

Fleet Safety Benchmark Report

Data Year 2009



October 2010

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TABLE OF CONTENTS

	Page
<i>Executive Summary</i>	
• Background.....	1
• 2009/10 Benchmark Participants.....	1
• Summary of Results.....	2
<i>Fleet Safety Metrics</i>	
• Standardizing Data.....	5
• About Composite Data.....	6
• About Leading Companies.....	6
• About the Summary Table.....	6
• Summary Table.....	7
• Key Metrics by Company.....	8
○ Graph: 2009 CPMMs (Collisions Per Million Miles).....	9
○ Graph: 2009 Percentage of Fleet in Collisions.....	10
• Key Metrics by Country.....	11
○ About Collision Rate Weighting.....	11
○ Table: Highest/Lowest Weighted Collision Rates.....	11
○ Table: All Countries by Fleet Size.....	12
○ Graph: 2009 CPMMs (Collisions Per Million Miles).....	14
○ Graph: 2009 Percentage of Fleet in Collisions.....	15
• Key Metrics by World Region.....	16
○ Table: All Regions.....	16
○ Graph: 2009 CPMMs (Collisions Per Million Miles).....	17
○ Graph: 2009 Percentage of Fleet in Collisions.....	18
• Key Metrics, United States Only.....	19
○ Graph: 2009 CPMMs (Collisions Per Million Miles).....	20
○ Graph: 2009 Percentage of Fleet in Collisions.....	21
• Key Metrics by Vehicle Type.....	22
○ Table: Vehicle Categories.....	22
○ Graph: 2009 Passenger Vehicle CPMMs	23
○ Graph: 2009 Passenger Vehicles Percentage of Fleet.....	24
○ Graph: 2009 Heavy Vehicle CPMMs	25
○ Graph: 2009 Heavy Vehicles Percentage of Fleet.....	25
○ Graph: 2009 Medium Vehicle CPMMs	26
○ Graph: 2009 Medium Vehicles Percentage of Fleet.....	26
○ Graph: 2009 2/3-Wheel Vehicle CPMMs	27
○ Graph: 2009 2/3-Wheel Vehicle Percentage of Fleet.....	27

	Page
<i>Fleet Safety Metrics (cont.)</i>	
• Injury Data.....	28
○ Graph: 2009 Injuries Per Million Miles, U.S.....	29
○ Graph: 2009 Injuries Per Million Miles, U.K.....	30
<i>Fleet Safety Programs and Policies</i>	
• Leading Companies.....	31
• Tables/Total Respondents.....	31
• Commonalities.....	31
• Commonalities in Leading Companies.....	32
• Commonalities, CPMM 3.01 to 6.00.....	34
• Commonalities, CPMM 6.01 to 9.00.....	34
• Commonalities, CPMM 9.01 or Above.....	34
• Basis for Survey Responses.....	35
• Q1: Age of Program.....	35
• Q2: Written Policy, New Hire Driver Training.....	35
• Q3: Written Policy, Tenured Driver Training.....	35
• Q4: Driver Training Formats.....	36
• Q5: Potential Training Topics.....	36
• Q6: Written Policy, Deny Employment to High Risk Drivers.....	37
• Q7: Written Policy, Tenured High Risk Drivers.....	37
• Q8, 8.1 and 8.2: Identify/Intervene with High Risk Drivers.....	37
• Q9: Written Policy, DUI/DWI.....	38
• Q10: Written Policy, Commentary Drives.....	38
• Q11 and 11.1: Commentary Drives.....	39
• Q12: Written Policy, Collision Reviews.....	39
• Q13, 13.1 and 13.2: Collision Reviews.....	39
• Q14: Preventable vs. Non-preventable.....	40
• Q15: Deductibles.....	40
• Q16 and 16.1: MVRs.....	40
• Q17 and 17.1: Family Drivers.....	41
• Q18: Devices Used to Monitor/Track Drivers.....	41
• Q19: Vehicle Safety Features.....	42
• Q20 and 21: CPMM and Other Metrics.....	43
• Q22: Metrics Reporting.....	43
• Q23: Severity Indices.....	43
• Q24: Common Types of Collisions.....	44
• Q25: Collisions with Highest Injury Rates.....	44
• Q26, 26.1 and 26.2: Scorecards.....	45
• Q27: Bent Metal Collision Costs (U.S. Passenger Vehicles).....	45
• Q28: Vehicle Safety Communication.....	46

Programs and Policies (cont.)

- Q29: Outreach Programs..... 46
- Q30 and 30.1: Green Fleet Programs..... 46
- Q31: Critical Success Factors..... 47
- Q32, 32.1, 32.2 and 32.3: Mobile Phone Policies..... 47
- Q33: Phone Records Post Collision..... 48

EXECUTIVE SUMMARY

This report continues a series of annual benchmark surveys on fleet safety that began in 1996. Johnson & Johnson was the original sponsor of these surveys. In 2007, the survey was sponsored by Monsanto. For the last three years, the survey has been co-sponsored by the Network of Employers for Traffic Safety and by Safety Management Solutions (now FleetRisk Advisors).

2009/10 Benchmark Participants

Forty-five companies participated in this year's survey. Together, participants represent a fleet population of over 402,000 total vehicles traveling more than eight billion miles in 2009.

At the direction of the benchmark group, all survey responses are reported anonymously. In the Summary Table on page 7 each company is assigned a company number based on its 2009 CPMM (collisions per million miles). The company with the lowest CPMM is Company 1, and so on through Company 42. Company numbers are used consistently in all graphs, tables and discussions in this report.

In alphabetical order, participants in the 2009/10 benchmark survey include the following. Please note that the three companies listed in *Italics* participated in the program survey but not the data survey.

Abbott Laboratories	General Electric
AmeriFleet	GlaxoSmithKline
Amgen	Johnson & Johnson
AstraZeneca	JT International
Boehringer Ingelheim	Kraft Foods Inc.
Bristol Myers Squibb	Liberty Mutual
BP	Marathon Petroleum Company
Chubb	Merck & Co.
The Coca Cola Company	Monsanto Company
<i>Coca Cola Enterprises</i>	Nationwide Insurance
Dow	Nestlé
Ecolab	Pioneer
Eli Lilly & Company	Pfizer
ExxonMobil	<i>Philip Morris</i>
Forest Laboratories	PSEG
Frito-Lay	Quintiles

R.J. Reynolds	Spectra Energy/Union Gas
Roche	Steelcase
Ryder	Sunoco
sanofi-aventis	UTC Fire & Security
ServiceMaster	Valspar
Shell	Verizon
Siemens Healthcare Diagnostics	

Summary of Results

Detailed results for every question in this year's survey, as well as more specific descriptions of commonalities can be found in the Fleet Safety Programs and Policies section of this report. Commonalities among leading companies refer to survey responses for the nine companies with 2009 APMs at or below 3.00.

Universal Program Elements, All Companies (44)

Only one practice is universally in place for all applicable companies, and that is the requirement that seat belts be provided in all company vehicles. Please note that this question was not applicable for one company, as the company does not own any of the vehicles being driven.

Universal Program Elements, Leading Companies (9)

There were a few additional practices that were in place among all leading companies. Please note, however, that not all of these practices are statistically significant (see Commonalities, below).

- A written policy is in place requiring driver training for all new hires
- A written policy is in place describing follow-up to DUI/DWI convictions
- A collision review process is in place
- All on-the-job collisions in a company vehicle are reviewed
- Fleet safety metrics are reported to fleet management

Commonalities Among Leaders

The list on the following page summarizes ten commonalities that are unique among the leading companies, as defined on page 31. These commonalities are listed in order, from most to least statistically significant. Each commonality is described in further detail on pages 32-33.

Based on statistical expectations compared to the benchmark group as a whole, the nine leading companies are:

1. More likely to terminate a driver for violating the company's mobile phone policy.
Question 32.3
2. Less likely to conduct a commentary drive after a collision.
Question 11.1
3. More likely to track CPMMs monthly.
Question 20
4. More likely to review mobile-phone records after a collision.
Question 33
5. More likely to have a special team or board review collisions.
Question 13.2
6. More likely to publish a scorecard monthly.
Question 26.2
7. More likely to use management presentations to communicate about fleet safety.
Question 28
8. More likely to conduct commentary drives for high-risk drivers.
Question 11.1
9. More likely to ban mobile phone use.
Question 32.1
10. More likely to conduct commentary drives for new hires.
Question 11.1

NEW!

Commonalities in Other CPMM Ranges

This year, for the first time, we also analyzed results for companies in other CPMM ranges (above 3.00) to determine whether they shared commonalities. Results are briefly summarized on the following page; please see page 34 for additional detail.

Commonalities, CPMM 3.01 to 6.00

There were no statistically significant results from this group of 13 companies.

Commonalities, CPMM 6.01 to 9.00

There are ten companies in this group. Based on statistical expectations compared to the benchmark group as a whole, these ten companies are:

1. Less likely to conduct a commentary drive after a collision.
Question 11.1

Commonalities, CPMM 9.00 or Higher

There are thirteen companies in this group, including the three companies that responded to the program portion of the survey but were not able to provide data this year. Based on statistical expectations compared to the benchmark group as a whole, these thirteen companies are:

1. Less likely to have a special team or board review collisions.
Question 13.2
2. Less likely to publish a scorecard monthly.
Question 26.2
3. Less likely to terminate a driver for violating their mobile phone policy.
Question 32.3

FLEET SAFETY METRICS

Standardizing Data

Each year we ask participants to conform to certain reporting standards, as described below. This helps all of us make more accurate comparisons of data among companies.

Collisions

We ask each company to exclude the following types of events from their collision data.

- Acts of God/nature
- Collisions with animals
- Fire, theft, vandalism
- Object hit vehicle
- Hit-while-parked
- Collisions with debris
- Glass-only damage
- Vehicle failure

Injury Data

Injury data were collected on a limited basis this year. Injuries were reported for the United States and the United Kingdom only, and each company had to identify its data as including (a) OSHA-recordable type injuries only or (b) recordables plus first aid cases. Participants had the further option to report that injury data were not available that met either of these criteria. In total, ten companies (24%) reported data for the U.K., and thirty (71%) reported data for the U.S. Please note that participants were asked to report total collisions related to these types of injuries, not total injury cases—i.e., injuries to multiple persons in one collision count as one injury-collision.

Vehicle Categories

For the 2009/10 study, participants reported data for four categories of vehicles. Most graphs in this report are based on total vehicles for each company, country or region. Data are graphed by vehicle category on pages 22-27. It is worth noting that this year we had participants that did not report any data for passenger vehicles but limited their data instead to medium and/or heavy vehicles. Because of this shift, passenger vehicles are no longer a common denominator among all benchmark companies, and company rankings are for the first time based on total-vehicle CPMs rather than passenger-vehicle CPMs.

Vehicle Category	Definition
Light (Passenger)	SUVs, sedans, pick-up trucks, passenger vans
Medium	10,001 to 26,000 pounds
Heavy	26,001 pounds or more
2/3-Wheel	Motorized 2- and 3-wheel vehicles

About Composite Data

Most graphs in this report include a data bar labeled "Composite." These data points are not averages or means; they are calculations based on totals for all companies combined. For example, the composite CPMM/APMM for total vehicles (7.38) equals total collisions for all companies combined (59,302), multiplied by one million, divided by total miles for all companies combined (8,031,631,916).

About Leading Companies

The purpose of identifying leading companies is to look for practices that are uniquely common (or uniquely absent) among the leaders in comparison to the benchmark group as a whole. These commonalities are discussed on pages 32-33. We identify leading companies according to CPMM/APMM. Leaders' CPMMs must be 3.00 or below. There is, however, one significant difference this year: for the reasons described on page 5 under Vehicle Categories, this year's rankings and leaders are determined based on total-vehicle data rather than passenger-vehicle data.

About the Summary Table

The Summary Table on page 7 will be helpful when making comparisons between companies. For example, it may be helpful to know that a certain company reported data for only one country, while another included data for 50 countries.

The Summary Table therefore summarizes the following information for each company:

- Number of countries reported individually
- Total vehicles, mileage and collisions, including all vehicle categories
- CPMM/APMM, all vehicle categories combined
- Percent of total fleet involved in collisions
- IPMM, where reported

SUMMARY TABLE 2009 FLEET SAFETY BENCHMARK METRICS

Co. Number	Individual Countries	Mileage All Vehicles	Vehicles	Collisions All Vehicles	APMM/CPMM	% Fleet	IPMM US	IPMM UK	Code
Co. 1	5	58,020,000	2,315	27	0.47	1%	-	-	*
Co. 2	1	1,682,000	91	1	0.59	1%	0.59	-	***
Co. 3	1	137,059,550	1,121	193	1.41	17%	0.06	-	**
Co. 4	1	22,480,302	820	39	1.73	5%	0.00	-	***
Co. 5	N/A	592,339,448	N/A	1,105	1.87	N/A	-	-	***
Co. 6	1	21,499,436	388	47	2.19	12%	0.00	-	***
Co. 7	84	323,480,671	9,235	721	2.23	8%	0.01	0.00	*
Co. 8	1	19,955,727	634	51	2.56	8%	-	-	*
Co. 9	1	306,580,000	3,373	898	2.93	27%	0.13	-	**
Co. 10	1	137,667,237	4,723	414	3.01	9%	-	-	*
Co. 11	31	82,071,642	3,639	247	3.01	7%	0.34	-	*
Co. 12	1	67,613,150	2,959	224	3.31	8%	-	-	*
Co. 13	2	45,244,302	2,493	163	3.60	7%	0.00	-	***
Co. 14	23	133,406,933	6,730	481	3.61	7%	0.06	0.00	*
Co. 15	1	14,850,000	59,900	56	3.77	0%	-	-	***
Co. 16	58	182,206,024	7,792	699	3.84	9%	0.04	0.00	*
Co. 17	1	50,778,649	2,090	201	3.96	10%	0.16	-	*
Co. 18	1	106,100,000	4,600	469	4.42	10%	-	-	*
Co. 19	1	13,674,330	758	72	5.27	9%	0.00	-	*
Co. 20	77	690,388,932	35,454	3,959	5.73	11%	0.22	0.11	***
Co. 21	1	43,989,237	4,510	254	5.77	6%	0.30	-	***
Co. 22	1	182,592,415	7,328	1,095	6.00	15%	0.33	-	*
Co. 23	1	238,000,000	8,453	1,456	6.12	17%	0.05	-	*
Co. 24	1	18,614,903	995	122	6.55	12%	0.59	-	*
Co. 25	30	271,253,967	14,181	1,794	6.61	13%	0.03	0.39	***
Co. 26	1	295,127,016	16,174	2,019	6.84	12%	0.44	-	***
Co. 27	1	47,399,436	1,943	350	7.38	18%	0.13	-	*
Co. 28	1	74,149,953	2,808	554	7.47	20%	0.90	-	*
Co. 29	1	35,596,800	1,648	292	8.20	18%	0.08	-	*
Co. 30	1	92,270,000	2,887	761	8.25	26%	0.18	-	*
Co. 31	72	433,816,765	21,342	3,635	8.38	17%	-	-	*
Co. 32	14	45,898,759	2,708	385	8.39	14%	0.20	-	***
Co. 33	1	156,646,043	7,400	1,430	9.13	19%	-	-	***
Co. 34	55	519,974,371	27,870	5,265	10.13	19%	-	-	*
Co. 35	30	371,136,273	21,762	3,877	10.45	18%	-	-	***
Co. 36	10	145,625,114	5,995	1,526	10.48	25%	0.22	0.15	*
Co. 37	47	701,178,841	34,771	7,832	11.17	23%	0.18	0.40	*
Co. 38	32	283,802,948	12,525	3,171	11.17	25%	0.31	0.37	*
Co. 39	46	118,536,674	7,689	1,338	11.29	17%	0.00	0.52	*
Co. 40	47	367,064,585	19,365	4,460	12.15	23%	0.34	2.85	***
Co. 41	78	517,555,978	27,998	6,738	13.02	24%	-	-	***
Co. 42	7	64,303,505	3,142	881	13.70	28%	1.02	-	*
Co. 43	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Co. 44	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Co. 45	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Composite		8,031,631,916	402,609	59,302	7.38	15%			0

* Passenger vehicles only ** Medium and heavy vehicles only *** Mixture of vehicle categories

KEY METRICS BY COMPANY

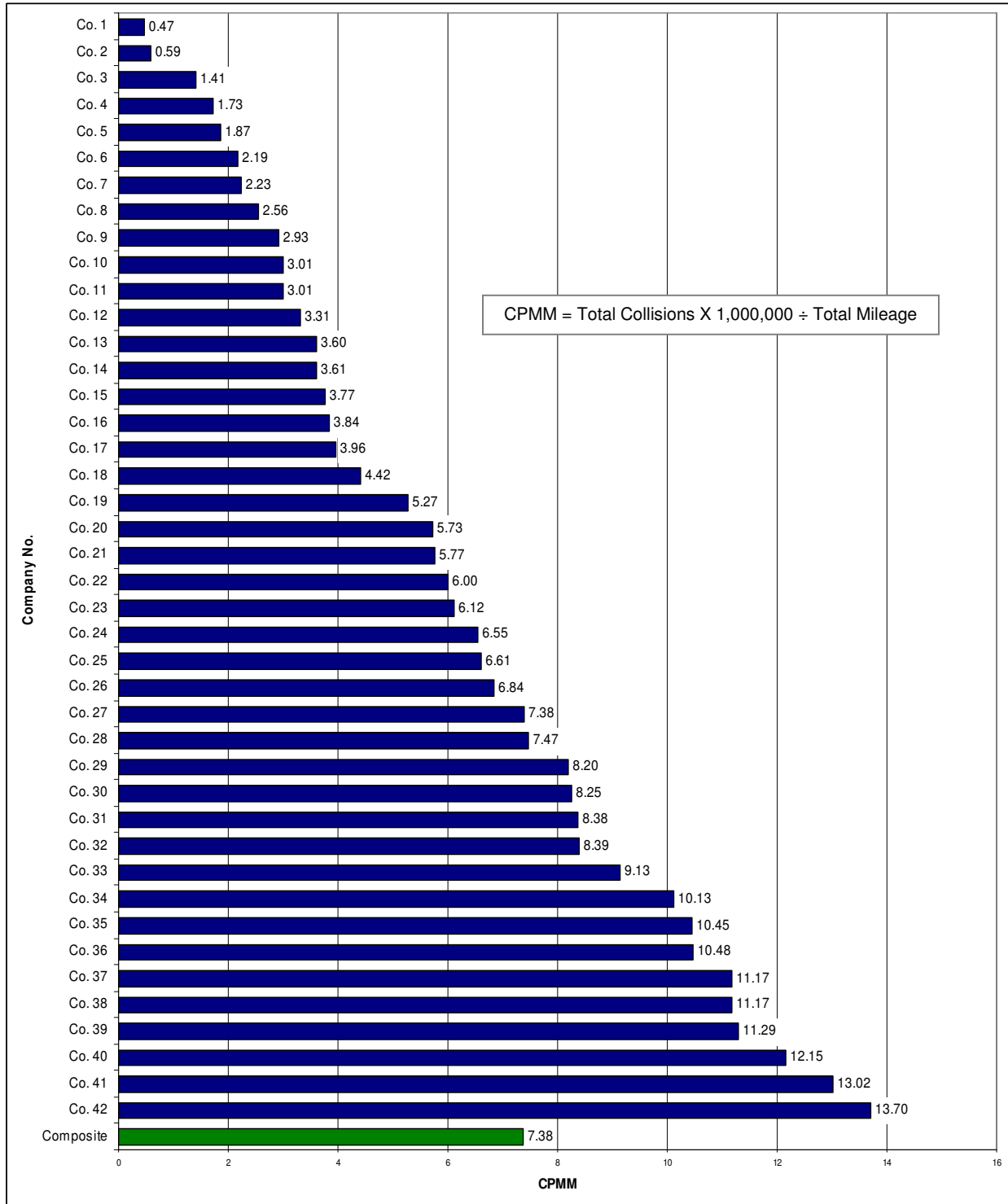
All data points in this section are graphed by company number. Company numbers were assigned according to 2009 CPMMs. The company with the lowest CPMM is Company 1, and so on through Company 42. These company numbers are used consistently in all graphs, tables and text in this report. Please note that we have a total of 42 companies rather than 45 for the metrics as three companies submitted responses to the program survey but could not submit complete metrics for 2009.

The graphs in this section include:

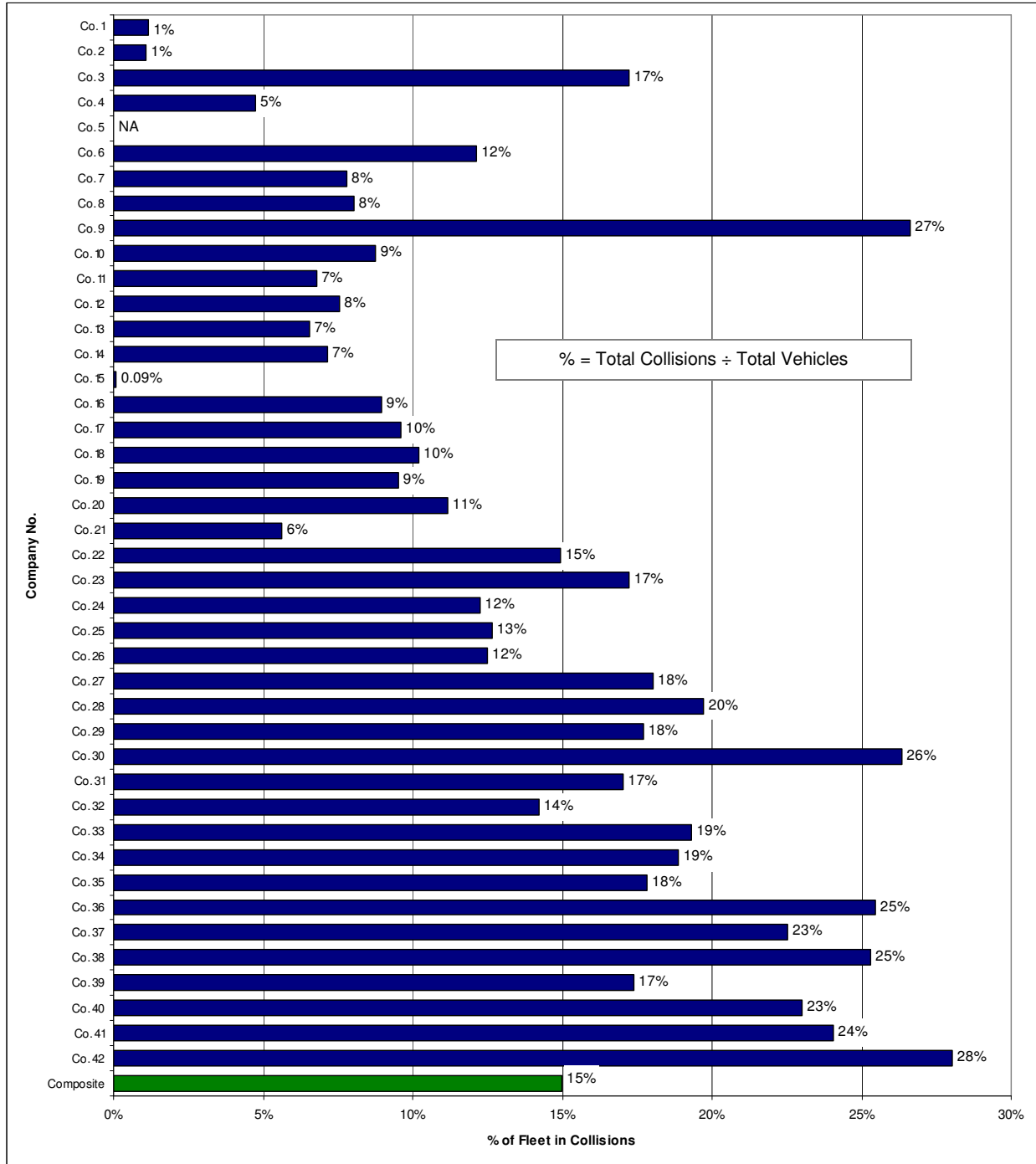
- 2009 CPMM (Collisions Per Million Miles)
- 2009 Percent of Fleet in Collisions

Composite data points are included on all graphs. As explained on page 6, composites are calculated based on total miles, vehicles and collisions for all vehicles in all companies combined.

2009 Collisions Per Million Miles (By Company, All Vehicles)



2009 Percentage of Fleet Involved in Collisions (By Company, All Vehicles)



KEY METRICS BY COUNTRY

The table on pages 12-13 lists all countries that were reported individually by at least one company. Altogether, 122 countries are represented on the table. They are listed in order from largest to smallest fleet. Key metrics for the twenty largest country fleets are graphed on pages 14-15. Please note that one participant (Company 2) provided data only as a worldwide total; their data is therefore excluded from the country tables, graphs and totals.

NEW!

About Collision Rate Weighting

This year each country's CPMM rate is also given a weight to indicate whether its collision rate is higher or lower than expected given its share of the entire fleet. If a company's percentage of the benchmark fleet population is exactly the same as its percentage of collisions, it would have a rating of 1.00. If its percentage of collisions is higher than expected, its weight will be higher than 1.00. If its percentage is lower than expected, its weight will be lower than 1.00. For example, the U.S. represents 54 percent of the worldwide fleet but only 39 percent of all fleet collisions, so its weight is lower than 1.00 (.717).

Highest and Lowest Weighted Rates

Based on these weightings the table below lists countries with more than 1,000 vehicles that have the highest and lowest collision rates.

High Collision Rates	Low Collision Rates
Turkey	India
Belgium	Malaysia
Mexico	Taiwan
Italy	Argentina
Israel	Colombia

All Countries Fleet Size and Collision Rate Weight

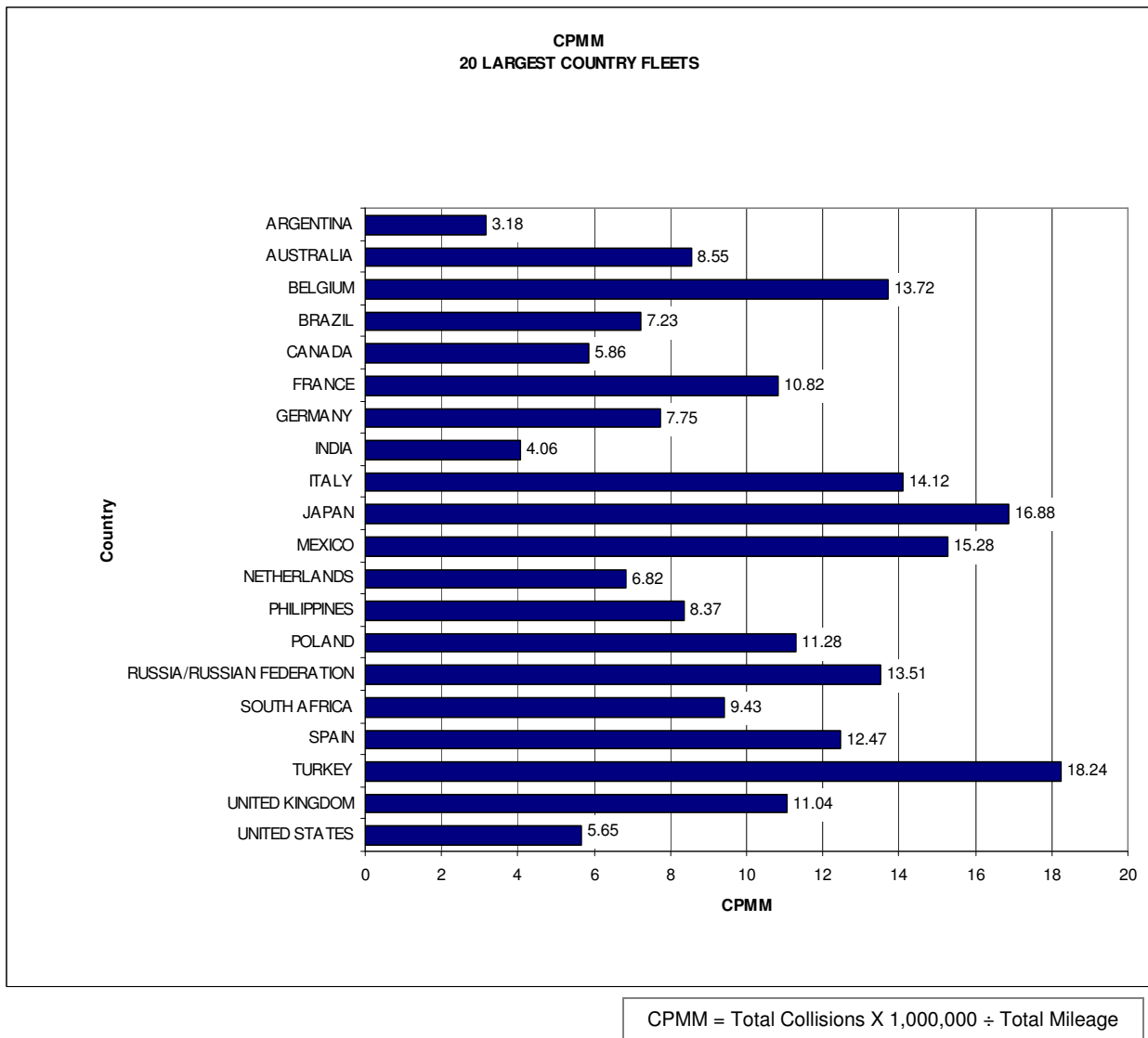
Country	Vehicles	Weight	Country	Vehicles	Weight
* United States	215,758	.717	Austria	1,198	2.035
* Japan	15,395	1.589	Venezuela	1,166	1.116
* France	13,306	1.464	Thailand	1,135	.583
* United Kingdom	12,896	1.307	Malaysia	1,064	.337
* Mexico	10,987	2.104	Puerto Rico	1,022	1.287
* Germany	9,612	1.331	Pakistan	1,002	1.347
* Italy	9,142	2.072	Ukraine	942	1.243
* Spain	8,826	1.472	China	843	.302
* Russia/Russian Federation	8,047	1.329	Chile	831	.796
* Canada	7,601	.782	Ireland	760	1.078
* Brazil	7,401	.801	Slovak Republic	717	2.229
* Australia	5,430	1.158	Norway	673	1.075
* Turkey	5,255	2.532	Denmark	659	1.077
* India	4,328	.207	Vietnam	645	.011
* Philippines	4,294	.797	New Zealand	610	.305
* Poland	4,144	1.660	Finland	579	.630
* Netherlands	3,687	1.123	Algeria	572	.759
* Belgium	3,195	2.361	Kazakhstan	539	.537
* South Africa	2,539	1.780	Nigeria	518	1.303
* Argentina	2,175	.447	Peru	467	1.239
Egypt	2,161	1.195	Singapore	422	.408
Greece	2,158	1.318	Morocco	422	.082
Korea	2,101	.557	Ecuador	366	.884
Hungary	1,905	1.074	Serbia	346	.677
Portugal	1,859	1.623	Bulgaria	312	.486
Sweden	1,800	.505	Lithuania	269	1.178
Switzerland	1,741	1.329	United Arab Emirates	262	.368
Saudi Arabia	1,696	.638	Croatia	228	.936
Romania	1,678	1.346	Slovenia	211	.816
Indonesia	1,658	.906	Dominican Republic	195	1.625
Columbia	1,570	.491	Iran	195	1.095
Czech Republic	1,316	1.633	Tunisia	172	1.041
Israel	1,279	2.041	Guatemala	162	1.488
Taiwan	1,213	.358	Tanzania	155	.533

*These countries are graphed on pages 14-15.

Country	Vehicles	Weight	Country	Vehicles	Weight
Hong Kong	149	.647	Macau	27	n/a
Costa Rica	138	.799	Namibia	22	n/a
Belarus	131	1.104	Paraguay	22	n/a
Latvia	130	1.536	Uganda	20	n/a
Western Sahara	127	.108	Malawi	18	n/a
Lebanon	123	1.176	Brunei	17	n/a
Sri Lanka	121	2.391	Nicaragua	17	n/a
Jordan	116	.594	Syria	16	n/a
Gabon	90	n/a	Mali	13	n/a
Estonia	86	n/a	Togo	13	n/a
Uzbekistan	86	n/a	Andorra	12	n/a
Oman	59	n/a	Botswana	11	n/a
Uruguay	59	n/a	Ethiopia	11	n/a
Honduras	55	n/a	Laos	11	n/a
El Salvador	51	n/a	Cameroon	10	n/a
Georgia	47	n/a	Madagascar	10	n/a
Kenya	47	n/a	Guinea	7	n/a
Bangladesh	44	n/a	Trinidad and Tobago	7	n/a
Panama	43	n/a	Yemen	7	n/a
Senegal	43	n/a	Cyprus	6	n/a
Armenia	36	n/a	Ivory Coast	6	n/a
Ghana	34	n/a	Jamaica	6	n/a
Mauritius	32	n/a	Malta	3	n/a
Zimbabwe	32	n/a	Sudan	3	n/a
Moldova	31	n/a	Kuwait	2	n/a
Azerbaijan	29	n/a	Zambia	2	n/a
Bosnia and Herzegovina	28	n/a	Swaziland	1	n/a

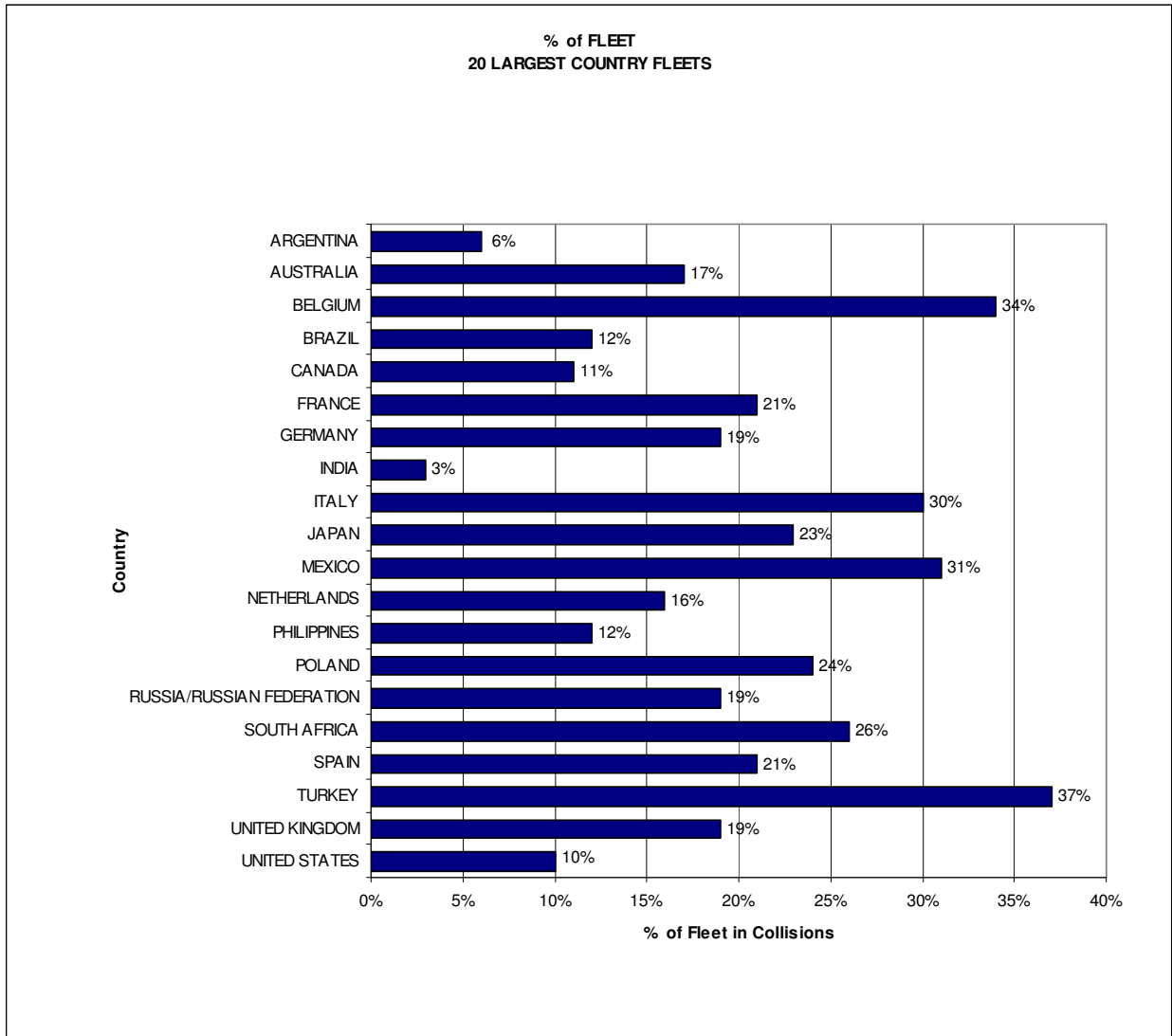
2009 Collisions Per Million Miles By Country

Calculations for country CPMMs are the same as for company CPMMs but are now based on totals by country for all participants combined. The twenty largest fleets are graphed below in alphabetical order. Only a few participants will have fleets in all twenty of these countries, but most participants will have a fleet in at least one of them.



2009 Percentage of Fleet Involved in Collisions By Country

Calculations are the same as for company CPMMs, but are now based on totals by country for all participants combined. The twenty largest fleets are graphed below in alphabetical order.



$$\% = \text{Total Collisions} \div \text{Total Vehicles}$$

KEY METRICS BY WORLD REGION

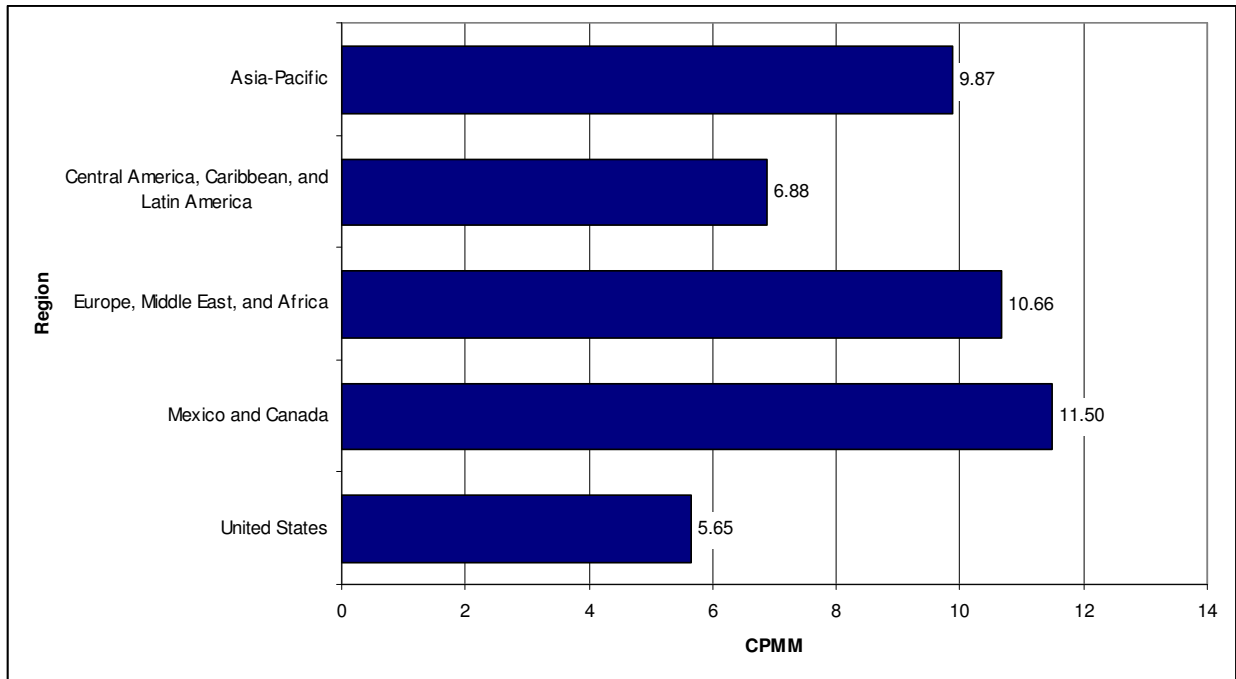
All countries data were designated to one of the world regions listed on the table below. Regional totals were then computed and the two key metrics were calculated and graphed by region. Graphs are presented on pages 17-18.

Please note that some data, primarily for Company 2, could not be broken out by world region.

Region	All Vehicles	% Worldwide Fleet	All Collisions	% Worldwide Collisions	Weighted Collision Rate
Asia Pacific	40,572	10.07%	5,884	15%	1.003
Central America, Caribbean and Latin America	16,330	4.05%	1,881	12%	0.797
Europe, Middle East, and Africa	111,361	27.66%	23,766	21%	1.476
Mexico and Canada	18,588	4.61%	4,219	23%	1.570
United States	215,758	53.59%	22,447	10%	0.720

2009 Collisions Per Million Miles By World Region

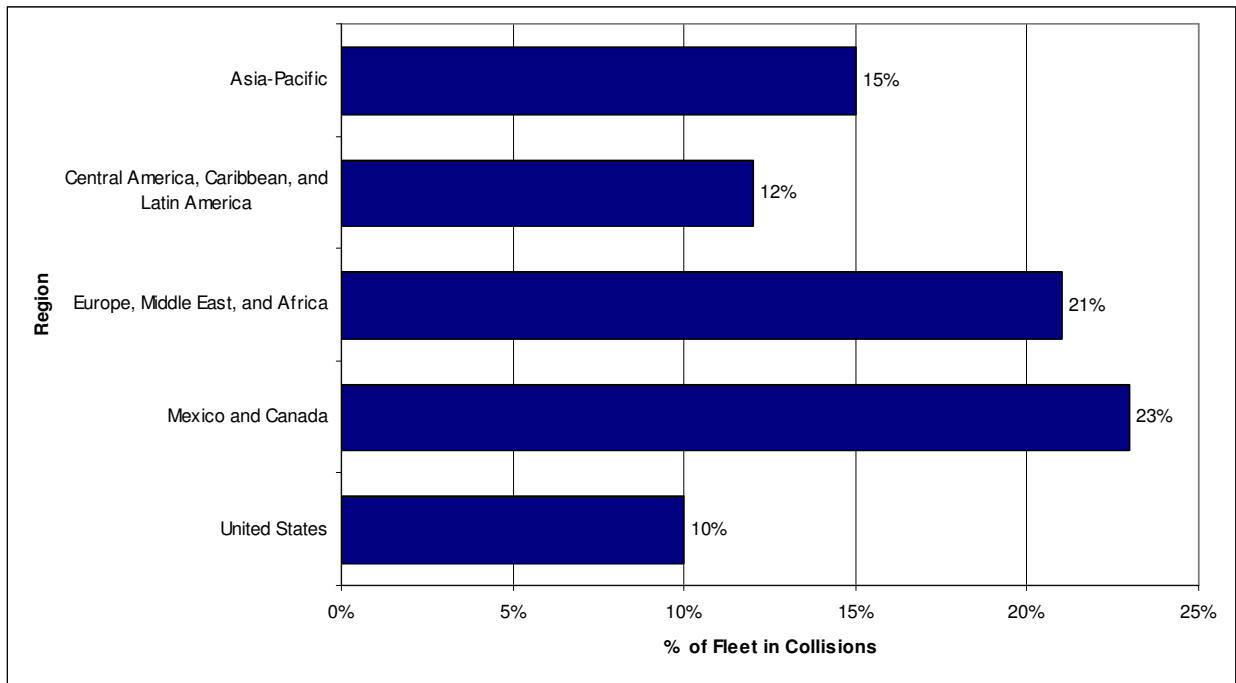
Calculations are based on totals for all data that could be designated to specific world regions. World regions are represented on the graph in alphabetical order.



CPMM = Total Collisions X 1,000,000 ÷ Total Mileage

2009 Percentage of Fleet Involved in Collisions By World Region

Calculations are based on totals for all data that could be designated to specific world regions. World regions are represented on the graph in alphabetical order.



$\% = \text{Total Collisions} \div \text{Total Vehicles}$

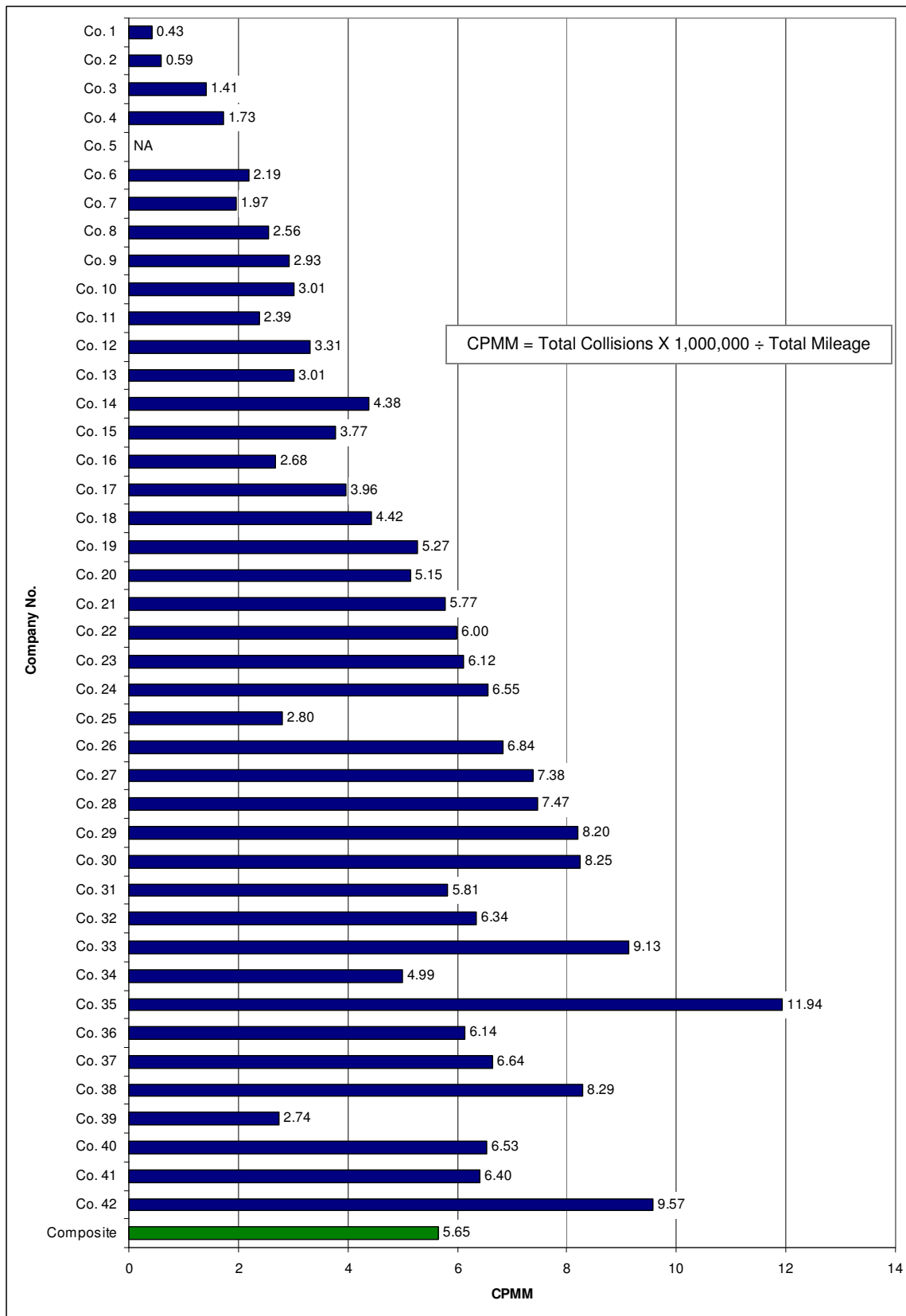
KEY METRICS UNITED STATES ONLY

The graphs that follow are provided at the request of several benchmark participants. They are limited to United States data only. United States vehicles represent 54% of the benchmark fleet. Of the 42 companies that reported vehicle data, 41 reported data for the United States.

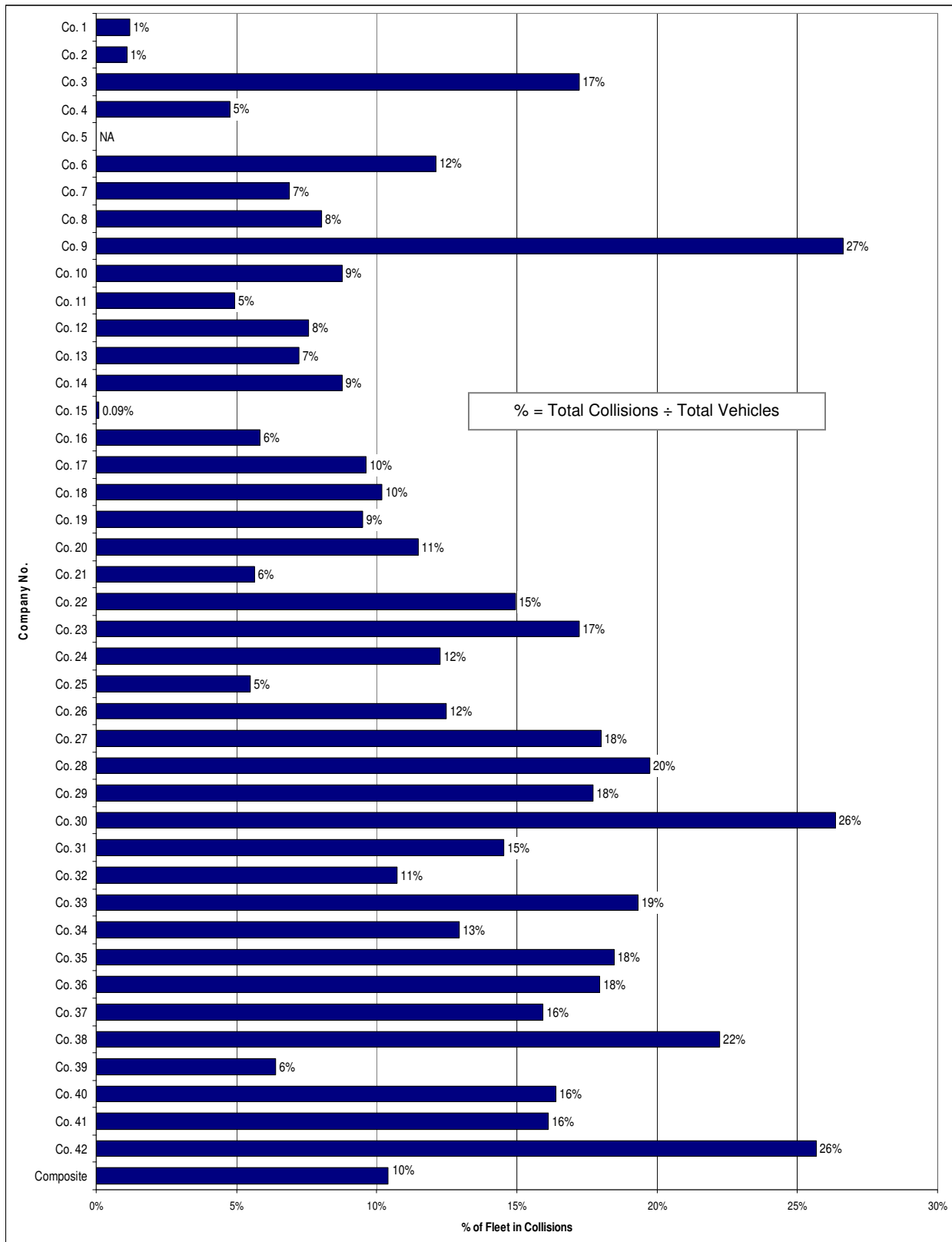
The graphs that follow include the two key data points that are graphed elsewhere in this report:

- Collisions Per Million Miles
- Percentage of Fleet in Collisions

2009 Collisions Per Million Miles U.S. Only



2009 Percentage of Fleet Involved in Collisions U.S. Only



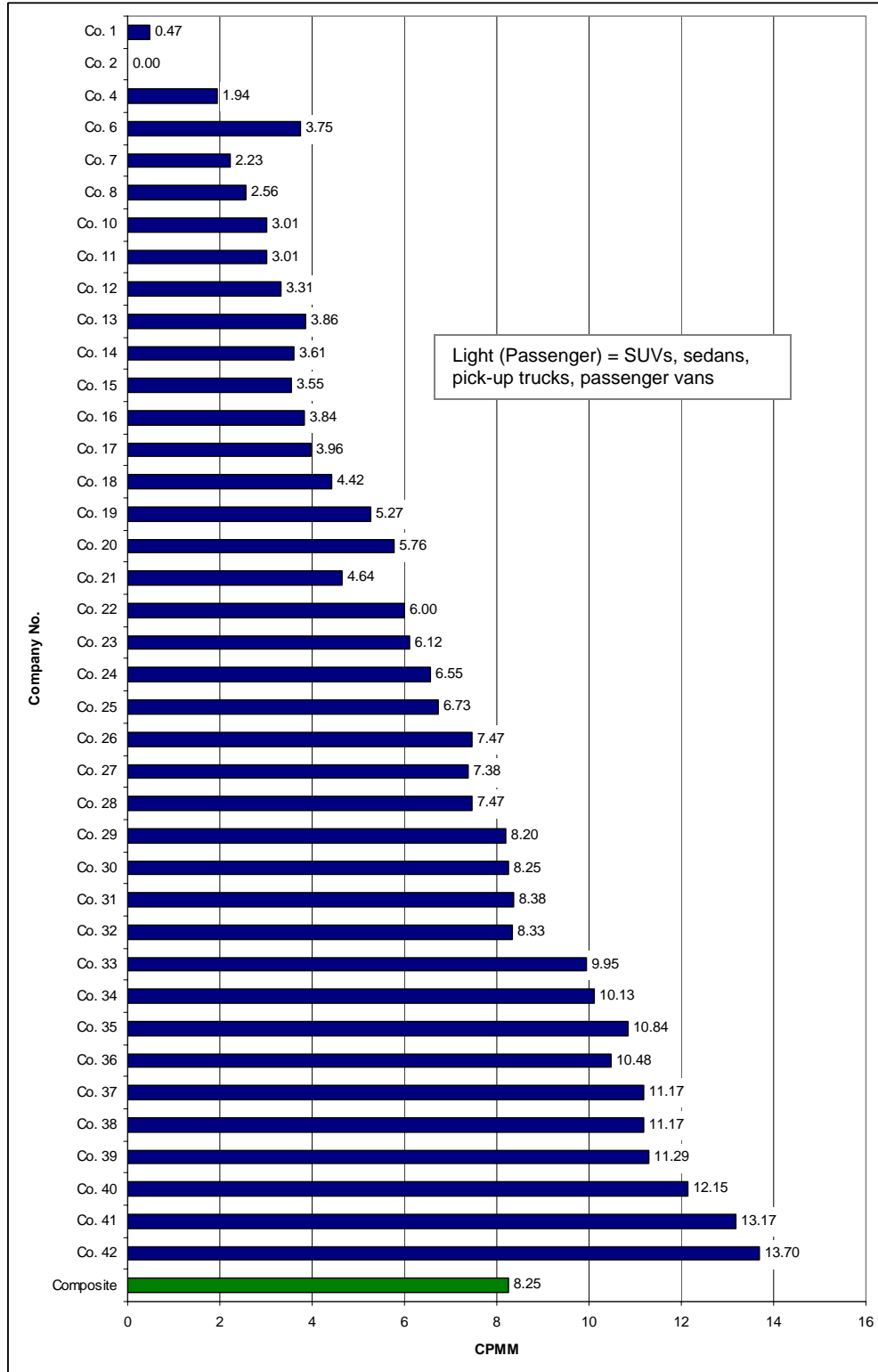
NEW!

KEY METRICS BY VEHICLE TYPE

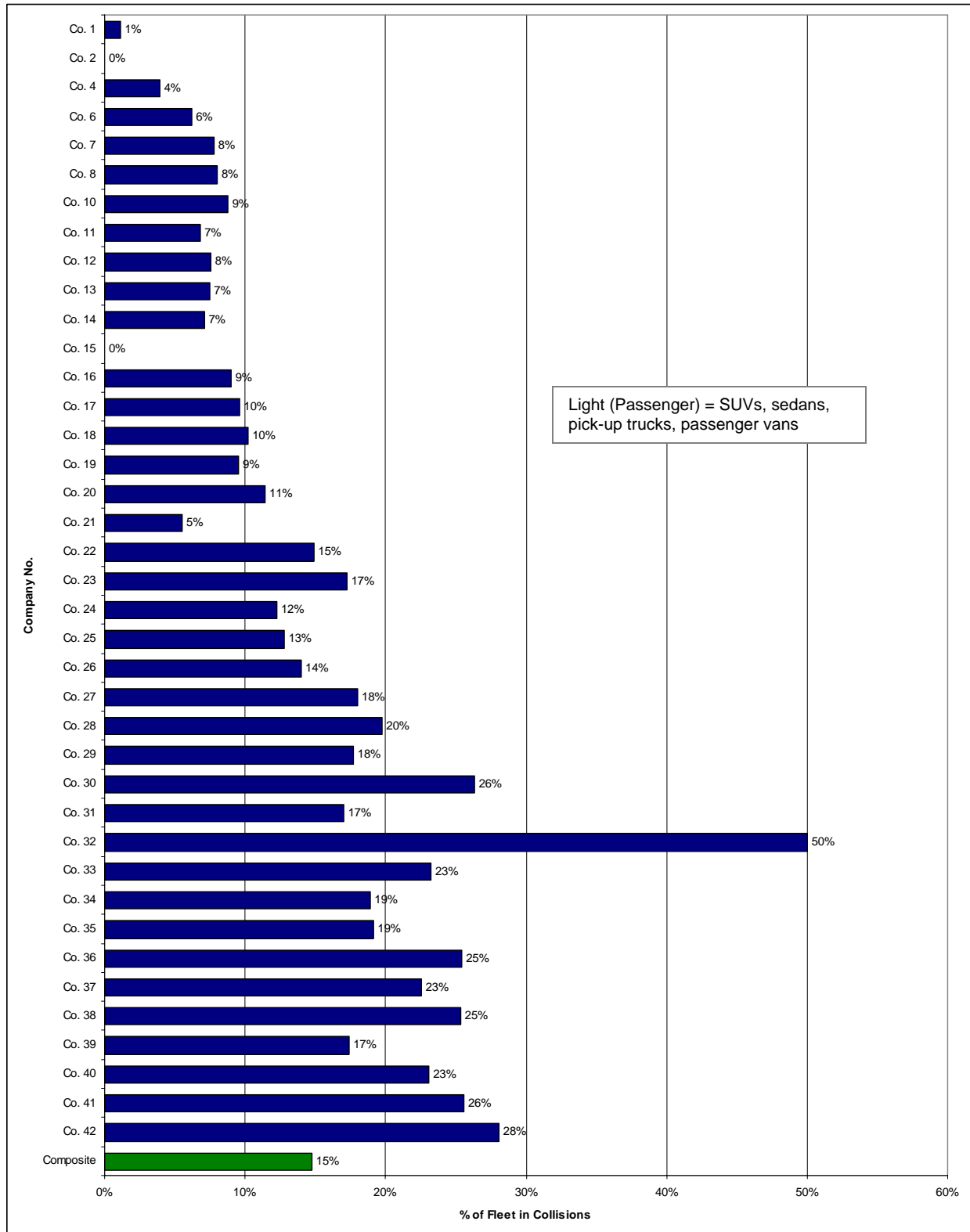
Benchmark participants are invited to submit data for four categories of vehicles. As recently as 2008, only five companies reported data in non-passenger vehicle categories. Passenger vehicles still account for 91% of the total benchmark fleet, but this year the number of companies reporting non-passenger vehicle data increased significantly to sixteen, or 38% of the benchmark companies. As mentioned at several points in this report, this was also the first year that any company (in fact, three companies) reported data only for non-passenger vehicles.

Vehicle Category	Definition
Light (Passenger)	SUVs, sedans, pick-up trucks, passenger vans
Medium	10,001 to 26,000 pounds
Heavy	26,001 pounds or more
2/3-Wheel	Motorized 2- and 3-wheel vehicles

2009 Collisions Per Million Miles Passenger Vehicles

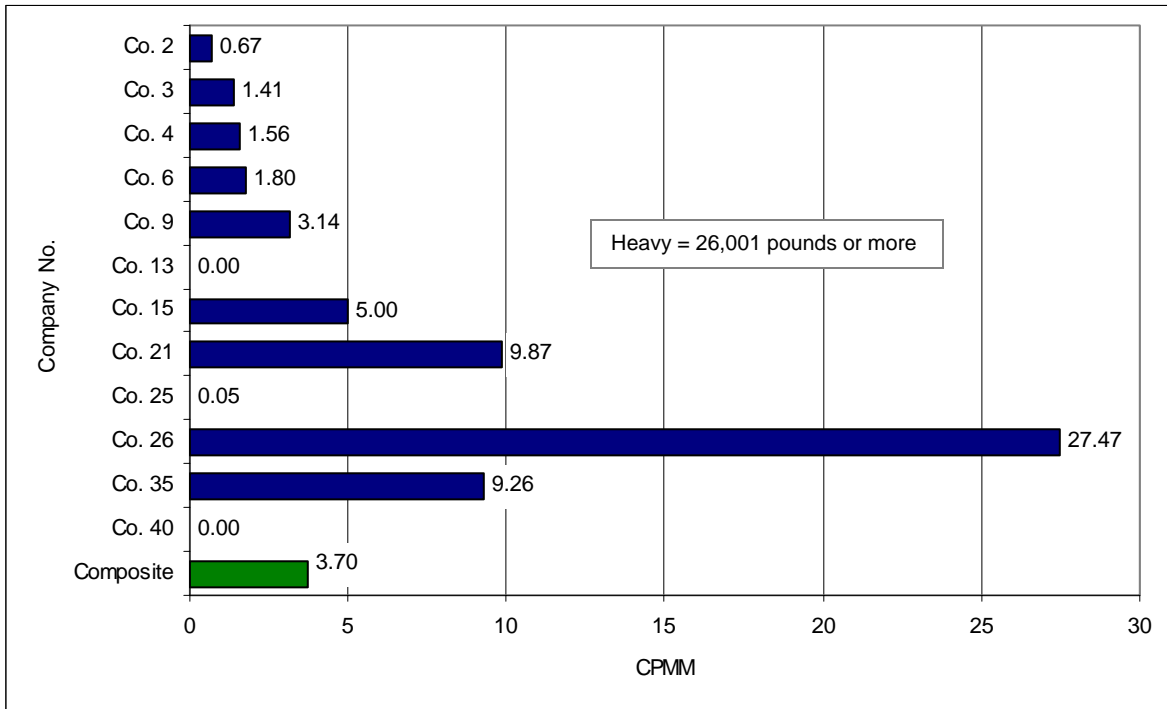


2009 Percentage of Fleet Involved in Collisions Passenger Vehicles

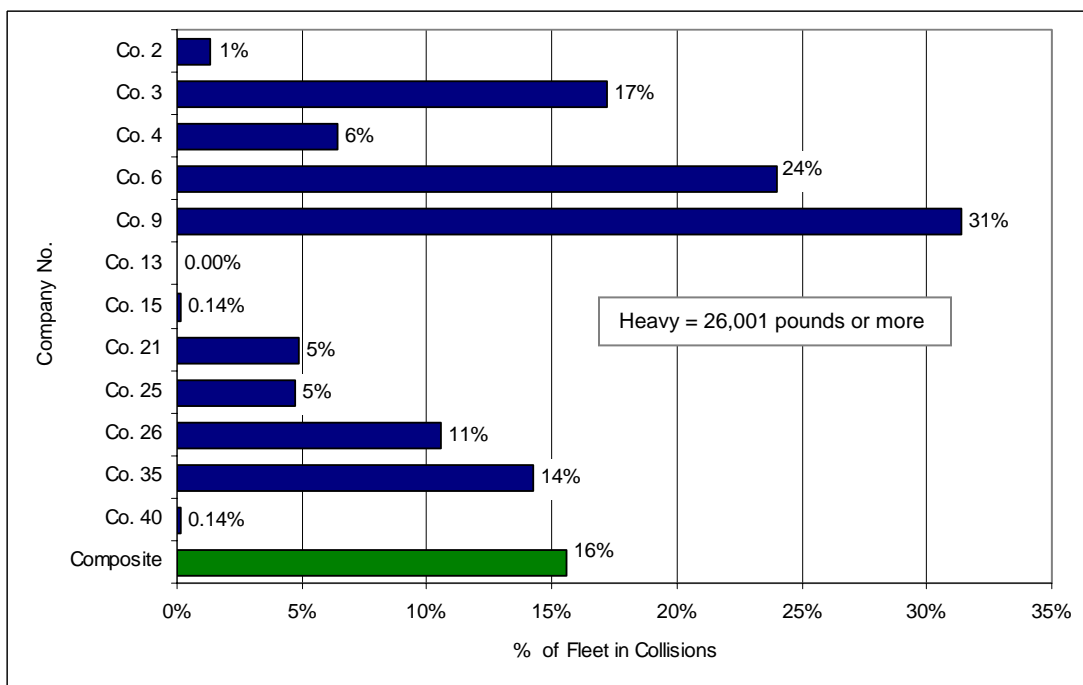


NEW!

2009 APMM/CPMM Heavy Vehicles

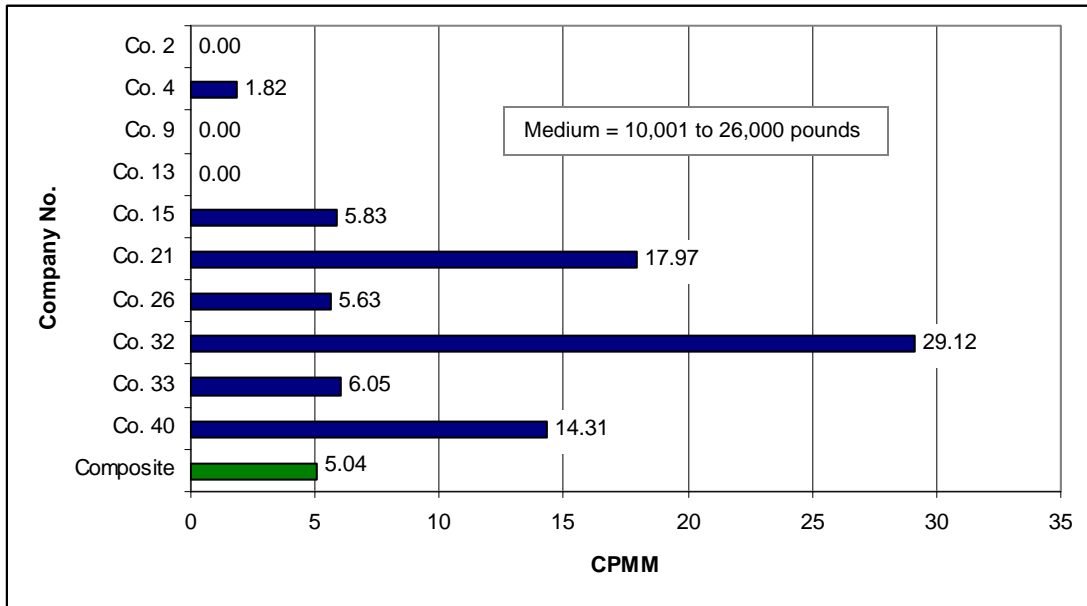


2009 Percentage of Fleet Involved in Collisions Heavy Vehicles

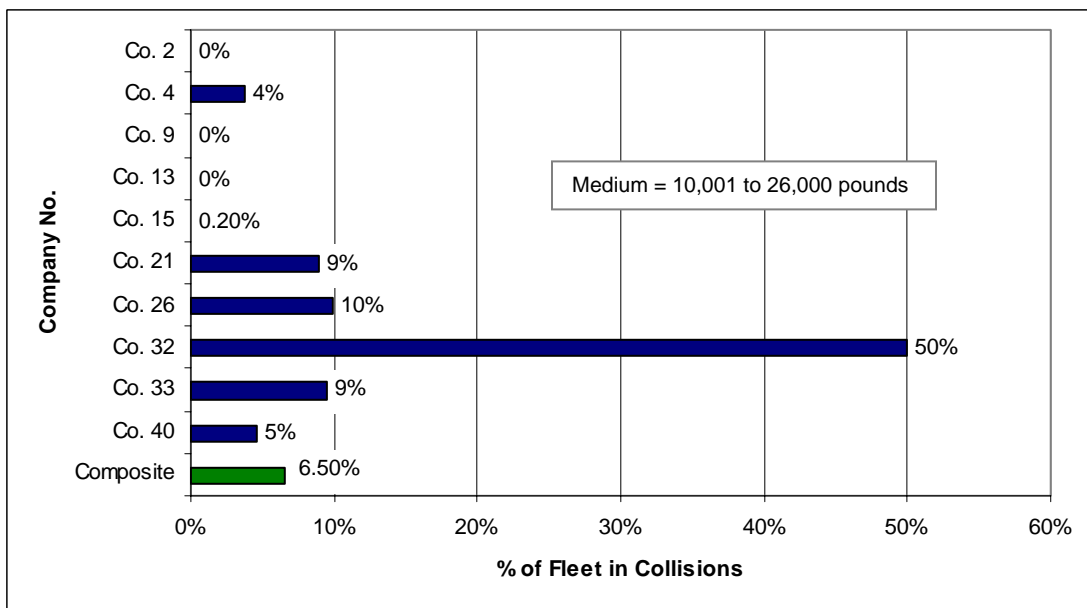


NEW!

2009 Collisions Per Million Miles Medium Vehicles

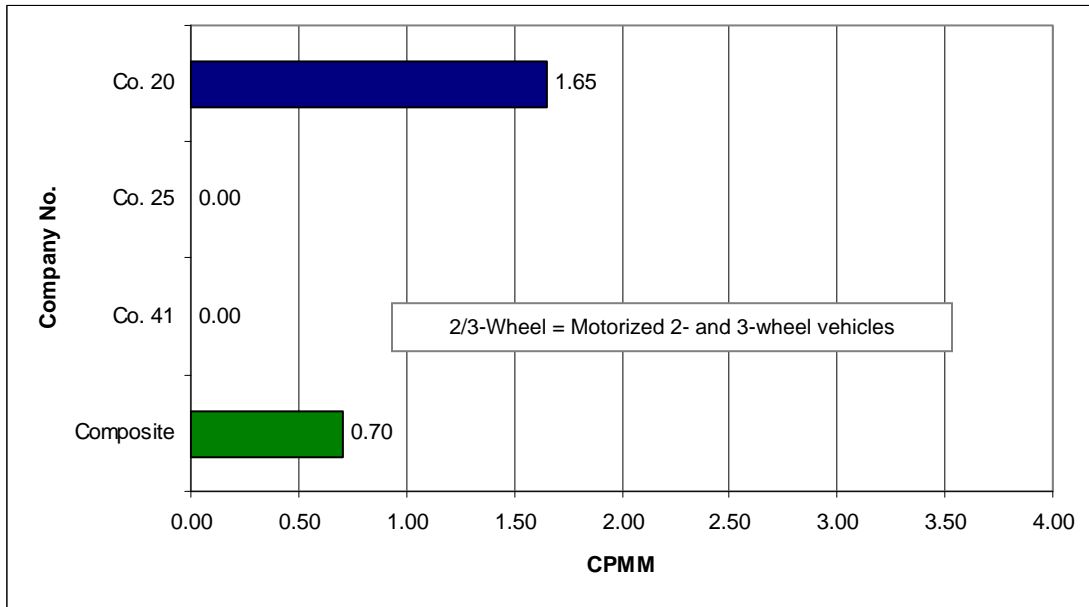


2009 Percentage of Fleet Involved in Collisions Medium Vehicles

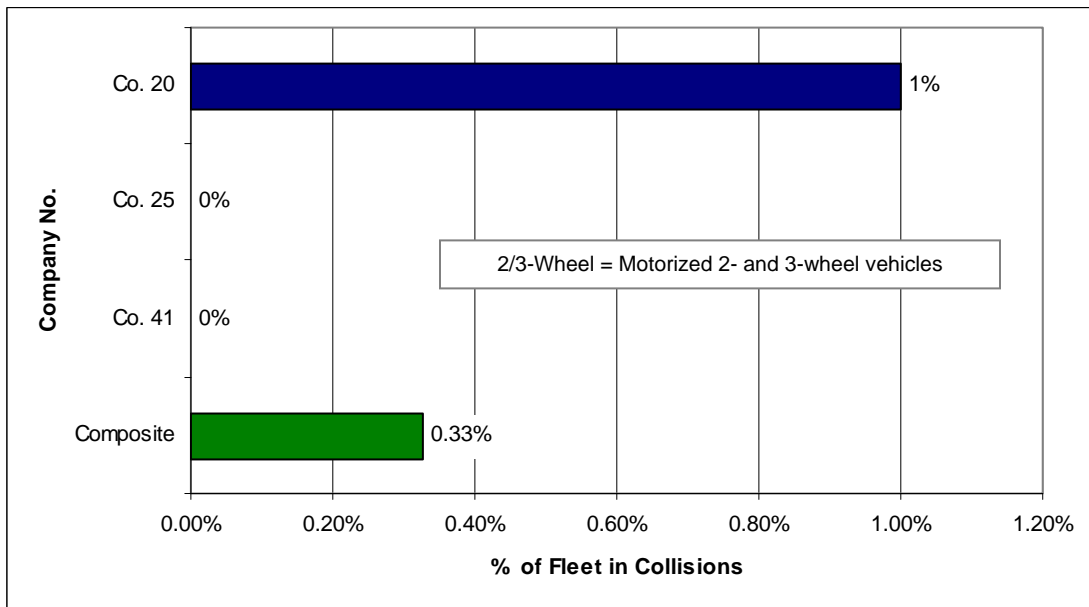


NEW!

2009 Collisions Per Million Miles 2- and 3-Wheel Vehicles



2009 Percentage of Fleet Involved in Collisions 2- and 3-Wheel Vehicles



NEW!

INJURY DATA UNITED STATES AND UNITED KINGDOM

For a number of years, benchmark data included injury and fatality data. Unfortunately, participants interpreted "injury" so many ways that injury charts tended to be heavily footnoted and accurate comparisons of data were challenging. So the group took a one-year hiatus from collecting this data while we examined how best to collect more accurately defined data. Based on the efforts of a sub-team of the benchmark group (Merck, Kraft and Forest Labs), we added injury data back into the mix this year, but on a limited basis.

First of all, we collected data only for the United States and the United Kingdom, the thought being that most companies report data for at least one of these countries and have higher confidence in the accuracy of their data in these two countries than in many others.

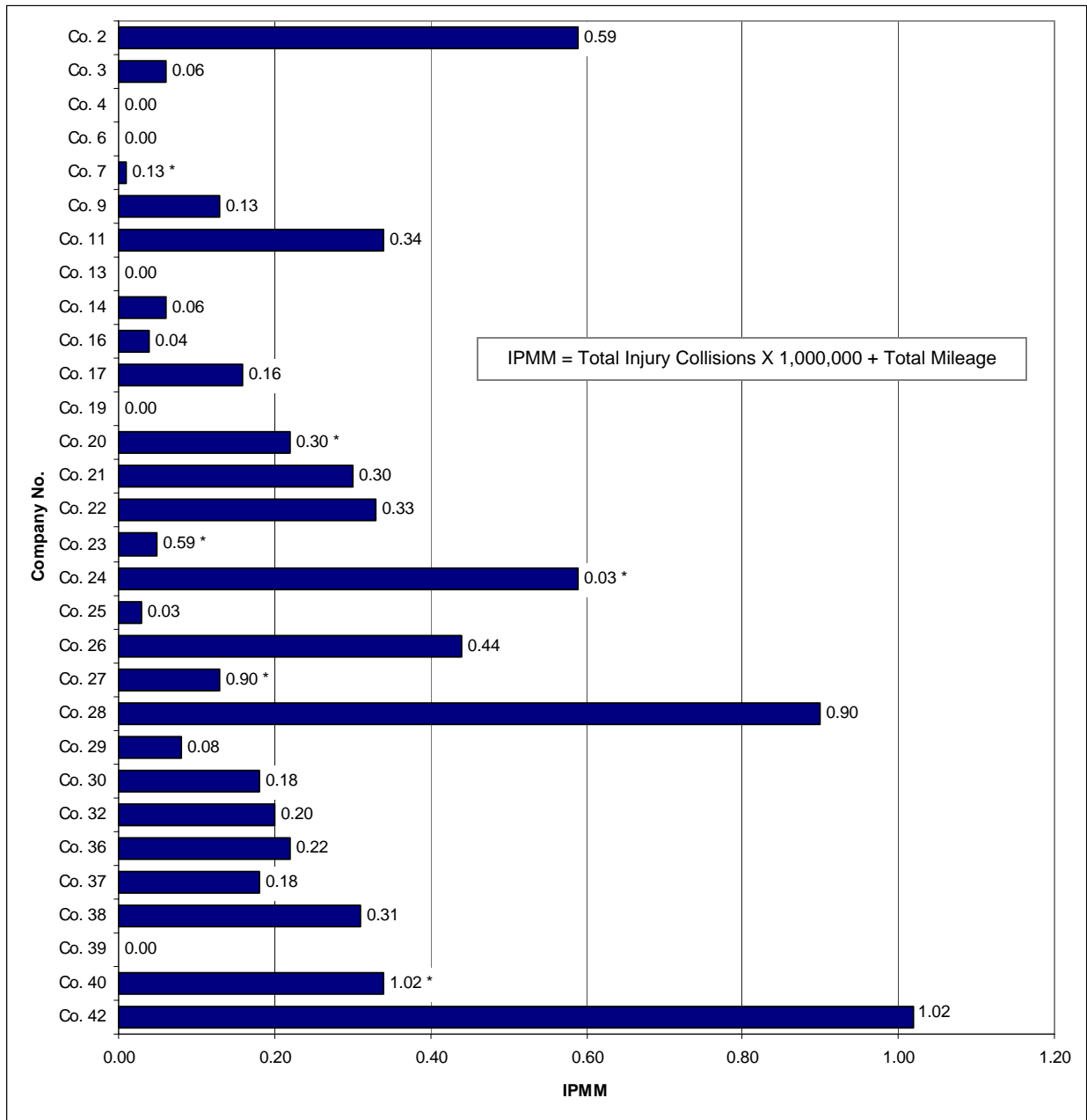
Secondly, we asked participants to report data only if it met one of the following criteria: (a) only including OSHA-recordable types of injuries or (b) only including recordables plus first-aid injuries. Each company could also choose to report that data were not available—i.e., their data did not meet either description.

Thirty of the 42 companies (71%) reported injury data for either the U.S., the U.K., or both. Based on graphs that follow, it seems likely that there are still some variations in the accuracy of the data. It will be up to the group as a whole to decide whether the injury data is valuable at this level of participation and accuracy. If so, further improvements may need to be made.

NEW!

Injuries Per Million Miles U.S. Only

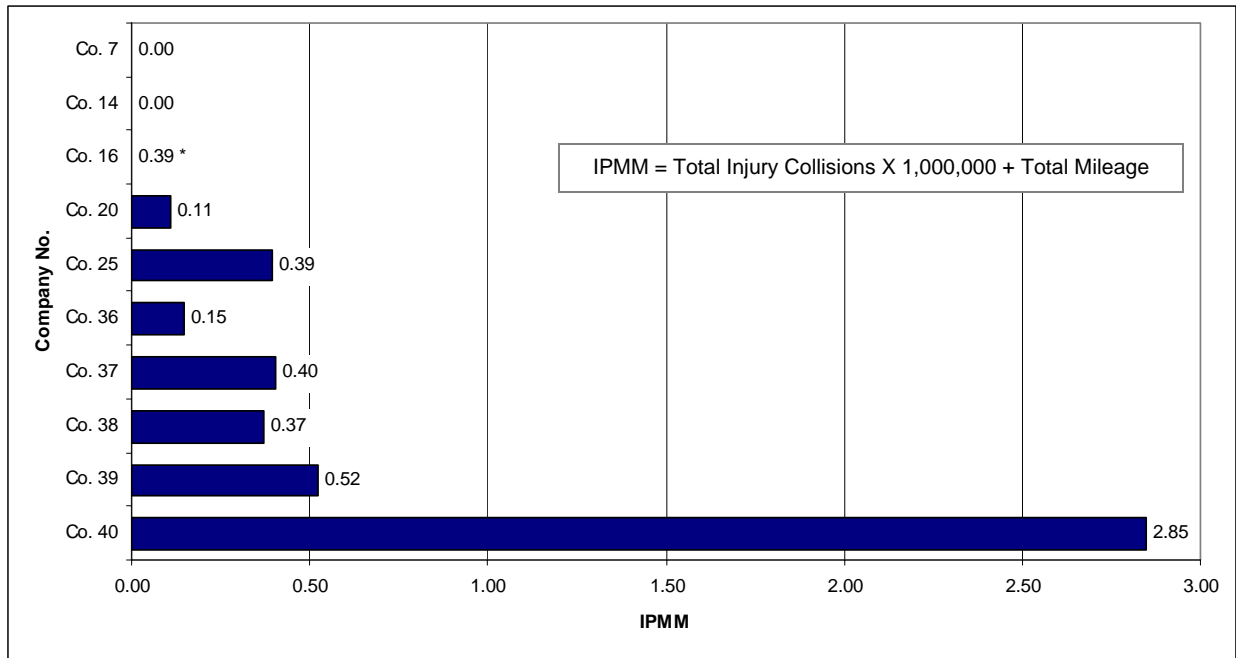
Most companies reported injury collisions based on recordable injuries only. The exceptions are marked with asterisks (*). These injury rates include both recordable and first-aid injuries.



NEW!

Injuries Per Million Miles U.K. Only

Most companies reported injury collisions based on recordable injuries only. The exceptions are marked with asterisks (*). These injury rates include both recordable and first-aid injuries.



FLEET SAFETY PROGRAMS and POLICIES

Leading Companies/Commonalities

The program portion of the survey is used to put together an overview of what programs and policies are in place in each benchmark organization, as well as in the benchmark group as a whole. Once we identify the leading companies each year (companies with CPMMs at or below 3.00), we compare their responses to the responses of the group as a whole. This allows us to identify unique commonalities among the leaders. This year we have identified a group of nine benchmark companies with CPMMs at or below 3.00.

Tables/Total Respondents

For each question on the program survey, we have developed a table showing how many of the benchmark organizations have each practice or policy in place. In all tables, the total number of respondents to each question is indicated in the table headers. In most cases, the total number is 45 for the group as a whole and 9 for the leading companies. There were some questions, however, that did not appear for every participant. For example, participants who responded yes to Question 11 (conducting commentary drives) would next see Question 11.1 asking for more detail about their commentary drive processes. Participants that answered no to Question 11 would not see this question, so the respondent pool was reduced for Question 11.1.

Commonalities

Leading companies' responses are analyzed statistically versus the responses of the benchmark group as a whole. In this process (binomial probabilities) we look for practices that are uniquely common among the leaders, in other words:

- A program or practice that is in place in all or most leading companies and
- Comparatively few of the group as a whole have implemented the same practice
- Conversely, a particular practice or program may also be significantly less prevalent among the leaders than among the group as a whole

The second part of the definition is important. There are a number of areas where all nine leading companies have a particular practice or policy in place, but in most cases so do most of the non-leading companies.

The results of this analysis tell us that certain practices are more (or less) common among the leader group than would be expected statistically given how common (or uncommon) they are among the entire benchmark group.

In addition, this year we conducted the same analysis for other CPMM groupings: companies with CPMMs 3.01 to 6.00; 6.01 to 9.00; and 9.01 or above. (See note on page 34 regarding the latter group.) These results are also presented below. All commonalities are listed in order, **from most to least statistically significant**.

Commonalities in Leading Companies, CPMM 3.00 or Below

Based on statistical expectations compared to the benchmark group as a whole, the nine leading companies are:

- 1. More likely to terminate a driver for violating the company's mobile phone policy.**
Of the eight leading companies that have a mobile phone policy in place, six have the option to terminate a driver who is involved in a collision while talking on the phone in violation of company policy; in three of the leading companies termination is the only option in this circumstance. By comparison, only 21% of the overall group with a mobile phone policy in place has the option to terminate the driver in this circumstance.
Question 32.3, pages 47-48
- 2. More likely to conduct a commentary drive after a collision.**
Of the six leading companies that conduct commentary drives, all do so as part of the follow-up to a collision. By comparison, only 40% of all companies that conduct commentary drives do so after a collision. (Also see related Commonalities 8 and 10.)
Question 11.1, page 39
- 3. More likely to track CPMMs monthly.**
All nine leading companies track their CPMM rates on a regular basis. Eight of the nine track CPMMs monthly. By comparison, in the benchmark group as a whole only 44% of the companies track CPMMs on a monthly basis.
Question 20, page 43
- 4. More likely to review phone records after a collision.**
Eight of the leading companies regularly review a driver's mobile phone records after a collision to determine whether or not the driver was on the phone at the time of the collision. By comparison, only 49% of the group as a whole regularly reviews phone records after collisions.
Question 33, page 48

- 5. More likely to have a special team or board review collisions.**
All nine leading companies conduct collision reviews. Eight of the nine have a special team or board review the collision with the driver. By comparison, although most of the overall group does conduct collision reviews, only 52% use a special team or board to conduct the reviews.
Question 13.2, pages 39-40
- 6. More likely to publish a scorecard monthly.**
Six of the seven leading companies that produce a fleet-safety scorecard do so monthly. By comparison, of the total group of 37 companies that produce scorecards, only 43% do so monthly.
Question 26.2, page 45
- 7. More likely to communicate about fleet safety via management presentations.**
Eight of the nine leading companies use management presentations at meetings as a means of communicating with employees about fleet safety, compared to only 53% of the entire survey group.
Question 28, page 46
- 8. More likely to conduct commentary drives for high-risk drivers.**
Of the six leading companies that conduct commentary drives, all conduct commentaries with high-risk drivers. By comparison, only 57% of all companies that conduct commentary drives do so with high-risk drivers. (Also see related Commonality 10.)
Question 11.1, page 39
- 9. More likely to ban mobile phone use.**
Of the eight leading companies that have a mobile phone policy in place, six ban the use of any type of mobile equipment while driving. By comparison, only 40% of the total companies that have mobile phone policies ban the use of any mobile equipment (i.e., many allow the use of hands-free equipment).
Question 32.1, pages 47-48
- 10. More likely to conduct commentary drives for new hires.**
Of the six leading companies that conduct commentary drives, all conduct commentaries with new hires. By comparison, only 60% of all companies that conduct commentary drives do so with new hires.
Question 11.1, page 39

NEW!

Commonalities, CPMM 3.01 to 6.00

There were no statistically significant results from this group of 13 companies.

Commonalities, CPMM 6.01 to 9.00

There are ten companies in this group. Based on statistical expectations compared to the benchmark group as a whole, these ten companies are:

1. Less likely to conduct a commentary drive after a collision.

None of these companies conduct commentary drives as part of the follow-up when collisions occur, as compared to 40% of the total group that conducts commentary drives.
Question 11.1, page 39

Commonalities, CPMM 9.00 or Above

There are thirteen companies in this group. Please note that in addition to companies with 9.00+ CPMM, this group also includes the three companies that responded to the program survey but were not able to provide data this year. Based on statistical expectations compared to the benchmark group as a whole, these thirteen companies are:

1. Less likely to have a special team or board review collisions.

Only two of the companies in this group use a special team or board to review collisions with the driver. By comparison, 49% of the group as a whole has this practice in place. (Also compare to Commonality 5 in the leader group.)
Question 13.2, pages 39-40

2. Less likely to publish a scorecard monthly.

Only two of the twelve companies that publish a scorecard do so monthly. By comparison, 43% of the scorecard group as a whole publish monthly. (Also compare to Commonality 6 in the leader group.)
Question 26.2, page 45

3. Less likely to terminate a driver for violating their mobile phone policy.

Of the thirteen companies that have a mobile phone policy in place, none has the option to terminate a driver who is involved in a collision while talking on the phone. By comparison, 21% of the overall benchmark group with a mobile phone policy in place has the option to terminate the driver in this circumstance. (Also compare to Commonality 1 in the leader group.)
Question 32.3, pages 47-48

Basis for Survey Responses

- *Please tell us on what basis you are responding to the survey.*

Basis for survey responses	% Total (45)	% Leaders (9)
U.S. only	58%	67%
Global program	20%	33%
Best practices (may not be in place globally)	22%	0%

Question 1: Age of Program

- *How many years has your company had a formal fleet safety program in place?*

Years program in place	Avg. All (45)	Avg. Leaders (9)
Average years in place	11	14

Question 2: Written Policy, New Hire Driver Training

- *Does your company have a specific, written, global policy in place requiring some form of training for new hires?*

Policy in place	% Total (45)	% Leaders (9)
Yes	89%	100%

Question 3: Written Policy, Tenured Driver Training

- *Does your company have a specific, written, global policy in place requiring some form of training for tenured drivers?*

Policy in place	% Total (45)	% Leaders (9)
Yes	89%	89%

Question 4: Driver Training Formats

- Which of the following formats do you use to deliver driver training to your employees? (Choose all that apply.)

Driver training formats	% Total (45)	% Leaders (9)
Classroom training	71%	89%
Online training	89%	78%
Behind-the-wheel training	76%	67%
Flash or other quick-hit training tips	47%	44%
Video-based training	27%	44%
Driving simulator	9%	33%
CD- or DVD-based training	31%	22%
No formal training process in place	2%	11%
Mobile phone-based training	0%	0%

Question 5: Potential Training Topics

- If you could provide only two training programs to your drivers this year, which of the following topics would you choose to address? (Choose two.)

Training topic	% Total (45)	% Leaders (9)
Distractions (general, not limited to mobile phones)	87%	89%
Parking and backing	29%	33%
Speed	20%	22%
Safe mobile phone use	4%	11%
Intersection skills	16%	11%
Bad weather driving	4%	11%
Pedestrian safety	2%	11%
Texting	4%	0%
Braking skills	2%	0%
Night driving	0%	0%
Road rage	0%	0%
Vehicle maintenance	0%	0%
Personal safety on the road	0%	0%
Auto theft/carjacking	0%	0%
2/3-wheel vehicles	0%	0%
Fuel economy/green driving	11%	0%
Other: Drowsy driving, space management, following distance, hit while parked, aggressive driving, rear-end collisions, seat belts		

Question 6: Written Policy, Deny Employment to High Risk Drivers

- *Does your company deny employment to job applicants who have high risk driving records?*

Deny employment to high-risk drivers	% Total (45)	% Leaders (9)
Yes	78%	67%

Question 7: Written Policy, Tenured High Risk Drivers

- *Does your company have a written policy in place requiring intervention for tenured drivers who become high risk?*

Require intervention for high-risk drivers	% Total (45)	% Leaders (9)
Yes	78%	67%

Questions 8, 8.1 and 8.2: Identify/Intervene with High Risk Drivers

- *Regardless of whether or not written policies are in place, does your company identify tenured drivers who become high risk?*
- *If yes, what system(s) do you use?*
- *What types of intervention does your company require them to complete?*

Identify high-risk drivers	% Total (45)	% Leaders (9)
Yes	89%	89%
If yes above, identification via:	% Total (40)	% Leaders (8)
MVR point system for collisions/moving violations	70%	63%
MVR periodic system (e.g., 2 in 2 years)	35%	25%
Predictive analytics	15%	25%
<u>Other</u> : internal data, manager's discretion, collision review, 800 call-to-advise		

Question 8.2: High Risk (cont.)

Types of intervention	% Total (40)	% Leaders (8)
Disciplinary action, specific situations	80%	75%
Behind-the-wheel training	73%	63%
Special coaching or counseling	55%	63%
Online driver training	73%	50%
Commentary drives	38%	50%
Classroom training	50%	38%
Black boxes	5%	25%
CD- or DVD-based training	20%	13%
Video-based training	10%	13%
Cost sharing for multiple collisions	18%	0%
Vehicle selection limitations	0%	0%
None of the above	0%	0%
<u>Other:</u> Move employee to non-driving job, vehicle downgrade, impact on bonus, charge driver cash penalties for collisions, driver-paid training, referral to EAP when appropriate (stress, DUI, etc.)		

Question 9: Written Policy, DUI/DWI

- *Does your company have a written policy in place to address situations where a company driver is convicted of driving under the influence of alcohol or other drugs?*

DUI/DWI policy in place	% Total (45)	% Leaders (9)
Yes	96%	100%

Question 10: Written Policy, Commentary Drives

- *Does your company have a written policy requiring commentary drives for some or all drivers?*

Commentary policy in place	% Total (45)	% Leaders (9)
Yes	49%	67%

Questions 11 and 11.1: Commentary Drives

- *Does your company conduct commentary drives?*
- *If yes, in which of the following circumstances do you conduct commentary drives?*

Conduct commentary drives	% Total (45)	% Leaders (9)
Yes	67%	67%
If yes above, commentary drives are conducted:	% Total (30)	% Leaders (6)
Periodic commentary drives with all drivers	73%	100%
For new hires	60%	100%
For high-risk drivers	57%	100%
As part of the follow-up when collisions occur	40%	100%
<u>Other:</u> During driver training, special programs in specific departments, monthly		

Question 12: Written Policy, Collision Reviews

- *Does your company have a written policy in place requiring some form of review when collisions occur?*

Collision review policy in place	% Total (45)	% Leaders (9)
Yes	75%	89%

Questions 13, 13.1 and 13.2: Collision Reviews

- *Does your company have a process in place to review collisions?*
- *If yes, which types of collisions does your company review (choose all that apply)?*
- *Which of the following might be required as part of review?*

Collision review process in place	% Total (45)	% Leaders (9)
Yes	93%	100%
If yes above, types of collisions reviewed	% Total (42)	% Leaders (9)
On-the-job collisions in a company vehicle	100%	100%
Off-the-job collisions in a company vehicle	64%	56%
On-the-job collisions in a personal/rental vehicle	60%	56%
Off-the-job collisions in a personal/rental vehicle	29%	22%

Questions 13.2: Collision Reviews (cont.)

If yes above, what is included in process	% Total (42)	% Leaders (9)
Special team/board reviews collisions	52%	89%
Report issued to management for serious collisions	64%	89%
Immediate manager reviews the collision	81%	78%
Driver action required to prevent future collisions	74%	78%
Lessons are shared throughout organization	60%	67%

Question 14: Preventable vs. Non-preventable

- *Does your company classify collisions as preventable and non-preventable?*

Classify collisions preventable	% Total (45)	% Leaders (9)
Yes	73%	78%

Question 15: Deductibles

- *Does your company require employees to pay a fee (sometimes called a deductible) when they are involved in a collision in a company vehicle?*

Charge deductibles	% Total (45)	% Leaders (9)
No	71%	89%
Yes, for all collisions	2%	11%
Yes, but only for certain types of collisions	27%	0%

Questions 16 and 16.1: MVRs

- *Does your company check MVRs for some or all employees?*
- *If yes, for which drivers do you conduct record checks (choose all that apply)?*

Check MVRs	% Total (45)	% Leaders (9)
Yes	91%	89%
If yes above, whose MVRs are reviewed	% Total (41)	% Leaders (8)
New hires, company vehicles	93%	88%
Tenured drivers, company vehicles	88%	75%
After any collision	15%	25%
After serious collision only	27%	25%
Tenured drivers, personal vehicles	32%	13%
New hires, personal vehicles	24%	13%
<u>Other:</u> For commercial drivers, for high-risk drivers, after preventable collisions		

Questions 17 and 17.1: Family Drivers and Relevant Policies

- *Does your company allow spouses, life partners, or other family members to drive an employee's company vehicle?*
- *If yes, what policies apply to these drivers?*

Allow family members to drive company vehicle	% Total (45)	% Leaders (9)
Yes	76%	44%
If yes above, policies include:	% Total (34)	% Leaders (4)
Motor vehicle record checks at least annually	68%	75%
Driver training prior to authorization	32%	50%
Driver training required periodically	26%	25%
None of the above	18%	25%
Commentary drives periodically	12%	0%
Remedial training for high risk drivers	21%	0%
Revocation if the driver becomes high risk	38%	0%

Question 18: Devices Used to Monitor/Track Drivers

- *Current technology provides opportunities to monitor drivers' behavior. These devices can also help to gather valuable information in the aftermath of a collision. Does your company use any of these devices in company vehicles?*

Devices used in specific vehicle categories	% Total (45)	% Leaders (9)
Heavy vehicles, GPS	16%	67%
Heavy vehicles, black boxes	13%	56%
Light vehicles, GPS	22%	22%
Medium vehicles, GPS	11%	22%
Light vehicles, black boxes	11%	11%
Medium vehicles, black boxes	7%	11%
Light vehicles, videocams	4%	0%
Medium vehicles, videocams	2%	0%
Heavy vehicles, videocams	0%	0%
2/3-wheel vehicles, videocams	0%	0%
2/3-wheel vehicles, black boxes	0%	0%
2/3-wheel vehicles, GPS	0%	0%
None of the above	56%	33%
N/A	2%	0%

Question 19: Vehicle Safety Features

- Which of the following safety features do you currently require on all passenger vehicles in your company fleet?

Required safety features	% Total (45)	% Leaders (9)
Seat belts	98%	100%
Anti-lock braking system (ABS)	76%	89%
Front air bags	84%	78%
Daytime running lights	44%	67%
Electronic stability control	53%	56%
Side air bags	49%	33%
Back-up beeper	11%	33%
Tire pressure monitoring system	20%	33%
Back-up sensor	13%	22%
Navigation systems (GPS)	2%	11%
Blind spot sensor	2%	11%
Helmets for (2/3-wheel vehicles)	24%	11%
Lane-departure warning system	0%	0%
Adaptive headlights	0%	0%
Forward collision warning (auto braking)	0%	0%
Emergency brake assistance	2%	0%
DUI/DWI ignition lock	0%	0%
N/A	2%	0%
<u>Other</u> : Keyless door entry		

Questions 20 and 21: CPMM and Other Metrics

- *How often do you track CPMM/APMM? (At a minimum, your response should be "annually" because you participate in this survey.)*
- *Which of the following measurements do you track at least annually?*

CPMM frequency	% Total (45)	% Leaders (9)
Monthly	44%	89%
Annually	27%	11%
Quarterly	29%	0%
Other metrics tracked	% Total (45)	% Leaders (9)
Most common types of collisions	80%	78%
Preventable vs. non-preventable collisions	67%	67%
Percent of fleet in collisions	73%	56%
Cost of damage to vehicles	64%	56%
Injury collisions	58%	56%
Fatal collisions	33%	56%
Extent of damage to vehicle	29%	44%
Collisions outside of business hours	27%	22%
Lost productivity	11%	11%
None of the above	2%	11%

Question 22: Metrics Reporting

- *To which of the following groups do you report the data points referred to in Q20-21?*

Data reported to:	% Total (45)	% Leaders (9)
Fleet management	91%	100%
Senior management	93%	89%
Safety staff	91%	89%
Field management	71%	78%
Drivers	56%	78%

Question 23: Severity Indices

- *Have you developed a severity index of collision data for your fleet?*

Severity index in place	% Total (45)	% Leaders (9)
Yes	24%	44%

Question 24: Common Types of Collisions

- Which are your company's most common types of collisions? (Choose up to 3.)

Collision types, most common	% Total (45)	% Leaders (9)
Other driver hits rear of vehicle	60%	78%
Your driver collides with a stationary object	44%	67%
Your driver parking/backing	56%	44%
Other driver parking/backing	27%	33%
Your driver loses control of vehicle	4%	22%
Your driver hits rear of another vehicle	47%	11%
Your driver skids or slides	2%	11%
Your driver fails to observe clearance	4%	0%
Your driver fails to yield	4%	0%
Your driver hits and runs	0%	0%
Your driver hits a pedestrian	0%	0%
Other driver hits and runs	7%	0%
Other driver fails to yield	9%	0%
Other driver loses control of vehicles	2%	0%
I do not know	4%	0%

Question 25: Collisions with Highest Injury Rates

- Which have the highest injury rates in your fleet? (Select up to 2 types.)

Collision types, highest injury rates	% Total (45)	% Leaders (9)
Your driver loses control of vehicle	18%	44%
Other driver hits rear of vehicle	42%	33%
Other driver fails to yield	18%	22%
Your driver collides with a stationary object	4%	11%
Your driver hits rear of another vehicle	20%	11%
Your driver fails to yield	9%	11%
Your driver skids or slides	4%	11%
Other driver loses control of vehicles	7%	11%
Your driver fails to observe clearance	0%	0%
Your driver hits and runs	0%	0%
Your driver hits a pedestrian	2%	0%
Your driver parking/backing	0%	0%
Other driver parking/backing	2%	0%
Other driver hits and runs	2%	0%
I do not know	27%	11%

Questions 26, 26.1 and 26.2: Scorecards

- *Does your company publish a scorecard to track the organization's fleet safety performance?*
- *If yes, what data points are included on your scorecard? (Choose all that apply.)*
- *How frequently do you publish it?*

Publish scorecard	% Total (45)	% Leaders (9)
Yes	82%	78%
Data points included in scorecard:	% Total (37)	% Leaders (7)
Collisions	86%	100%
Fatal collisions	51%	71%
CPMM/APMM	70%	71%
Driver training completions	41%	57%
Injury collisions	46%	43%
Commentary drive completions	14%	43%
Vehicle-related lost work day cases	24%	14%
High risk drivers	27%	14%
<u>Other:</u> Mileage, hard brakes, percent of fleet in collisions		
Frequency	% Total (37)	% Leaders (7)
Monthly	43%	86%
Quarterly	43%	14%
Annually	14%	0%

Question 27: Bent Metal Collision Costs (U.S. Passenger Vehicles)

- *What is the total dollar value, for bent metal only, for collisions in your U.S. passenger-vehicle fleet? (Includes only bent metal cost. Does NOT include insurance, litigation, or other costs.)*

This question will likely be dropped from future survey as the response rate this year was even lower than last year. Only 35% of participants (16) were able to provide data. Of these, average costs per company ranged from about \$1,100 per collision to about \$3,500. The average for the sixteen companies combined was \$2,550 per collision.

Bent metal	Avg. Total (13)
Average dollar amount	\$2,550

Question 28: Vehicle Safety Communication

- *Excluding driver training programs, how does your company communicate with or provide information to employees regarding vehicle safety issues?*

Communication formats used	% Total (45)	% Leaders (9)
Executive management presentations at meetings	53%	89%
Short, quick-hit electronic communications	76%	67%
Electronic newsletter	60%	56%
Hard-copy newsletter	40%	44%
CD/DVD	13%	11%
None of the above	2%	0%
<u>Other</u> : Posters, in-house meetings, website, peer to peer, safety meetings, personal assessment tool, e-mail		

Question 29: Outreach Programs

- *Which of the following types of ongoing, community-based outreach programs does your company develop or fund? (Choose all that apply.)*

Outreach programs in place	% Total (45)	% Leaders (9)
Driver training programs for customers	11%	33%
Teen driver training or risk awareness	24%	22%
Directly fund/sponsor not-for-profit organization	16%	22%
Senior driver training or risk awareness	7%	11%
Children's risk awareness (in or around vehicles)	11%	0%
None of the above	67%	56%

Questions 30 and 30.1: Green Fleet Programs

- *Does your company have a program in place to manage/reduce greenhouse gas emissions?*
- *If yes, which of the following are components of your program?*

Green fleet program in place	% Total (45)	% Leaders (9)
Yes	71%	67%

Question 30.1: Green Fleet (cont.)

If yes above, program components include:	% Total (32)	% Leaders (6)
Educate drivers regarding fuel consumption	78%	67%
Add greener vehicles to fleet options	84%	67%
Evaluate/quantify greenhouse gas emissions	75%	50%
Set reduction goals	50%	33%
Cash incentives for choosing green vehicles	9%	33%
Vehicle upgrade incentives	9%	17%
Purchase greenhouse gas credits	3%	0%
<u>Other</u> : Driver mileage program, personal use fee for less fuel-efficient vehicles		

Question 31: Critical Success Factors

- Which of the following is the most critical success factor for your company's safe driving program? (Choose only one.)

Success factor	% Total (45)	% Leaders (9)
Senior management support	53%	33%
Strong policies	13%	22%
Driver training programs	13%	22%
Field management support	16%	11%
Incentive programs	2%	11%
Use of metrics to set goals and direct the program	2%	0%
Strong coaching of high risk drivers	0%	0%

Questions 32, 32.1, 32.2 and 32.3: Mobile Phone Policies

- Does your company have a written policy banning or restricting the use of mobile phones while driving?
- If yes, which of the following best describes your policy?
- Does your company have a written policy that specifically bans texting while driving?
- What does your company do if a driver is involved in a collision while s/he is talking on the phone, in violation of company policy, while driving? (Choose all that apply.)

Policy in place	% Total (45)	% Leaders (9)
Yes	93%	89%

Questions 32.1, 32.2 and 32.3: Mobile Phone Policies (cont.)

If yes above, which best describes your policy	% Total (42)	% Leaders (8)
Ban the use of <u>any</u> type of phone while driving	40%	75%
Allow only the use of hands-free mobile phones	57%	25%
We only ban/restrict texting while driving	2%	0%
Specific texting ban	% Total (42)	% Leaders (8)
Yes	79%	75%
If a violation of policy occurs	% Total (42)	% Leaders (8)
Termination	21%	75%
Disciplinary action	67%	50%
Issue a warning	29%	38%
Commentary drive	5%	13%
No special action taken	7%	0%

Questions 33: Phone Records Post Collisions

- *Does your company check mobile phone records after a collision to determine whether or not your driver was using the phone at the time of the collision?*

Check phone records after collision	% Total (45)	% Leaders (9)
Yes, serious collisions only	42%	56%
Yes, all collisions	7%	33%
No	51%	11%