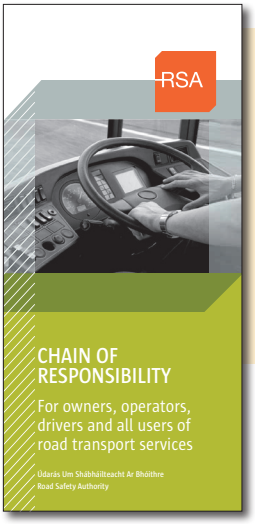
Besides this, EU OSHA advises to conduct risk assessments jointly by client and contractor thus promoting and ensuring worker safety and health throughout the supply chain [33].

### 2.1.4 EU legislation on road safety

As mentioned earlier, EU public procurement legislation requires compliance with EU social legislation. In the area of transport there are a number of directly relevant EU laws on road safety. The main areas are presented briefly here.

One key area is under the rules on harmonising conditions of competition. These also aim to improve working conditions and road safety under the EU's internal market legislation [34]. The main rules regulate the driving time of professional drivers in the EU. The PRAISE report on EU social rules explains the main scope and relevance for tackling road safety.[35] This includes a specific clause on liability. Under Article 10(4) of Regulation 561/2006 consignors, freight forwarders, tour operators, principal contractors, sub-contractors and driver employment agencies must ensure that contractually agreed transport time schedules comply with the provisions on drivers' hours (rest and driving time). Some Member States are already moving more towards a concrete application of Article 10 underlining the chain of responsibility and focusing on consigners. This recognises, especially in the case of large companies/consigners, that they are responsible for taking the decisions in terms of scheduling of work rather than individual drivers.

[32] Walters, D. and Wadsworth, E. (2012) The limits of influence : The role of supply chains in influencing health and safety management in two sectors. IOSH.
[33] EU OSHA (2000) European Agency for Safety and Health at Work, Occupational health and safety in marketing and procurement. http://osha.europa.eu/en/publications/reports/304
[34] Directive 2006/22/EC, Regulation 484/2002, Directive 2002/15/EC, Regulation 561/2006, Regulation 3821/85.
[35] http://etsc.eu/eu-social-rules-and-heavy-goods-vehicle-drivers/




**Example - Ireland Road Safety Authority Guidance on Chain of Responsibility**

The Road Safety Authority has produced a guidance leaflet for those involved in the transport industry explaining the chain of responsibility for breaches of rules on driving time, breaks and rest time[36]. The simple two page leaflet clearly underlines that the rules relating to drivers' hours are not just the responsibility of drivers. They are also the responsibility of anyone who, as part of their business, manages, operates, schedules or uses road transport services.

Another Directive relevant for professional drivers is on training of bus and truck drivers (2003/59/EC). This aims to provide better training for professional drivers who must now pass a test and undergo hours of periodic training. The PRAISE Report on Risk Assessment and Driver training goes into more detail as to how it aims to improve road safety and the safety of the driver including operations carried out by the driver when the vehicle is stopped[37].

EU legislation covering safety standards for new vehicles has also had an impact on work related road safety. For example under the General Safety Regulation 661/2009 the extension of seat belt reminders to all drivers' seats will certainly increase seat belt wearing rates and save lives among professional drivers.

Further information on how procurement contracts can include requirements for safer vehicles will be covered in part 3.

## 2.2. Public procurement: the national level

*Procurement strategies can integrate health and safety standards, including WRRR, to select contractors.*

Some EU Member States have set up national procurement authorities. A recent paper gives an overview of the institutional structure in different countries[38].

In Ireland the Office of Government Procurement (OGP) was set up to co-ordinate procurement and make savings through efficiency. Annually the Irish government spends €8.5bn every year on goods and services[39]. The OGP started in 2014 and will, together with four key sectors (Health, Defence, Education and Local Government), take responsibility for sourcing all goods and services on behalf of public services. In addition, the OGP will also take full responsibility for procurement policy and procedures. The Road Safety Authority in Ireland is responsible for delivering an action on procurement in their Road Safety Strategy, namely to work with public and private organisations to ensure that road safety is a key determinant in specification for services and tender documents when considering the procurement of goods and services[40].

As mentioned previously, procurement strategies can integrate health and safety standards, including WRRR, to select contractors.

Research for ETSC's PIN programme has shown that a number of national governments have specific requirements to purchase and/or rent only safe vehicles[41]. These include Latvia, Norway, Romania and Sweden. The Swedish example is set out in more detail in part 3. Latvia, Slovenia and Sweden require the fitment of some non-mandatory safety equipment in the vehicles which they own or rent.

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[36] http://www.rsa.ie/Documents/Tachograph_Enf/Tacho%20Cards/Tacho%20Guides/drivers_hours_dl_low_res.pdf
[37] ETSC (2011) PRAISE Report Fit for Road Safety : From Risk Assessment to Driver Training.
[38] http://www.publicprocurementnetwork.org/docs/ItalianPresidency/Comparative%20survey%20on%20PP%20systems%20across%20PPN.pdf
[39] Ireland Office of Government Procurement http://www.procurement.ie/about-us
[40] http://www.rsa.ie/Documents/About%20Us/RSA_STRATEGY_2013-2020%20.pdf
[41] ETSC (2012) 'A challenging start towards the EU 2020 Target' Annual PIN Report.

In Spain some government departments use road safety criteria when purchasing their vehicle fleet and also require fitting of some non-mandatory safety equipment. Norway and Sweden require their contractors to do the same and another group of countries (Cyprus, Denmark, Ireland, Spain) require some of the requirements also to be met by their contractors. In Cyprus for example contractors are required to prepare a Health and Safety Plan prior to undertaking a project.

**Example - The Finnish Transport Safety Agency**

The Finnish Transport Safety Agency (TraFi) is responsible for regulating and supervising the transport system including road, rail, aviation and maritime sector, actively improving transport safety and promoting environmentally friendly transport solutions. TraFi employs approximately 530 people. TraFi has its own internal guide for vehicle selection stating that TraFi can only buy 5-star (Euro NCAP) cars. The same requirements are extended to employees leasing cars. TraFi's own employees should avoid unnecessary risks. During the trip, an official has a duty to act with care and caution and to take into account the special features of travel destination and the requirements. Passenger safety is also taken into account in the choice of travel. The TraFi Policy also states that in some situations, travel safety and environmental considerations may be in conflict. But if this is the case that passenger safety must be prioritised.

**Example - Swedish Transport Administration**

The Swedish Transport Administration, a government body, is leading the way in terms of improving vehicle safety by passing a law that has set high vehicle safety standards for government fleets. Recommended minimum traffic safety requirements have been developed, not only for government owned vehicles but also for lease vehicles, short-term rental vehicles and private (grey fleet) vehicles used for work purposes.

A Swedish law, passed in 2009, requires all government bodies to buy or rent only 5-star Euro NCAP cars for occupant protection ("government specification" as is the case for environment standards).

**Cars rented for less than six months need to be equipped as follows:**

- Crashworthiness awarded five stars by Euro NCAP;
- Seat Belt Reminder (SBR) in front seats that meet Euro NCAP requirements;
- Whiplash protection that meets Euro NCAP requirements;
- Pedestrian protection that meets Euro NCAP requirements;
- Head support and three point seat belt on all seats used;
- Electronic Stability Control (ESC) system;

**Additional requirements for cars rented for more than 6 months:**

- Alcohol ignition interlock
- Intelligent Speed Assistance (ISA) system

**Minimum requirements for usage of the grey fleet:**

- Registered on or after 1 January 2001;
- 900 kg to 1900 kg in weight;
- Occupant protection: Euro NCAP 4 stars if tested before 2009, 23.5 points in occupant protection if tested 2009 or later (front, side and pole collision protection) ;
- Seat Belt Reminder (SBR) on front seats that meet Euro NCAP requirements;
- Head support and three point seat belt on all seats used;
- Electronic Stability Control (ESC) system.

### Example - Danish public bus outsourcing and impact on occupational health and safety

Without the right safeguards, outsourcing can exacerbate safety and health issues. A study of outsourcing and occupational health among Danish public bus drivers found that it exacerbated their already abnormally high levels of stress-related ill health[42]. In a subsequent detailed study of outsourcing in the same industry, Hasle drew attention to some of the reasons why this might be, including strong competition on price and the limited decision-making responsibility for health and safety assumed by contractors[43]. This last example illustrates how crucial it is to integrate road risk requirements in procurement.

## 2.3. Public procurement: the regional level

Where there is no national strategy to use public procurement to integrate health and safety standards, regional authorities can take the initiative.

### Example - Transport for London (TfL) WRRR contract clauses

TfL has adopted a responsible procurement approach and includes WRRR requirements in all contracts with suppliers. Commitment to managing the organisation's road safety has been given top level support from the Transport Commissioner and senior managers across the organisation.

TfL has changed more than 400 existing contracts to include the WRRR requirements, and from 2012 all new contracts include requirements for vehicles, drivers, management and operations. These WRRR requirements are included in contracts for business as usual activity and large transport infrastructure projects in Greater London.

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[42] Netterstrom B and Hansen 1 V. OUrsourcing and srress: physiological effects on bus drivers Stress Medicine 2000; 16 (3) cited in in Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

[43] Hasle, P. Outsourcing and employer responsibility : a case study of occupational health and safety in the Danish Public transport Sector. Industrial Relations 2007 : 62 cited in Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

The WRRR requirements are communicated throughout the procurement process from the pre-qualifying stage all the way to the contract award.

Suppliers are given 90 days from the start of the contract to achieve full compliance and TfL monitors compliance levels across its supply chain. Compliance checks are carried out at TfL sites, and serious non-compliance can lead to vehicles being turned away from the gate, which would constitute a breach of contract.

TfL encourages a wider adoption of this approach, using a common set of WRRR requirements, which can be mandated through procurement and contract clauses. Using a consistent set of requirements ensures that good practice in quality operations is shared, that fleet operators are able to comply and that there is no confusion on the different standards. Operators across the UK can use the Fleet Operator Recognition Scheme (FORS), a voluntary accreditation scheme, also developed by TfL, to demonstrate that they are a quality operator and meet WRRR requirements.

## 2.4. Private and public certification schemes

National authorities can also develop certification schemes aimed at ensuring the competence of contracting organisations and those working for them in relation to WRRR.

Certification schemes can also be set up by private entities and can be developed in a business-to-business environment. In many European countries, these certification schemes have important commercial value, as they give access to a certain market (especially in high risk sectors)[44]. National authorities could establish a centralised certification registry service including suppliers who have safe work practices. This could help by reducing the necessity for clients to request and evaluate prequalification information from contractors every time a contract is tendered. In order to assess whether a contractor is competent the following criteria can be used[45]:

- evidence of experience in the same type of work;
- references from previous clients which are checkable;
- accident/ill-health statistics;
- evidence of qualifications;
- skills and ongoing training;
- evidence of health and safety training;
- risk assessments and method statements for the work to be carried out; and
- a statement of their criteria for selecting sub-contractors.

[44] EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

[45] National Health Service, Working with Contractors, Scottish Centre for Healthy Working Lives, 2011. Available at: http://www.healthyworkinglives.com/advice/employeeissues/working-with-contractors.aspx. Cited in EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

Once requirements are put in place they must be followed through. This is illustrated by experience presented in research about procurement in the construction sector which shows that, although procurers of goods and services may be familiar with setting contractual requirements on health and safety they demonstrate, that they are less engaged with efforts to monitor compliance or undertake post completion review of such arrangements[46].

The literature stresses that the effectiveness of such certification schemes are linked to:

- The provisions they make for compliance to be monitored;
- The degree to which signatory companies themselves put in place effective internal monitoring and audit arrangements;
- The extent to which these are in turn subject to external scrutiny[47].

This could work as guidance for setting up a certification registry for a WRRS service by public authorities or by the private sector.

## 2.5.National certification schemes – time for an EU-wide approach?

A number of countries have voluntary contractor certification schemes, some are given as examples below and have been set up by national or regional industry associations within the EU. These schemes differ in their procedures and technical specifications but are all based on a 'from business to business' approach and share the same objectives, namely to facilitate the selection of safe contractors and ensure safe work practices[48].

As more procurement is crossing EU member state borders there might be interest to set up an EU-level certification scheme. There is already a European platform of the governing bodies from the Safety Certificate Contractors schemes in the Netherlands, Belgium, France, Germany and Austria[49]. This platform examines how it could further improve the collaboration and considers in this respect the development of an international, harmonised standard with regard to the management of safety, health and environment issues between principal companies and their (chain of) contractors. The main objective of this approach would be to establish criteria for mutual recognition of the different national contractor certification systems.


**Example - Certification Safety Checklist, Belgium**

In Belgium, the law requires that companies use contractors that comply with occupational safety and health laws. There are two major systems in Belgium for the certification of contractors: the Contractors Safety Checklist (Veligheids Checklist Aannemers VCA), a list originally developed for subcontractors in high risk work in the petrochemical industry but now widely used elsewhere, and the more general BeSaCC (Belgian Safety Criteria for contractors) system developed by the Federation of Belgian Enterprises[50].

[46] Construction Confederation. Health and Safety in public procurement : survey results. London Construction Confederation 2005 in Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

[47] Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

[48] EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

[49] Interview with BeSaCC-VCA, member of European platform, 2011 cited in EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

[50] Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

**Example - European Safety Certificate Contractors**

The European Safety Certificate Contractors (SCC), introduced 15 years ago, is an example of supply chain leverage on contractors that supply larger companies to evaluate and certify their health and safety and environmental management systems.

It evaluates the contractor's performance on safety, health and environmental protection by putting in place agreed, industry-proven best practice specified in a checklist. If the contractor meets the required standards, an SCC certificate may be obtained. An important element of the SCC scheme is the requirement to demonstrate clearly that employees have received OSH training[51]. Significant improvement has been reported as a result of its development[52]. There is also a version for SMEs and it is used and accredited in the Netherlands, Belgium, Germany and Austria. The SCC system is managed by an independent foundation, the Foundation Cooperation for Safety, with representatives from all parties and several sectors involved in the SCC system.


**Example - Systole, Sweden**

In Sweden, five major buyers of transport and the Swedish Transport Administration have developed a tender tool called 'Systole' that provides a meeting place for goods owners and transportation companies that value sustainability and safety. This provides for ongoing dialogue during contracts and allows transport operators to support the company with solutions.

The tool allows for the 'live' evaluation of transport operators and for communication of long term requirements. The safety requirements include speed as a specific criteria. The goal is that 'speed should be adapted to prevailing circumstances and never exceed the relevant regulations.' To achieve this goal, seven requirements are set out which include developing procedures for planning and scheduling that take into account speed limits and traffic conditions, developing procedures for monitoring and reporting on this, having technical support for keeping to the speed limit on all vehicles and technical support for follow-ups of exceeding the speed limit on vehicles[53].

Also in Sweden, the Swedish Society for Nature Conservation (SSNC), Landsorganisationen (LO, the central organisation for 16 labour unions) and National Society for Road Safety have developed an assessment system and manual for purchasers of transport services[54]. The purpose of the system is to influence the purchasers to include the working environment, road safety and environmental issues in their purchasing and service level agreements. This is another model that purchasers of transport services could use to engage their suppliers in road safety.

[51] EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

[52] European Agency for Safety and Health at Work (ed.)(2001) Recognition Scheme in Occupational Safety and Heamth Report 308, cited in Walters, D. & James, P. (2012) Understanding the Role of Supply Chains in Influencing Health and Safety at Work.

[53] PREEM (2010) presentation to ETSC-Future Directions in Speed Management. http://www.shlow.eu/documents/Preem%20presentation.pdf

[54] www.q3.se/arkiv/Systemhandboken_eng.pdf

# PART III

# IMPLEMENTING REQUIREMENTS IN THE SUPPLY CHAIN FOR VEHICLES, DRIVERS, OPERATIONS AND MANAGEMENT

Managers looking to award a new contract should take into account the safety of the vehicle fleet they will employ, compliance with driver training requirements, how the company manages driver risk as well as the safety of road operations. This section provides information as to why vehicle safety, driver training, journey planning and managing road risk in general are criteria that should be included when looking for new partners and awarding new business. A checklist has been developed in the Annex to guide employers on the minimum set of requirements.

## 3.1. Vehicle safety levels and requirements to ask for in awarding contracts

Vehicles have a critical role to play in influencing road safety. As such, vehicle choice should be a central consideration in any organisation's occupational risk management strategy and safety should be a key criteria for procurement.

From a societal point of view, it is worth noting that company car registrations account for 50.5% of the 11.6 million passenger cars registered across 18 EU Member States in 2008[55]. These vehicles are usually sold on to private buyers within a few years. There is an opportunity, therefore, to speed up the uptake of new safety technologies in EU vehicles by encouraging demand from fleet purchasers[56].

The ISO international standard 39001 for road traffic safety management discusses how organisations can influence road safety through vehicle selection highlighting four areas where this has an impact, namely:

- the protection of occupants in crashes;
- the capability to avoid or mitigate crashes;
- the protection level given by the vehicle for unprotected road users;
- the vehicle's compatibility with other vehicles[57].

[55] However, the share of company cars in total registrations varies between countries. It is lowest in Greece (24%), highest in Germany (60%).

[56] Haworth, N., Tingvall, C. and Kowadlo, N. (2000) Review of best practice fleet safety initiatives in the corporate and/or business environment (Report No. 166). Melbourne: Monash University Accident Research Centre, 2000 http://www.monash.edu.au/miri/research/reports/muarc166.pdf

[57] ISO International Standard 39001, (2012) Road traffic safety (RTS) management systems – Requirements with guidance for use.

These issues should be considered at the procurement stage in the context of the nature of the business and the type of vehicle required. The findings of the risk assessment should inform this process and will assist organisations in identifying the vehicle type and specifications most appropriate for them.

The table below lists a range of technologies or measures that can be considered by employers in the context of the roads risks that they are faced with.

| | Passive (protect drivers automatically) | Active (involves drivers participation) |
|---|---|---|
| **Proactive. Primary actions to avoid crashes** | Speed limiter/intelligent speed assistance<br>Electronic Stability Control (ESP)<br>Wired in daytime running lights<br>Visible colour<br>Alcohol ignition interlock<br>Self checking/inflating tyres<br>Stronger/safer seats<br>Mobile phones confiscated<br>Automatic ventilation control<br>Automatic reversing brakes<br>EDR vehicle monitoring | Cruise control<br>Antilock braking systems (ABS)<br>Daytime running lights<br>High mounted rear center brake lights<br>Alcohol policy and testing<br>Tyre check policy<br>Ergonomic seat adjustments<br>Mobile phone use banned<br>Air conditioning<br>Reversing warning devices & cameras<br>Driver near hit reporting |
| **Reactive/ Secondary/ at-scene** | Airbag including side/head protectors<br>Seatbelt interlock/reminder<br>Crashworthy vehicle (NCAP rating)<br>Heavier vehicle<br>Anti whiplash protection<br>Crush zones and safety cages<br>Fire resistant vehicle interiors<br>Cargo barrier/load restraint<br>Side and frontal impact protection<br>EDR including crash recorders, forward/ cab facing cameras and accelerometers | Front and rear seatbelts<br>Seatbelt wearing<br>Strong, easy to open doors<br>Seat and head restraint positioning<br>Correct head restraint use<br>Child restraints<br>Fire safety equipment |

Large fleet operators can influence the market by using their strong purchasing/ consumer power and dictate what sort of vehicles and equipment hit the market. For example, in the UK Ford changed their Transit van to meet some requirements of one of their big customers: British Telecom. The vehicle industry has already started responding by marketing vehicles such as the "safety van" which includes the latest safety features in their state of art vehicles [58]. This is another example of a useful synergy that has come about as a result of integrating safety into, in this case, purchasing policies.

[58] DaCoTA (2012) Integration of Road Safety in Other Policy Areas: Synergies and Conflicts, Deliverable 4.8i of the EC FP7 project DaCoTA

**Example – Belgian Road Safety Institute**

The Belgian Road Safety Institute was the first Belgian organisation to be awarded ISO 39001 certification. As part of the ISO 39001 system, BRSI implemented a procedure for the purchase of all its vehicles including bikes. As part of the requirements to be fulfilled for cars, BRSI requires a 4 star minimum Euro NCAP score, white or light colour and a good environmental score (see also http://www.ecoscore.be/en/search). For heavier vehicles like vans BRSI requests that the vehicle body and attachments must be strong enough. And enough attachment points must be available to secure various types of load. For specific vehicles, cameras (at the back and side of the vehicle) and alcohol-interlocks are also required.

**Example – Transport for London (TfL) WRRR contract vehicle requirements**

TfL has worked with industry to determine existing good practice and applied vehicle requirements throughout their supply chain. These include:

- Vulnerable road user warning signage;
- Side under-run protection on both sides;
- Audible alert for vehicles turning left;
- Front, side and rear blind spot minimised as much as is practical through direct and indirect vision aids, such as class VI mirrors and audible driver alerts.

## 3.2. Driver safety requirements – training and recruitment

The training and recruitment of drivers that will undertake a contract should also be integrated in the procurement decision. This is particularly relevant for cases where the service supplied consists largely of driving activities but also when driving is taking place in an area with many vulnerable road users – in which case specific training might be needed.

There is a requirement for compulsory instruction, information and training on work related health and safety issues (Article 12 of Framework Directive 89/391/EEC). A risk assessment process should be undertaken to determine which additional road safety training drivers need. Ideally this should be carried out during the induction process and also again at regular intervals during employment, as deemed appropriate through risk assessment and monitoring. Whatever type and level of training is chosen, it should always be based on a needs analysis. Undoubtedly driver training can be an important tool to reduce work-related road risk.

Great care should be taken in identifying organisations where driving skills are part of an overall package that also trains drivers to be aware of risks and how to avoid risky situations. Key factors in driver recruitment and training include driving skills, health, well-being, lifestyle, attitude, knowledge, hazard perception, attention to detail as well as hand-eye coordination, concentration, anticipation and observation[59]. Exactly these factors affecting safety should also form part of a contractor's culture in awarding contracts to those providers that are going above and beyond minimum requirements.

[59] Murray, W., Pratt, S., Hingston, J. & Dubens, E. ,(2009) Promoting Global Initiatives for Occupational Road Safety: Review of Occupational Road Safety Worldwide

**Example – Transport for London (TfL) WRRR contract clauses**

**Driver requirements**

TfL's WRRR clauses ensure that drivers have:

- A valid licence for the vehicle they are driving, which are regularly checked for penalties and convictions against the DVLA database;
- Provided evidence of attendance at an approved progressive training specifically covering the safety of vulnerable road users and use of safety equipment.

In order to meet the progressive training requirement, TfL has developed Safe Urban Driving courses to train drivers in vulnerable road user safety. This includes an on road cycling practical module, which gives drivers first-hand experience of what it feels like to be a vulnerable road user on busy urban roads. Between 2012 and 2015 over 20,000 drivers attended this training course.

## 3.3. Journey management/Traffic routing – planning driving operations

*Driver stress and fatigue can also affect driving and route choice and should be taken into account when choosing a new supplier and setting up the deadlines for deliveries as well as driving hours.*

Knowing that the organisation employed to undertake a contract manages drivers' journeys and plans the route in advance for deliveries and other driving operations, will not only guarantee the contractor that the task will be performed according to the requirements, but also that the drivers' risk is reduced.

The planning and management of journeys plays a central part in influencing work-related road risk and preventative measures in this area should be included in any organisations' procurement strategy. Journey planning also brings about efficiency savings which support the business case. Ensuring that journey schedules, distances and plans allow sufficient time for drivers to complete their journeys (including delivery stops, rest breaks and foreseeable weather and traffic conditions) at safe speeds and without needing to exceed speed limits is critical.

The person responsible for journey planning or scheduling (the transport operator) has a duty to take all such factors into account. With better logistics planning, employers should consider introducing "de-speeding of transport" and introduce more buffer times in the supply chain. Drivers are thus relieved from time pressure and can concentrate more on safety and fuel-saving considerations. Organisations contracting services should look at integrating safety considerations into defining deadlines for delivery.

Journey planning is also relevant for managing fatigue (see ETSC's report on fatigue[60]). It is vital, that employers calculate proper rest time and night stays. For example, journey planning software can be used to optimise travelling. Route planning could then identify and evaluate issues such as terrain and infrastructure. Traffic conditions (which can vary depending on time of day) should also be taken into account. Moreover, weather conditions and seasonality (such as light and darkness) are also issues to be considered when choosing the route. Driver stress and fatigue can also affect driving and route choice and should be taken into account when choosing a new supplier and setting up the deadlines for deliveries as well as driving hours.

[60] http://archive.etsc.eu/documents/Report7_final.pdf

### Example - CARPE - Cities as Responsible Purchasers in Europe

An example of cities as purchasers including social and environmental criteria in their procurement practices could also be a source of inspiration developing a similar scheme for integrating vehicle safety criteria.

The EU CARPE project brought together 12 cities in exploring opportunities for adopting social and environmental criteria in their procurement practices[61]. The 'CARPE Guide to Responsible Procurement' addresses, amongst other issues, how working conditions can be safeguarded through public contracts:

- technical specifications can detail health and safety standards to be fulfilled by the contract;
- purchasing authorities can use selection criteria, to filter out companies that do not comply with legislation concerning protection of employees;
- assessing (using the award criteria) the quality of contract delivery, which often is closely linked to staff motivation and working conditions;
- in the contract performance conditions, buying authorities can underline the supplier's obligation to adhere to social standards.

## 3.4. Minimum standards for different sectors

Organisations and procurers need to ensure that high health and safety standards are applied throughout the supply chain. But the risks and opportunities are quite different depending on the type of business. For example, construction companies will have differing requirements to a companies carrying out home deliveries. The starting point is ensuring that application of health and safety regulations should not be optional. What is important for all domains is that companies know their sectors and have a sound knowledge of those risks.


### Example – Sector specific initiative

The UK construction industry has used procurement to manage WRRR through the Construction Logistics and Cyclist Safety (CLOCS) Standard, developed in collaboration with TfL and aligned to TfL's WRRR requirements. The CLOCS Standard is implemented through procurement enabling construction clients to mandate road safety improvements throughout their supply chains.

The CLOCS movement started in London in response to cycling fatalities in the capital and the desire of the construction industry to take steps to reduce the risks posed by its vehicles to cyclists and other vulnerable road users.

CLOCS has since become a national movement, as contractors and operators see the value of having a consistent standard they can apply throughout their fleets and supply chains. To date over 30 construction clients have signed up to implement the Standard throughout their UK supply chain.

[61] http://www.eurocities.eu/carpe-net cited in EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain.

**Example – The Swedish Forum for Sustainable Transportation - Manual for Heavy transport contracting**

Supplementing the requirements laid down by the Swedish Transport Administration for the quality of road transportation (decreased carbon dioxide emissions, reduce emissions of detrimental substances, increased use of seat belts, increased share of safe vehicles, adapted speed, sober and drug-free drivers), the Swedish Forum for Sustainable Transportation has developed an assessment system and manual[62] for purchasers of transport services, targeting heavy transport contracting (but not exclusively designed for this sector). The manual lays down criteria and a points-based assessment mechanism for purchasers of transport services to consider when looking for new partners. According to this system, the purchaser should first look if the contractor is able to prove that some basic requirements are met:

- General prerequisites (traffic permits e.a.);
- No insolvency/bankruptcy;
- No overload.

The three assessment areas (Work environment, Traffic safety and Environment) consist of three criterion areas respectively. Each area contains three criteria with points. Thus, there are nine criteria within each assessment area, or 27 criteria in all, as shown below[63].

| 1 Work environment | 2 Traffic safety | 3 Environment |
|---|---|---|
| **1.1 Work Pressure** | **2.1 Speed** | **3.1 Air pollution** |
| Time planning of driving and rest | Traffic Safety Policy | Environment policy and record |
| Time control of driving and rest | Control of speed | Fuel mileage, goals, plan of action |
| Corporate health care and planning | Action program and support functions | Vehicles (stowing, environmental adaption) |
| **1.2 Ergonomics** | **2.2 Safe vehicles** | **3.2 More Effective Fuel Use** |
| Injury prevention measures | Safe equipment | Tutoring |
| Active prevention | Use and supervision | Tutoring, information and follow-up |
| Loading and unloading goods | Support systems and safety equipment | Support systems for lower fuel consumption |
| **1.3 Systematic Work Environment Management** | **2.3 Alcohol and Drugs** | **3.3 Detrimental Emissions** |
| Preliminary efforts on work environment and policy | Policy on alcohol and drugs | Maintenance plan and list of chemicals |
| Documented, systematic work on work environment | Alcohol and drug testing | Product choice and service agreements |
| Continuous improvement of work environment | Support systems, alco-locks | Cleaning and maintaining vehicles |

[62] The Quality Three System, The Manual 2005-2007, Available from: http://www.q3.se/arkiv/Systemhandboken_eng.pdf

[63] Specific questions and guidance on how to score the criteria, including a model draft agreement settlement between the purchaser of transport and the contractor, is given (in English) in this manual.

## 3.5. Recommendations

### RECOMMENDATIONS TO PROCUREMENT MANAGERS

- Recognise legal compliance and economic benefits of integrating WRRS requirements to procurement.
- Develop structures to conduct joint risk assessment between client and contractor taking WRRS into account.
- Large organisations should engage the partnership concept to support SMEs in applying safe requirements.
- Set up certification schemes for contractors on work related road safety.
- Apply work related road safety requirements to own fleet and apply them to own private procurement contracting.
- Outsourcing should be based on a strong relationship between client and (sub-) contractors supported by information and communication[64].
- Procurers should select 'safe contractors' based on a sound procurement strategy that considers best value rather than lowest price[65].
- The client company, (sub-) contractors and workers should combine efforts in order to find the best solutions to ensure an adequate performance and safety of outsourced tasks[66].
- The outsourcing contract should contain information on the potential hazards and the measures that have been taken to eliminate or limit them[67].
- Third-party certification should be used in order to evaluate, certify and ensure the performance and competencies of individuals (workers) or companies (contractors, and those working for them (sub-contractors), with regard to OSH (and WRRS)[68].
- To minimize risk and reduce the probability of collisions on routes to and from sites and premises fleet operators should ensure that any vehicle routes to sites or premises specified by clients are adhered to unless directed otherwise.
- Managers and compliance officers should check that all criteria are in place before heavy vehicles are allowed on the construction site by verifying vehicle operators, the vehicles and the drivers.

[64] EU OSHA (2012) Promoting Occupational Safety and Health through the Supply Chain
[65] Ibid.
[66] Ibid.
[67] Ibid.
[68] Ibid.

## RECOMMENDATIONS TO THE EU

- Include "safe workers" under the social clause of the 2014/24/EU legislation.
- Develop specific guidance for integrating work related road safety into public procurement.
- Encourage national authorities to set up certification schemes for contractors on work related road safety.
- Create an EU Safe Certificate Contractor Scheme which includes WRRS.
- Extend liability responsibility and appropriate risk management and preventative measures throughout the EU's own procurement supply chain.
- Invite the EU High Level Group on Road Safety to consider national incentives to integrate safety requirements procurement.

## RECOMMENDATIONS TO EU MEMBER STATES

- In order to enforce OSH regulations (and their implications for road safety) and put them into practice in an effective way, particularly with regard to SMEs, develop additional non-regulatory guidance and give support[69].
- Encourage co-ordination between occupational health and safety, road safety and national procurement authorities on strategies to integrate work related road safety requirements into procurement process.
- Apply work related road safety requirements to own fleet and insert into management of public fleets and public procurement contracting.
- Increase efforts to stimulate, incentivise and enforce procurement which includes road safety requirements[70].
- Establish a centralised certification service including suppliers who are in compliance with work related road risk management legal duties or have safe work policies.

[69] Ibid.
[70] Ibid.

# ANNEX

Fleet Risk Gap Analysis for Use in Procurement

Adapted from the Interactive Driving Systems Motor Fleet Risk Management gap analysis tool which is freely available in an interactive format at: www.fleetsafetybenchmarking.net

| 1. FLEET SAFETY, HEALTH AND ENVIRONMENTAL POLICY | Meets criteria | |
|---|---|---|
| 1. The organisation has a comprehensive 'fleet safety, health and environmental policy' signed by the Chief Executive Officer/Director. | YES | NO |
| 2. The 'fleet safety, health and environmental policy and strategy' is fully understood and applied by all employees and contractors at all times. | YES | NO |
| 3. The 'fleet safety, health and environmental policy and strategy' is incorporated within the day-to-day operational processes, procedures and work instructions. | YES | NO |
| 4. The 'fleet safety, health and environmental policy and strategy' is reviewed, audited and benchmarked against established metrics and updated at least annually. | YES | NO |
| 5. They carry out annual corporate, management, driver, journey and vehicle 'risk assessments' for all aspects of the operation. | YES | NO |
| 6. The 'fleet safety, health and environmental policy and strategy' process and outcomes-based objectives are built into every manager's, contractor's and sub-contractor's annual performance review. | YES | NO |

| 2. ORGANISATIONAL LEADERSHIP AND CULTURE | Meets criteria | |
|---|---|---|
| 7. They are committed to a 'culture' of continuous improvement and zero injuries, asset damage and environmental harm throughout the organisation and the entire supply chain. | YES | NO |
| 8. The managers, supervisors and team leaders at all levels of the organisation 'lead by example' and use every opportunity to drive the safety, health and environmental agenda. | YES | NO |
| 9. Every individual throughout the organisation has 'pledged' to be 'accountable' for their own safety, health and environmental performance. | YES | NO |
| 10. They have a 'culture' that encourages employees and contractors to accept evaluation of their safety performance and to accept coaching and guidance to reduce their risk exposures in which they drive for work purposes. | YES | NO |
| 11. The organisation 'continually investigates and evaluates' methods and processes that enhance the safety of employees, contractors, sub-contractors and members of the communities in which they operate. | YES | NO |
| 12. They are in full 'compliance' with all relevant legal requirements (including transport, safety, health, environmental and corporate) in the jurisdictions in which they require employees and/or contractors to drive for work purposes. | YES | NO |

| 3. JOURNEY AND MOBILITY MANAGEMENT | Meets criteria | |
|---|---|---|
| 13. The organisation has a detailed 'travel planning and journey optimisation' strategy in place covering both commuting and driving for work purposes. | YES | NO |
| 14. 'Risk assessments' are undertaken and reviewed on all organisational, management, employee and contractor travel risks. | YES | NO |
| 15. The 'fleet safety, health and environmental management policies and procedures' allow sufficient time to complete journeys safely and efficiently at all times. | YES | NO |

| 4. DRIVER RECRUITMENT, SELECTION AND INDUCTION/ORIENTATION | Meets criteria | |
|---|---|---|
| 16. They have documented 'recruitment and selection policies and procedures'. | YES | NO |
| 17. The 'recruitment and selection' procedures assess all candidates who will drive for work purposes for a mature, calm attitude; good health; and, a safe and fuel efficient driving record over the past three years. | YES | NO |
| 18. The comprehensive 'induction/orientation and training procedures' require all new employees who will drive for work purposes to successfully pass a 'knowledge based assessment' of road safety policies and guidelines during their probationary period. | YES | NO |

| 5. DRIVER WELLBEING | Meets criteria | |
|---|---|---|
| 19. The organisation has an appropriate 'well-being' program in place for new and existing employees who are required to drive for work purposes covering areas such as health, diet, eyesight, stress, fatigue management and legal/illegal drug, alcohol and mobile/cell phone use. | YES | NO |
| 20. The vehicles are selected to be 'ergonomically' suited to drivers, minimising the risk of musculoskeletal disorders, with drivers given guidance on good posture, seating and the importance of taking appropriate safety/health breaks. | YES | NO |

| 6. VEHICLE SELECTION, MANAGEMENT, MAINTENANCE AND SECURITY | Meets criteria | |
|---|---|---|
| 21. The organisation has a clear 'vehicle selection, allocation and replacement' policy covering vehicle construction, driver and vehicle safety, fuel efficiency and environmental performance standards as key elements of the 'whole of life' vehicle costs. | YES | NO |
| 22. The organisation develops minimum vehicle safety requirements for vehicles owned by the organisation and also for lease vehicles, short-term rental vehicles and private vehicles used for work purposes. | YES | NO |
| 23. They have policies and procedures in place to promote routine 'vehicle safety checks' by drivers and planned vehicle maintenance in line with manufacturer recommendations. | YES | NO |

| 7. SAFETY HEALTH AND ENVIRONMENTAL MONITORING | Meets criteria | |
|---|---|---|
| 24. Clear policies and processes are in place to 'report, investigate, record, analyse and learn' from existing safety, health and environmental performance including incidents/collisions, injuries, fuel usage and total cost of ownership, feeding in to monthly, quarterly and annual management and board reporting. | YES | NO |

| 8. CORPORATE SOCIAL RESPONSIBILITY (CSR) | Meets criteria | |
|---|---|---|
| 25. The organisation incorporates 'fleet safety, health and environmental initiatives' into its CSR and corporate business plan. | YES | NO |

| 9 WORK-RELATED ROAD SAFETY IN THE COMMUNITY | Meets criteria | |
|---|---|---|
| 26. They have a 'pro-active communications strategy' with active involvement in local community road safety and environmental initiatives and a detailed 'post collision' escalation process to manage our reputation and the community learning process. | YES | NO |
| 27. The responses provided above apply across the organisation's entire supply chain, including contractors, sub-contractors and suppliers, family members and the wider community in all the travel corridors in which they operate. | YES | NO |

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# RELEVANT LEGISLATION

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