Fleet Safety Benchmark Report
Data Year 2008

October 2009

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EXECUTIVE SUMMARY

This report continues a series of annual benchmark surveys on corporate 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 two years, the survey has been co-sponsored by the Network of Employers for Traffic Safety and by Safety Management Solutions.

2008/9 Benchmark Participants

Thirty-six companies participated in this year's survey. Together, participants represent a total fleet population of 350,000 passenger vehicles traveling 6.78 billion miles in 2008 (or 372,000 total vehicles traveling 7.29 billion miles). At the direction of the benchmark group, all survey responses are reported anonymously. In the first graph on page 8 each company is assigned a company number based on its 2008 APMM: The company with the lowest APMM is Company 1, and so on through Company 34. (As noted below, two companies participated only in the program portion of the survey.) These numbers are then used consistently in all graphs, tables and discussions in this report. In alphabetical order, participants in the 2008/9 benchmark survey include:

Abbott Laboratories	Kidds Distribution Services (program only)
AmeriFleet	Kraft
Amgen	Merck & Co.
Anheuser-Busch	Michigan, State of
AstraZeneca	Monsanto Company
Boehringer Ingelheim	Nalco
Bristol Myers Squibb	Nationwide
Borealis	Nestlé
BP	Pfizer
Chubb	PSEG
Ecolab	Roche
Eli Lilly	sanofi-aventis
ExxonMobil	Schering Plough
Forest Laboratories	ServiceMaster
General Electric (program only)	Shell
GlaxoSmithKline	Sunoco
Johnson & Johnson	Unilever
JT International	Wyeth

Summary of Results

Further detail about results for every question in this year's survey can be found in the Fleet Safety Programs and Policies section of this report. Commonalities or best practices among leading companies refer to survey responses for the seven companies with 2008 APMMs below 3.0 for passenger vehicles.

Universal Program Elements, All Companies (35)

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 it does not own any of the vehicles being driven.

Universal Program Elements, Leading Companies (7)

By contrast, quite a few practices are in place among all of the seven leaders. Please note, however, that not all of these practices are statistically significant (see Best Practices, below).

- Collision reviews are required by written policy
- Reviews for serious collisions are reported to senior management
- Lessons learned during collision reviews are shared throughout the organization
- Classroom and behind-the-wheel formats are used for driver training
- Special coaching is conducted for high risk drivers
- APMMs are tracked monthly
- Scorecards are used to track fleet safety performance
- Scorecards are published monthly
- Fleet safety metrics are reported to senior management

In addition, this year some practices were universally absent among the leaders:

- Deductibles are not charged to drivers who are involved in collisions
- No ongoing fleet safety outreach programs are in place

Best Practices

The list on the following page summarizes 11 unique commonalities, as defined on page 24, that were discovered among the leading companies.

These commonalities are listed in order, from most to least statistically significant and are described in further detail on pages 24-25.

As compared to the benchmark group as a whole, the seven leading companies:

1. Track APMMs monthly
   See page 24 and Question 12, page 31.

2. Are less likely to regularly track the percentage of the fleet involved in collisions
   See page 24 and Question 13, page 32.

3. Do not charge fees to drivers who are involved in collisions
   See page 24 and Question 8, page 29.

4. Publish a scorecard monthly
   See page 24 and Question 19, page 34.

5. Are less likely to regularly track the cost of vehicle damage
   See page 24 and Question 13, page 32.

6. Are less likely to have "green fleet" programs in place
   See page 24 and Question 22, page 36.

7. Are more likely to incorporate safety into the company's credo
   See page 24 and Question 28, page 38.

8. Are less likely to review mobile phone records after collisions
   See page 25 and Question 26, page 38.

9. Are more likely to ban mobile phone use
   See page 25 and Question 25, page 38.

10. Do not regularly track off-the-job collisions as a metric
    See page 25 and Question 13, page 32.

11. Share lessons learned after collisions
    See page 25 and Question 6, page 29.

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 between companies.

Collisions

We ask each company to exclude the following types of events from their APMMs. To the best of our knowledge, all companies complied, with only slight variations by country.

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

Injuries/Fatalities

Injury and fatality data was not collected this year due to inconsistencies in the data in past years. In the past, participants have used as many as six different sets of criteria for defining "injuries" which has made it impossible to accurately compare injury and fatality data between companies. This will be a discussion point during the 2009 BSG Conference. We will ask participants to define one or two sets of criteria that will set the reporting parameters for injury and fatality reporting for the benchmark group. We will also ask participants to agree to abide by these reporting criteria. These data points will then be added back into the benchmark database in 2010.

Vehicles

For the 2008/9 study, eleven participants were able to report data in non-passenger vehicle categories. Although most graphs in this report are based on passenger-vehicle data, key data points for all vehicle categories are also graphed on pages 18-19.

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 APMM for passenger vehicles (8.20) equals total passenger-vehicle collisions for all companies combined (55,554), multiplied by one million, divided by total miles for passenger vehicles (6,778,908,365).

About Leading Companies

The purpose of identifying leading companies is to look for practices that distinguish the leaders from other companies in the benchmark group. As in past years, we identified leading companies according to APMMs. Since passenger-vehicle data continues to be the common denominator among all benchmark companies, we once again ranked the companies and identified leaders based on passenger-vehicle APMMs. Commonalities among leading companies are discussed on pages 24-25.

About the Summary Table

The Summary Table on page 6 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 for passenger vehicles
- Total vehicles, mileage and collisions including all vehicle categories (as applicable)
- APMM for passenger vehicles
- APMM including all vehicle categories (as applicable)
- Percent of passenger fleet involved in collisions
- Percent of total fleet involved in collisions (as applicable)

SUMMARY TABLE
2008 FLEET SAFETY BENCHMARK METRICS

Co. Number	Individual Countries	Miles Passenger	Miles All Vehicles	Vehicles Passenger	Vehicles All	Collisions Passenger	Collisions All	APMM Passenger	APMM All	% Fleet Passenger	% Fleet All
Co. 01	**	62,680,000		2,433		33		0.53		1%	
Co. 02	*	367,801,688	654,116,353	1	2	806	1,258	2.19	1.92	n/a	n/a
Co. 03	**	186,984,000		5,194		452		2.42		9%	
Co. 04	1	12,276,714	26,608,451	568	962	32	52	2.61	1.95	6%	5%
Co. 05	*	367,339,804		12,245		968		2.64		8%	
Co. 06	1	10,383,320		967		29		2.79		3%	
Co. 07	*	59,430,000		2,000		167		2.81		8%	
Co. 08	1	163,634,919		5,332		509		3.11		10%	
Co. 09	61	160,999,766	160,999,766	n/a	n/a	531	531	3.30	3.30	n/a	n/a
Co. 10	1	12,500,000		54,000		64		5.12		0%	
Co. 11	2	34,883,854		1,364		190		5.45		14%	
Co. 12	1	94,914,336		6,794		518		5.46		8%	
Co. 13	66	736,865,971		35,467		4,117		5.59		12%	
Co. 14	1	265,000,000		9,560		1,639		6.18		17%	
Co. 15	1	14,000,000		785		87		6.21		11%	
Co. 16	1	13,294,853	20,689,626	863	1,726	90	348	6.77	16.82	10%	20%
Co. 17	1	193,751,933		7,627		1,352		6.98		18%	
Co. 18	1	206,348,197	278,095,951	10,397	16,428	1,497	2,124	7.25	7.64	14%	13%
Co. 19	60	430,252,548		22,275		3,326		7.73		15%	
Co. 20	52	364,761,295	364,761,295	17,312	17,312	2,920	2,920	8.01	8.01	17%	17%
Co. 21	1	36,305,280		1,760		302		8.32		17%	
Co. 22	1	105,030,000	105,030,000	3,754	3,754	887	887	8.45	8.45	24%	24%
Co. 23	8	145,097,332		6,412		1,336		9.21		21%	
Co. 24	71	420,863,036	420,863,036	20,566	20,566	4,027	4,027	9.57	9.57	20%	20%
Co. 25	1	127,042,879		5,300		1,231		9.69		23%	
Co. 26	3	20,409,659	29,419,689	2,170	2,527	227	357	11.12	12.13	10%	14%
Co. 27	53	586,479,461		28,088		6,593		11.24		23%	
Co. 28	32	259,317,894		12,344		3,016		11.63		24%	
Co. 29	44	388,833,216		20,591		4,976		12.80		24%	
Co. 30	18	204,661,415		9,459		2,692		13.15		28%	
Co. 31	1	74,873,904	74,873,904	2,815	2,815	985	985	13.16	13.16	35%	35%
Co. 32	38	110,712,458		6,606		1,526		13.78		23%	
C0. 33	61	534,464,900	534,464,900	27,510	27,510	7,515	7,515	14.06	14.06	27%	27%
Co. 34	5	6,213,733		469		101		16.25		22%	
GE	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Kidds	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Composite		**6,778,408,365**	**2,669,922,971**	**343,028**	**93,602**	**54,741**	**21,004**	**8.08**	**7.87**	**16%**	**22%**

* Reported on global basis only ** Reported for one country plus regional data n/a: GE and Kidds responded to the program portion of the survey but are not included in metric graphs and tables

KEY METRICS
BY COMPANY

Data in this section is graphed by company number. Company numbers were assigned according to 2008 APMMs for passenger vehicles. The company with the lowest passenger-vehicle APMM is Company 1, and so on through Company 34. These company numbers are used consistently in all graphs, tables and text in this report. Please note that we have a total of 34 companies rather than 36 for the metrics as two companies submitted responses to the program survey but could not submit complete metrics for 2008.

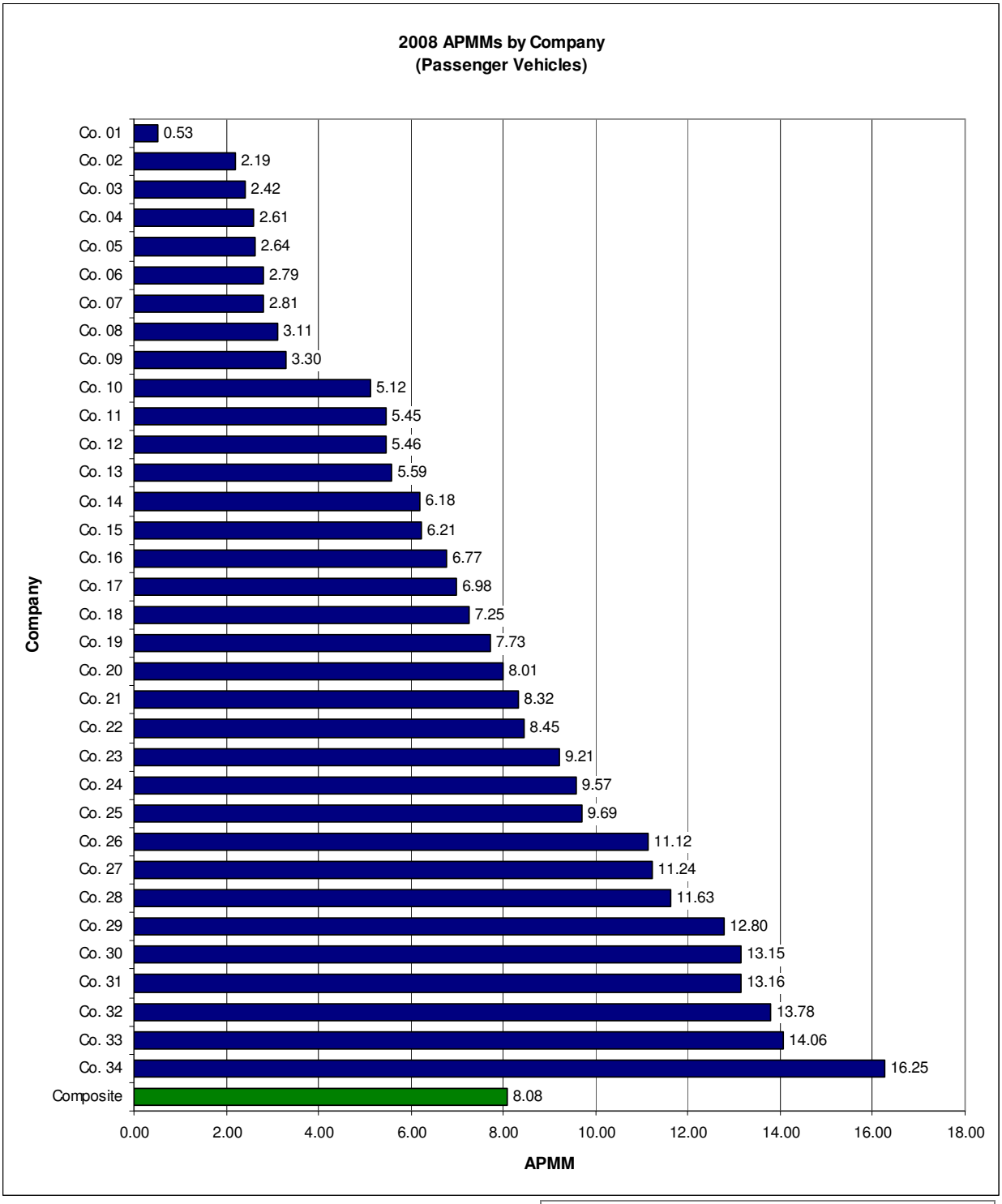
The graphs in this section include:

- 2008 APMM (Accidents Per Million Miles)
- 2008 Percent of Fleet in Collisions

Composite data is included on all graphs. As explained on page 5, these data points are derived from total miles, vehicles and collisions for all passenger vehicles in all companies combined.

2008 APMMs (Accidents Per Million Miles)

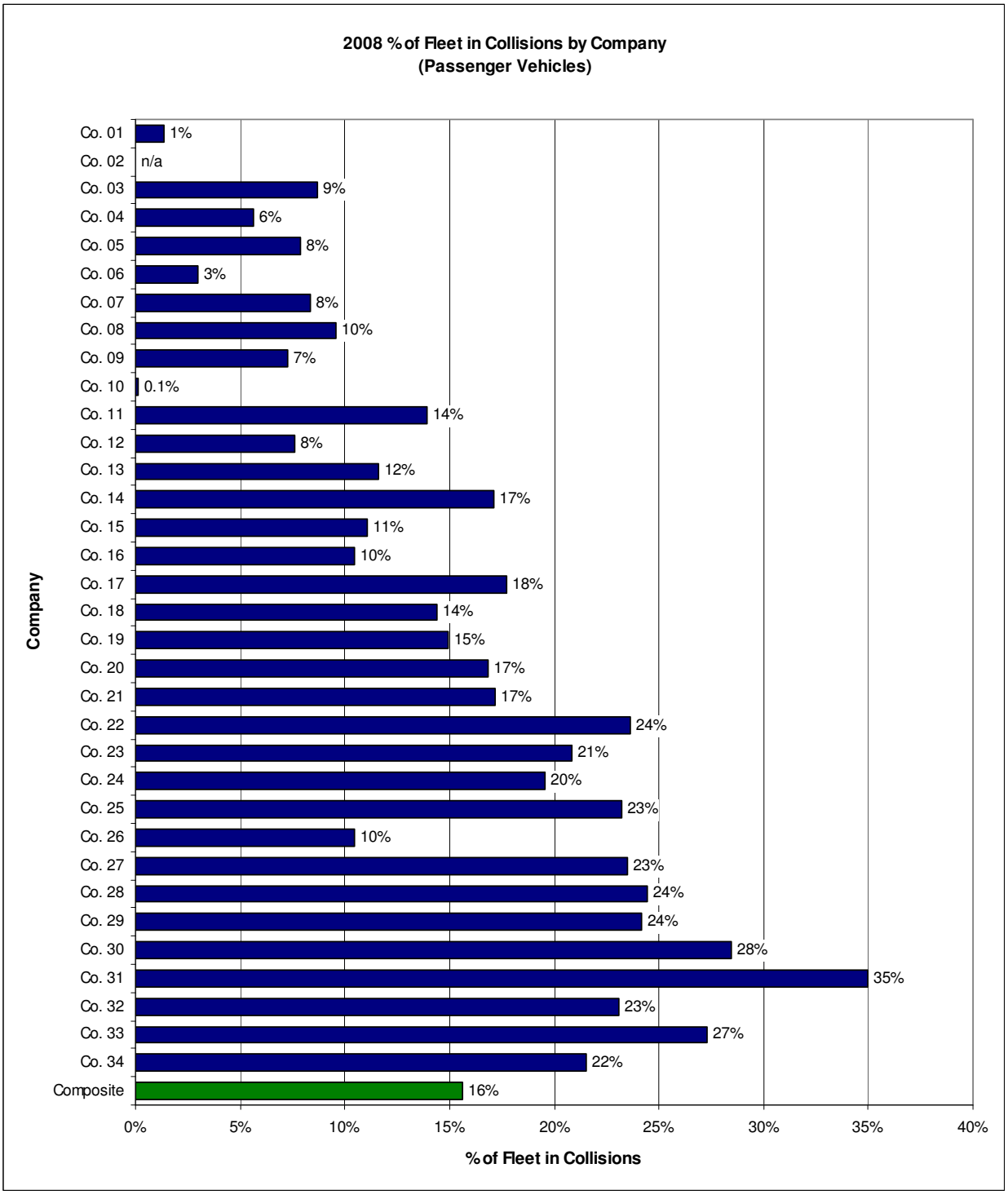
Benchmark companies are listed in the chart below from lowest to highest APMM for 2008. Please note that this table is based on passenger-vehicle data. For an overview of data reported for other types of vehicles, please see pages 17-19.



APMM = Total Collisions x 1,000,000 ÷ Total Mileage

2008 Percent of Fleet in Collisions

Companies are listed on the graph in order of their company numbers (APMM rankings). Please note that this table is based on passenger-vehicle data. For an overview of data reported for other types of vehicles, please see pages 17-19.



% = Total Collisions ÷ Total Vehicles

KEY METRICS
BY COUNTRY

The table below lists all countries that were reported individually by at least one company. Countries are listed in order according to the total number of passenger vehicles reported for each. Key metrics for the twelve largest country fleets are graphed in this section of the report.

Please note that three participants (Companies 2, 5 and 7) provided data only on a worldwide basis; their data is therefore excluded from the country tables and graphs. In addition, two participants (Companies 1 and 3) provided individual data for the one country then broke their worldwide data down only by region. The two remaining leaders (Companies 4 and 6) reported data for only one country. Altogether, this means that the leading companies are minimally represented in the tables and graphs in this section – primarily in U.S. data.

Total Passenger Vehicles by Country

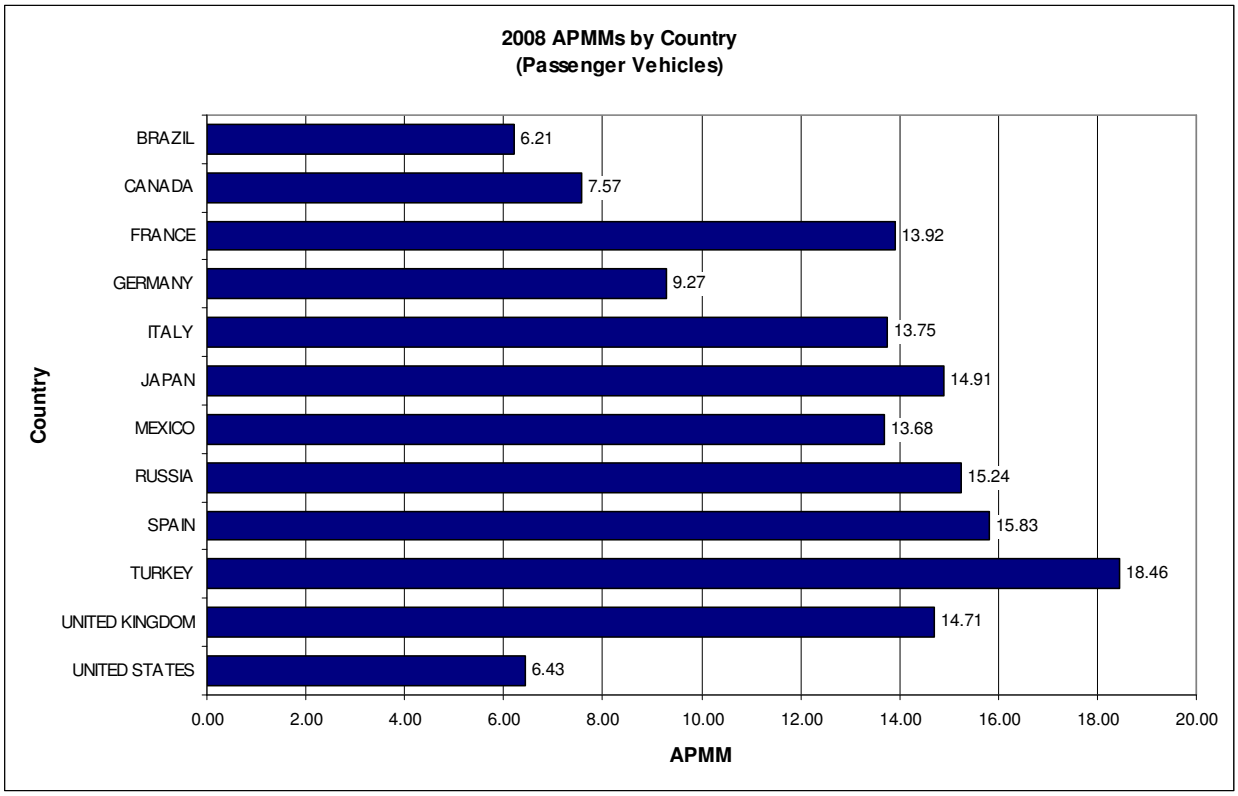
Country	Vehicles	Country	Vehicles	Country	Vehicles
United States	184,273	Switzerland	1,535	Saudi Arabia	386
Japan	13,671	Romania	1,521	Slovak Republic	365
France	11,706	Taiwan	1,500	Peru	364
United Kingdom	10,905	Argentina	1,498	China	353
Germany	9,687	South Africa	1,369	Norway	310
Mexico	8,572	Pakistan	1,368	Ecuador	292
Italy	8,031	Austria	1,348	Serbia	290
Spain	7,014	Czech Republic	1,343	Lithuania	289
Brazil	6,214	Columbia	1,334	Slovenia	282
Canada	5,574	Venezuela	1,188	New Zealand	254
Russia	5,232	Thailand	1,182	Morocco	247
Turkey	4,745	Sweden	1,174	Croatia	246
Belgium	3,031	Malaysia	1,040	Bulgaria	226
Poland	2,850	Finland	932	Lebanon	204
Philippines	2,827	Puerto Rico	814	Singapore	204
Australia	2,276	Ukraine	700	Latvia	186
Greece	2,130	Indonesia	663	Tanzania	167
India	2,098	Israel	626	Vietnam	162
Netherlands	2,060	Algeria	556	Estonia	133
Portugal	1,989	Denmark	546	Western Sahara	125
Egypt	1,918	Chile	474	Tunisia	120
Hungary	1,646	Kazakhstan	414	Iran	114
Korea	1,550	Ireland	411	Costa Rica	112

Cont. next page

Total Passenger Vehicles by Country					
Country	**Vehicles**	**Country**	**Vehicles**	**Country**	**Vehicles**
Belarus	100	Cyprus	29	Jamaica	7
Guatemala	98	Paraguay	23	Hong Kong	5
United Arab Emirates	94	Bosnia and Herzegovina	21	Senegal	5
Jordan	75	Kenya	20	Swaziland	3
Dominican Republic	71	Uzbekistan	18	Kuwait	2
Nigeria	69	Andorra	14	Armenia	1
Honduras	54	Bangladesh	13	Kyrgyzstan	1
Uruguay	52	Malawi	13	Oman	1
El Salvador	46	Nicaragua	13	Uganda	1
Panama	37	Trinidad and Tobago	10		

2008 APMMs (Accidents Per Million Miles)

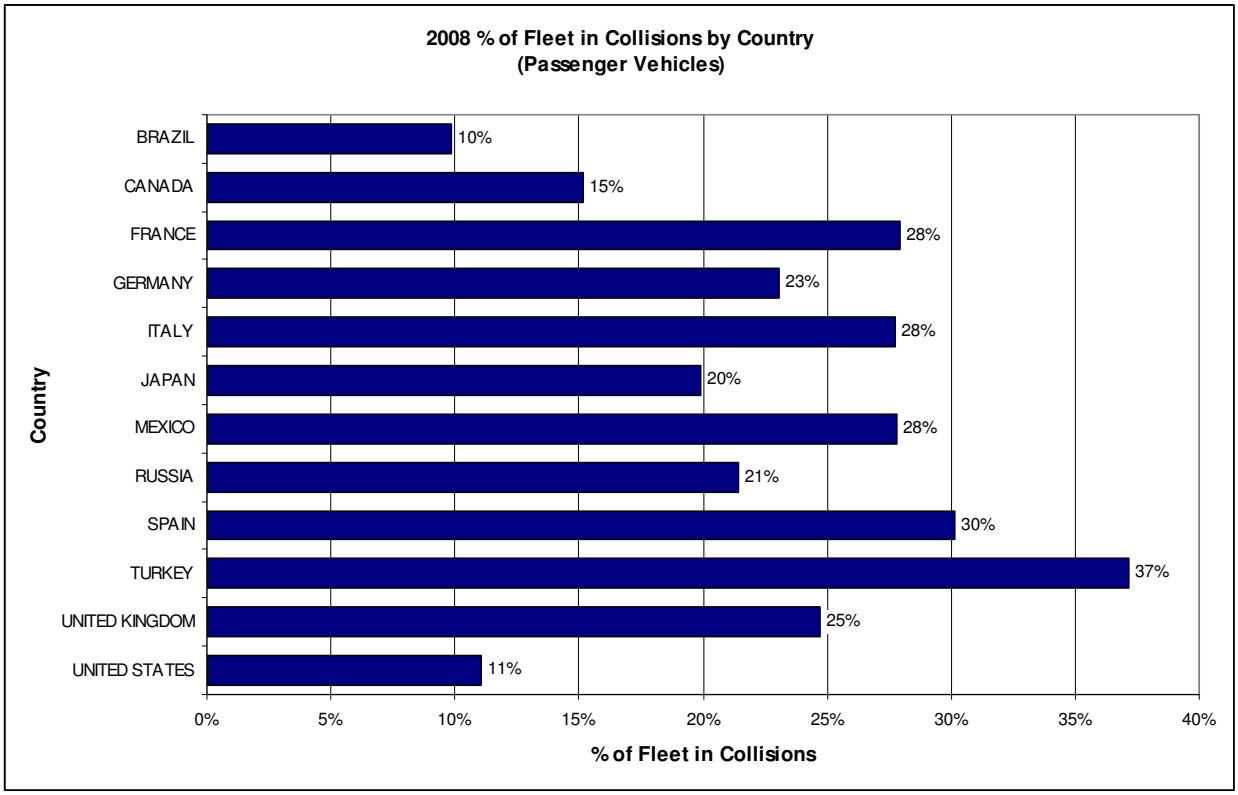
Calculations are the same as for company APMMs, but are now based on totals from all participants for each country. Only a few participants will have fleets in all twelve of these countries, but most participants will have a fleet in at least one of them. Countries are graphed in alphabetical order.



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

2008 Percent of Fleet in Collisions

Calculations are the same as for company percentages, but are now based on totals from all participants for each country. Only a few participants will have fleets in all twelve of these countries, but most participants will have a fleet in at least one of them. Countries are graphed in alphabetical order.



% = Total Collisions ÷ Total Vehicles

KEY METRICS
BY WORLD REGION

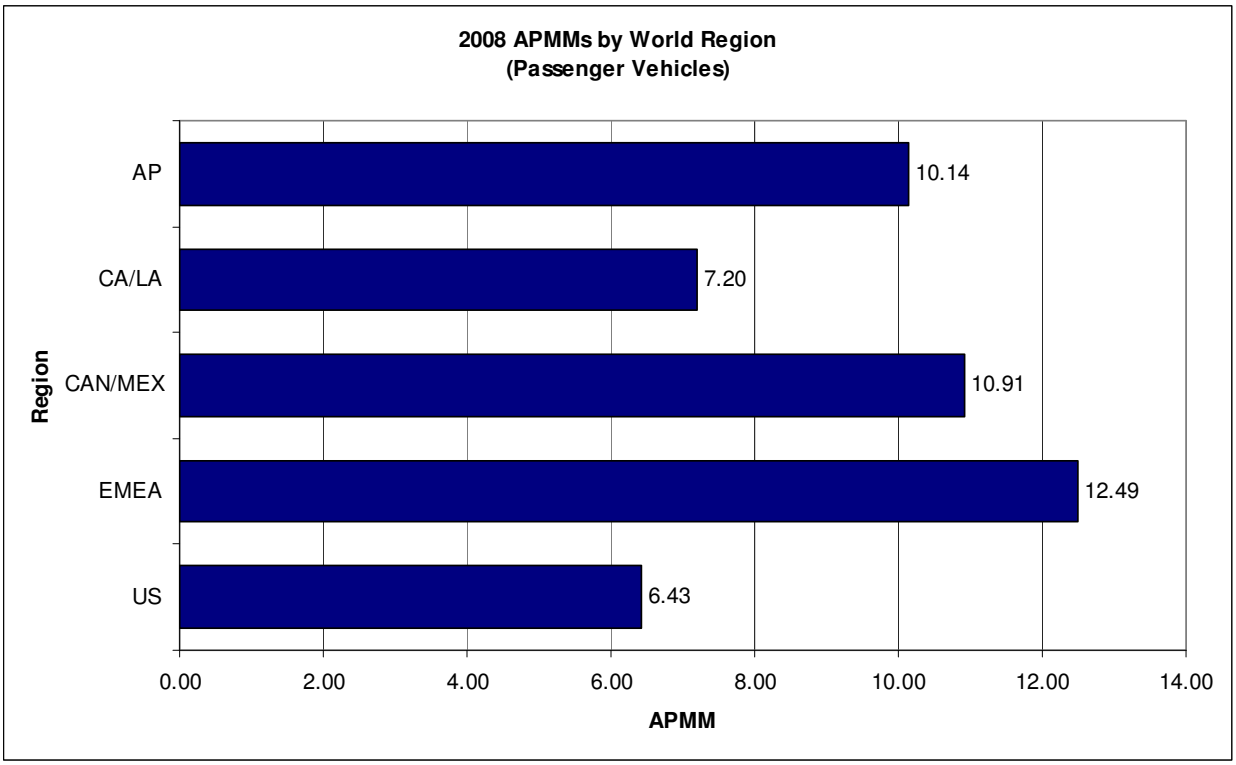
All countries that were reported individually (pages 10-11) were designated to one of the world regions listed on the table below. Regional totals were then computed and the two key metrics were calculated and graphed by region. Graphs are presented on pages 15-16.

Please note that some data, primarily for Companies 2, 5 and 7, could not be broken out by world region. Their totals are listed in the Global row below.

Region	Passenger Fleet	% Worldwide Passenger Fleet	Passenger Collisions	% Worldwide Passenger Collisions
United States	184,273	53%	20,426	37%
Europe, Middle East, and Africa	93,893	27%	23,042	42%
Asia Pacific	29,509	8%	4,410	8%
Canada and Mexico	14,575	4%	3,276	6%
Central America, Latin America & Caribbean	13,824	4%	1,646	3%
Global	14,246	4%	1,941	4%

2008 APMMs (Accidents Per Million Miles)

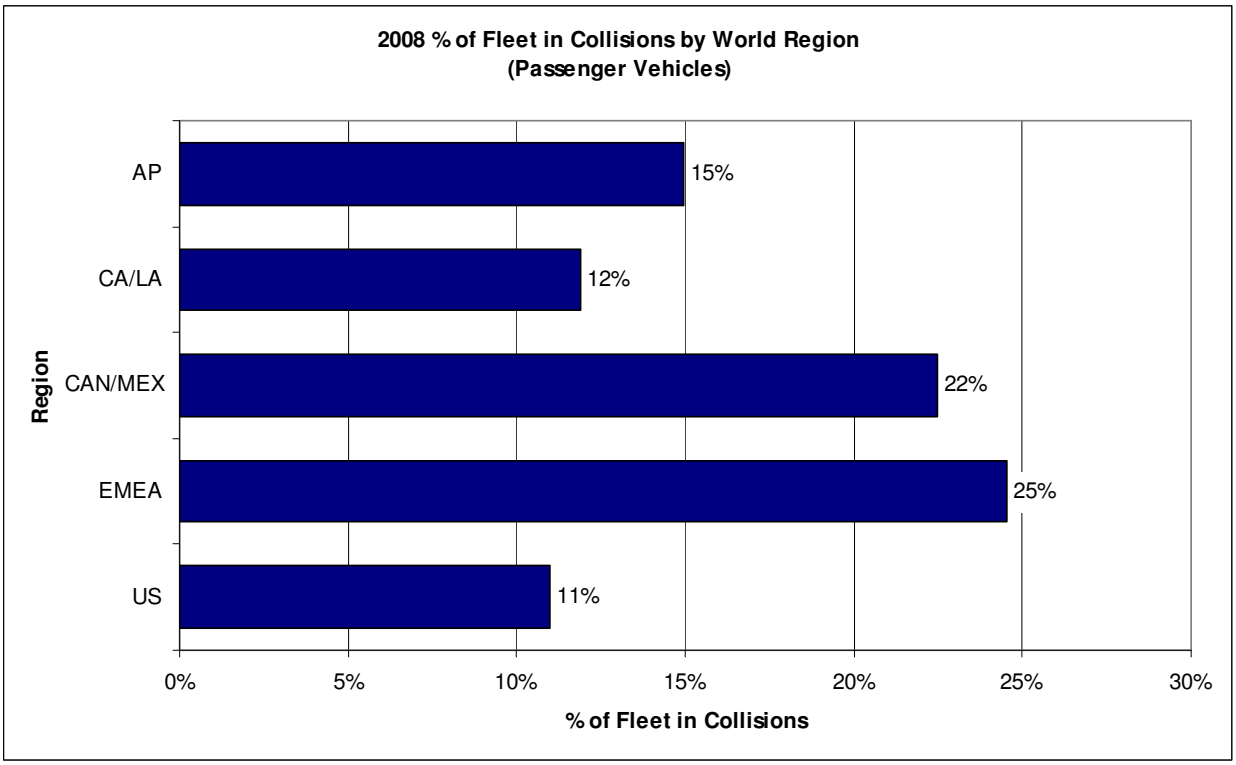
Calculations are based on totals for all data that could be designated to specific world regions. World regions are represented on the graph in alphabetical order. (As noted on page 14 some benchmark data could not be broken down by world region.)



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

2008 Percent of Fleet in Collisions

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. (As noted on page 14, some benchmark data could not be broken down by world region.)



KEY METRICS
BY VEHICLE TYPE

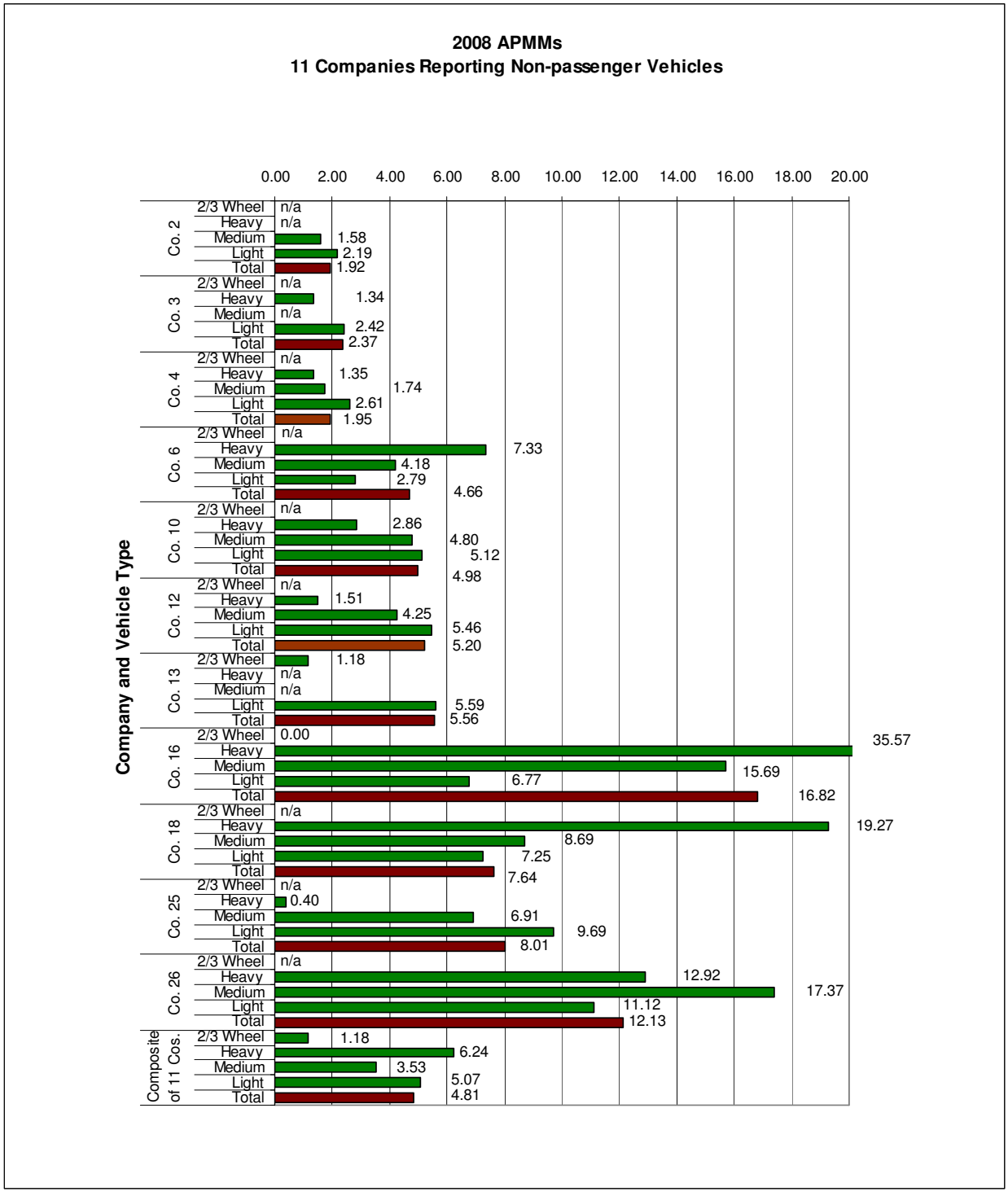
Last year marked the first time that benchmark participants were invited to submit data for categories of vehicles other than passenger vehicles. In 2008, five companies reported data in the new vehicle categories. This year, the number increased to eleven. Vehicle categories include:

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

In this section we've provided charts that will allow these eleven companies to compare their data in all vehicle categories.

2008 APMMs (Accidents Per Million Miles)

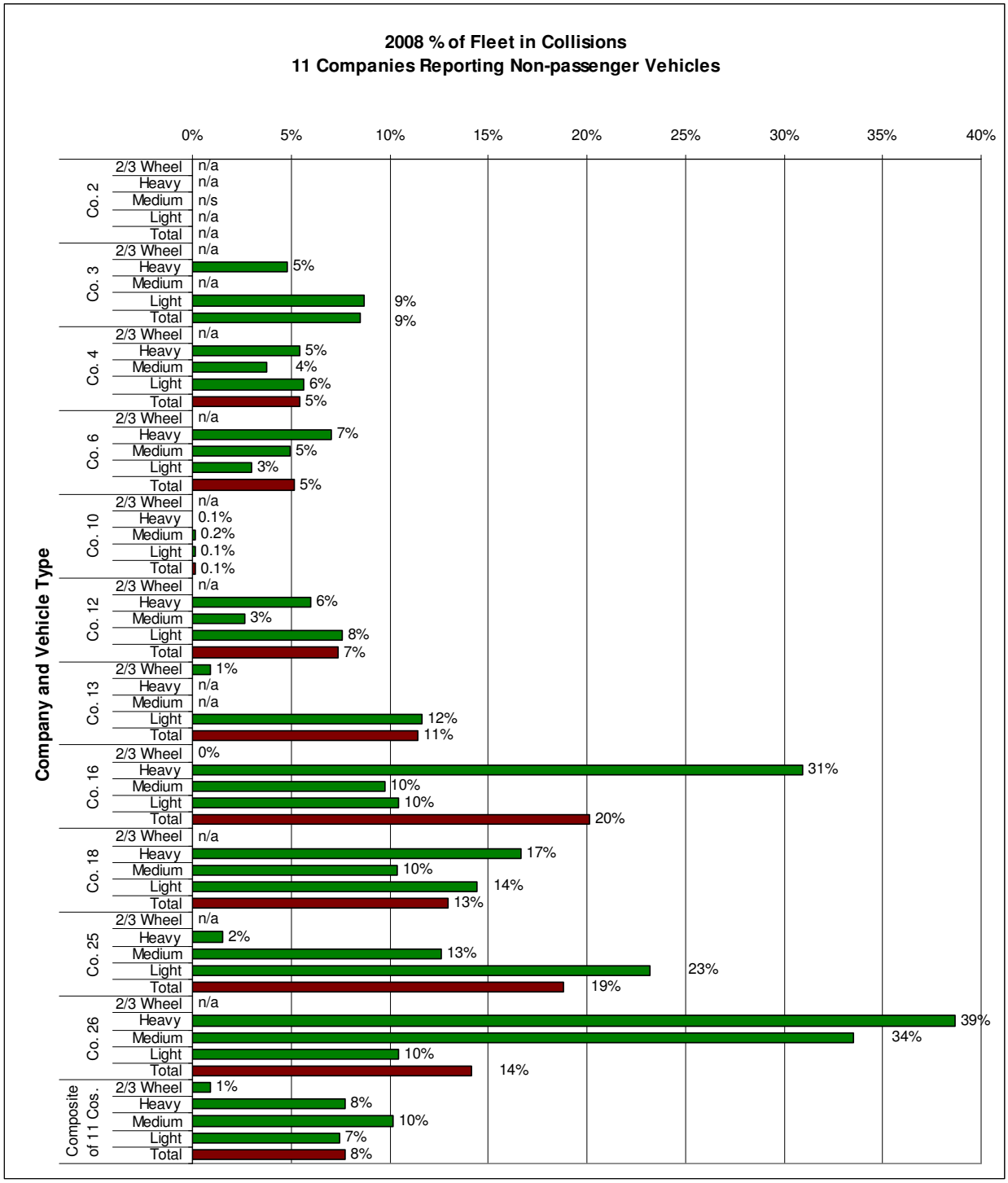
The graph below is limited to the eleven companies that submitted data for non-passenger vehicles. APMMs are shown for each category of vehicle for which the company submitted data (green bars), plus a total-vehicle APMM for each company (red bars).



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

2008 Percent of Fleet in Collisions

The graph below is limited to the eleven companies that submitted data for non-passenger vehicles. Percentages are shown for each category of vehicle for which the company submitted data (green bars), plus a total-vehicle percentage for each company (red bars).



KEY METRICS
UNITED STATES ONLY

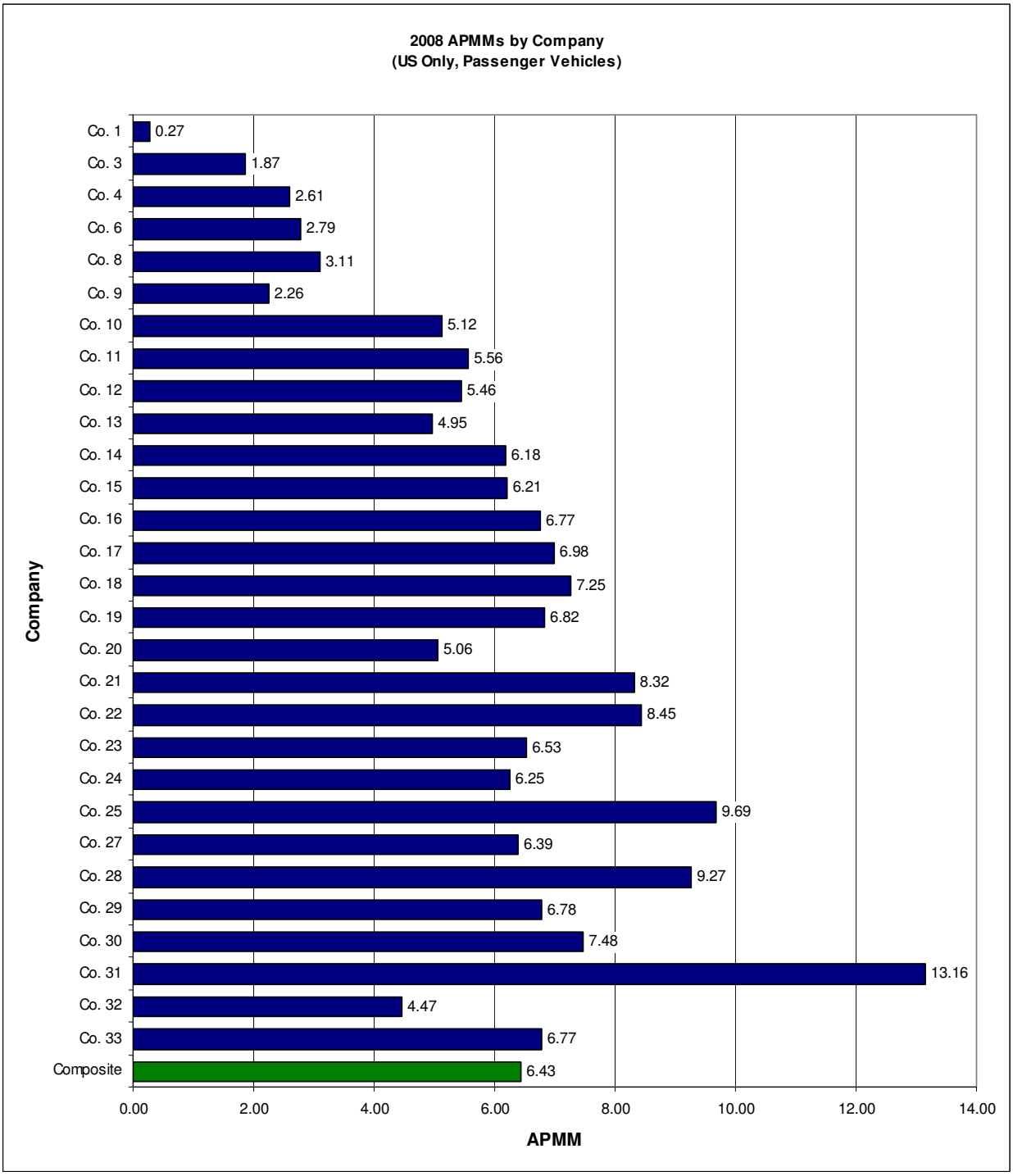
The graphs that follow are provided at the request of several benchmark participants. They are limited to United States data only. United States passenger vehicles represent 58 percent of the benchmark passenger-vehicle fleet. Of the 34 companies that reported vehicle data, 29 reported data for the United States; of those, 14 reported data only for the United States.

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

- APMM (Accidents Per Million Miles)
- Percent of Fleet in Collisions

2008 APMMs (Accidents Per Million Miles)

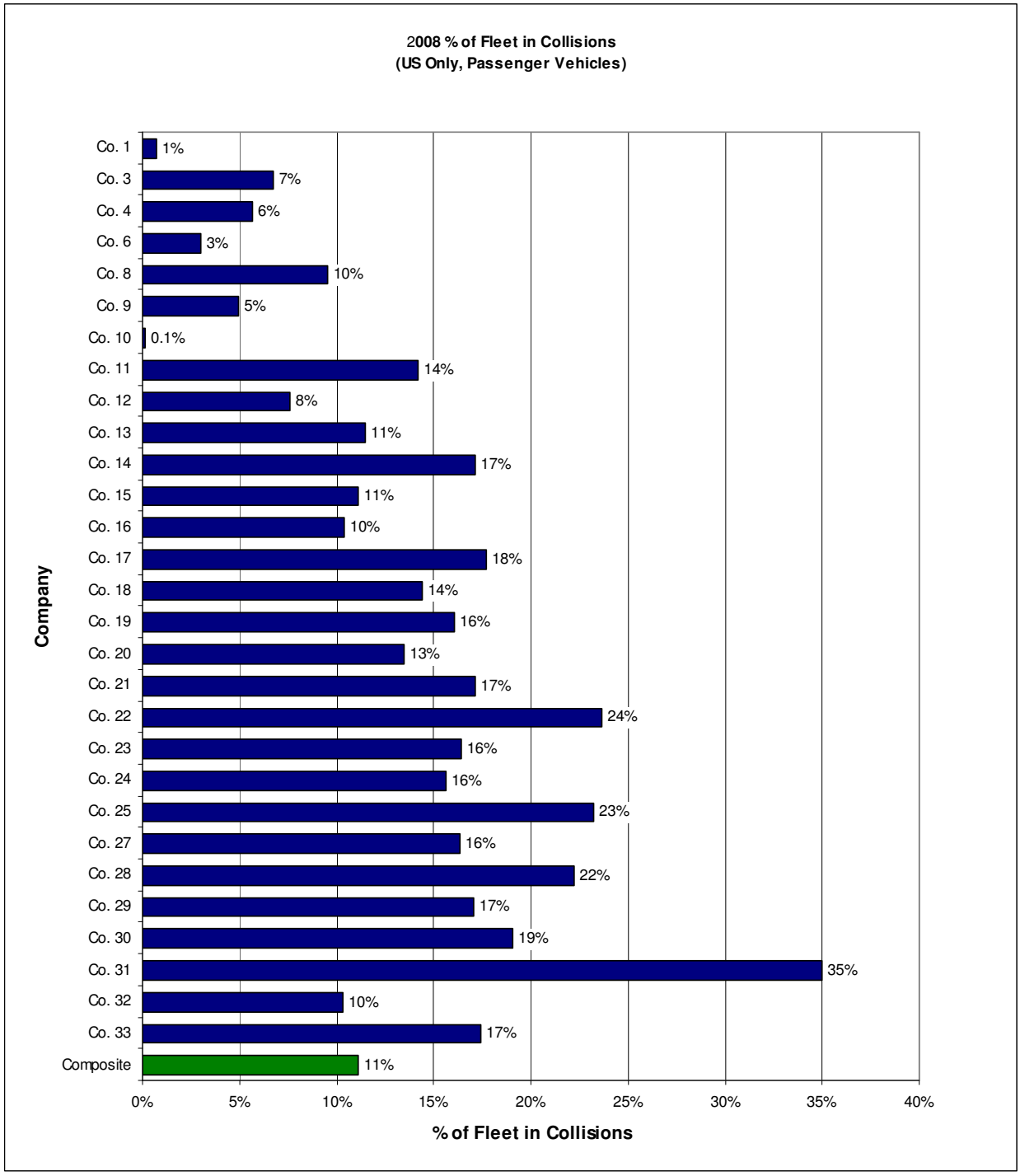
Calculations are based U.S. totals reported by 29 of the benchmark organizations. Results are graphed by company number.



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

2008 Percent of Fleet in Collisions

Calculations are based U.S. totals reported by 29 of the benchmark organizations. Results are graphed by company number.



% = Total Collisions ÷ Total Vehicles

FLEET SAFETY
PROGRAMS and POLICIES

Leading Companies/Best Practices

The program portion of the survey is used to put together a solid 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 APMMs at or below 3.00), we also compare their responses to the responses of the group as a whole. This allows us to identify unique commonalities among the leaders; these commonalities are considered best practices that may help other organizations improve their fleet safety programs. This year we have identified a group of seven benchmark companies with APMMs below 3.00. They are referred to in this report as the "leading companies."

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 36 for the group as a whole and 7 for the leading companies. It is important to note, though, that some questions did not appear for every participant. For example, participants who responded yes to Question 5 (conducting commentary drives), would see a second set of questions that would not appear to anyone who answered no to Question 5.

Best Practices/Commonalities

To identify best practices, the leading companies' responses are analyzed statistically versus the responses of the benchmark group as a whole. In this process we look for practices that are uniquely common among the leaders. A unique commonality represents:

- A program or practice that is in place 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 quite a few areas where all seven leading companies have a particular practice or policy in place, but in most cases so do most of the non-leading companies.

Best Practices/Commonalities (cont.)

The following summarizes 11 commonalities, as defined on the previous page, that were discovered among the leading companies. These commonalities are described below, in order, **from most to least statistically significant.**

1. APMM Tracked Monthly

All leading companies track APMM monthly compared to only 36% of the group as a whole. See Question 12, page 31.

2. Less Likely to Track % of Fleet in Collisions

Most leading companies do not regularly track the percentage of fleet involved in collisions. Only 1 of 7 leading companies regularly tracks this data point, compared to 64% of the group as a whole. See Question 13, page 32.

3. Do Not Charge Deductibles

None of the leading companies requires drivers to pay a fee when they are involved in collisions (this fee is often called a deductible). By comparison, 53% of the group as a whole charges these fees, at least for some collisions. See Question 8, page 29.

4. Publish a Scorecard Monthly

All of the leading companies have developed a fleet safety scorecard. By itself, this is not significant as 78% of the group as a whole publishes scorecards. What is significant is that all of the leaders publish their scorecards monthly. See Question 19, page 34.

5. Less Likely to Track Cost of Damage

Most leading companies do not regularly track the cost of vehicle damage. Only 1 of 7 leading companies regularly tracks this data point, compared to 61% of the group as a whole. See Question 13, page 32.

6. Less Likely to Have "Green Fleet" Programs in Place

Most leading companies do not have programs in place to reduce CO_2 emissions in their fleets. Only 2 of 7 leading companies have such programs in place, compared to 72% of the group as a whole. See Question 22, page 36.

7. More Likely to Incorporate Safety into Credo

Most leading companies have incorporated safety into their corporate credos. Six of 7 leaders have done so, compared to 42% of the group as a whole. See Question 28, page 39.

8. Less Likely to Review Phone Records After Collisions

Only one of the leading companies regularly reviews the driver's mobile phone records after a collision occurs. By comparison, 53% of the group as a whole have this practice in place. See Question 26, page 38.

9. More Likely to Ban Mobile Phone Use

Eighty-six percent of the leaders and of the group as a whole have written policies in place that restrict the use of mobile phones while driving on company business. The significant factor is that the leaders are more likely to ban the use of mobile phones altogether as opposed to allowing the use of hands-free phones. Five of the 6 leading companies with mobile phone policies in place ban mobile phones altogether (83%) compared to 43% in the larger group. See Question 25, page 38.

10. Do Not Track Off-the-job Collisions as a Metric

Please note that this result does not mean that leading companies do not pay attention to collisions that occur off the job. It simply means that they do not regularly track this as a metric. With that in mind, none of the leading companies track off-the-job collisions as a metric. By comparison, 33% of the group as a whole track this metric. See Question 13, page 32.

11. Share Lessons Learned After Collisions

All leading companies conduct collision reviews. By itself, this is not statistically significant as 83% of the group as a whole conducts these reviews. What is significant is that all of the leaders share lessons learned from serious collisions with the entire organization. See Question 6, page 29.

Question 1: Age of Program

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

Years program in place	Avg. All (36)	Avg. Leaders (7)
Average years in place	8.3	9.1

Question 2: Written Global Policies

- *Does your company have a specific, written, global policy in place to require the following?*

Policies in place	% Total (36)	% Leaders (7)
Collision reviews, for on-the-job collisions	81%	100%
Driver training for tenured drivers	75%	86%
Restrict or ban mobile phone use	86%	86%
Driver training for new hires	86%	71%
Remedial action for high risk drivers	75%	71%
Disciplinary action for DUI/DWI	72%	71%
Commentary drives	47%	57%
Periodic motor vehicle record checks for all drivers	75%	57%
Collision reviews, for off-the-job collisions	25%	29%
Deny employment based on high risk records	50%	29%
None of the above	0%	0%

Question 3: Driver Training Formats

- *Do you use the following formats to deliver driver training to your employees?*

Driver training formats	% Total (36)	% Leaders (7)
Classroom	75%	100%
Behind-the-wheel	83%	100%
Online	75%	71%
CD- or DVD-based	47%	43%
Video-based	39%	29%
Flash or other quick-hit training tips	31%	14%
Simulator	14%	14%
None of the above	3%	0%

Question 4 and 4.1: High Risk Drivers

- *Does your company classify drivers as high risk?*
- ***If yes,*** *what types of remedial action do you require drivers to complete if they are classified high risk?*

Drivers classified high risk	**% Total (36)**	**% Leaders (7)**
Yes	83%	71%
If yes above, remedial action includes:	**% Total (30)**	**% Leaders (5)**
Special coaching or counseling	67%	100%
Behind-the-wheel	80%	80%
Commentary drives	43%	60%
Online or other self-paced program	63%	20%
No remedial action is required	0%	0%
Other: Classroom training; black box placed in vehicle; HR disciplinary action; sign off on company safety policy; training tailored to violations/collisions; cost sharing for repetitive collisions; vehicle selection limits (small engine for speeders).		

Questions 5 and 5.1: 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 (36)**	**% Leaders (7)**
Yes	53%	57%
If yes above, commentary drives are conducted:	**% Total (19)**	**% Leaders (4)**
Periodic commentary drives with all drivers	89%	100%
For new hires	53%	75%
For high risk drivers	79%	75%
As part of the follow-up when collisions occur	58%	50%

Questions 5.2 and 5.3: Commentary Drives

- *In which countries do you have the most effective commentary drive programs?*
- *In which countries do you face the most challenges in trying to establish a commentary drive program? (Choose up to 3 countries.)*

Because few companies (12) responded to these questions, the table lists totals for each country chosen by at least one participant, and does not break out leaders vs. the group as a whole.

Most effective commentary programs	**Total Times Chosen (12)**
United States	12
Italy	3
United Kingdom	3
Canada	2
Mexico	2
France	2
Brazil	1
Germany	1
Japan	1
Republic of Korea	1
Most challenging commentary programs	**Total Times Chosen (12)**
Germany	4
United Kingdom	3
France	2
Greece	2
Italy	2
Pakistan	2
Argentina	1
Belgium	1
Japan	1
Morocco	1
Netherlands	1
Philippines	1
Romania	1
Russian Federation	1
Singapore	1
Spain	1
Vietnam	1
Ghana	1
United States	1

Questions 6 and 6.1: Collision Reviews

- *Does your company have a process in place to review collisions with the intent of identifying and addressing root causes?*
- ***If yes,*** *which of the following occurs after a collision?*

Collision review process in place	% Total (36)	% Leaders (7)
Yes	83%	100%
If yes above, reviews include:	**% Total (30)**	**% Leaders (7)**
Senior mgmt receives report on serious collisions	87%	100%
Lessons are shared throughout organization	70%	100%
Driver action required to prevent future collisions	63%	86%
Immediate manager reviews the collision	80%	71%
Special team/board reviews collisions	53%	71%

Question 7: Preventable vs. Non-preventable

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

Classify collisions preventable	% Total (36)	% Leaders (7)
Yes	61%	43%

Question 8: Deductibles

- *Does your company require people who drive company vehicles to pay a fee (sometimes called a deductible) when they are involved in collisions?*

Charge deductibles	% Total (36)	% Leaders (7)
No	53%	100%
Yes, for all collisions	3%	0%
Yes, but only for certain types of collisions	44%	0%

Questions 9 and 9.1: 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 (36)	% Leaders (7)
Yes	81%	57%
If yes above, policies include:	**% Total (29)**	**% Leaders (4)**
Motor vehicle record checks at least annually	69%	75%
Driver training prior to authorization	24%	50%
Remedial training if the driver becomes high risk	28%	50%
Driver training required periodically	21%	25%
Commentary drives	10%	25%
Revocation if the driver becomes high risk	55%	25%
None of the above	21%	0%

Question 10: 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 (36)	% Leaders (7)
Heavy Vehicles, GPS	11%	43%
Light Vehicles, Black Box	19%	29%
Medium Vehicles, GPS	8%	29%
Light Vehicles, GPS	14%	14%
Heavy Vehicles, Black Box	6%	14%
Light Vehicles, Video	6%	0%
Medium Vehicles, Video	3%	0%
Medium Vehicles, Black Box	6%	0%
Heavy Vehicles, Video	3%	0%
2/3-Wheel Vehicles, Video	0%	0%
2/3-Wheel Vehicles, Black Box	0%	0%
2/3-Wheel Vehicles, GPS	0%	0%
No monitoring devices in any vehicles	61%	43%
Not applicable	3%	0%

Question 11: 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 (36)	% Leaders (7)
Seat belts	97%	100%
Front air bags	89%	86%
Anti-lock braking system (ABS)	81%	71%
Electronic stability control	47%	43%
Daytime running lights	47%	43%
Side air bags	53%	29%
Helmets for 2- or 3-wheel vehicles	17%	14%
Back-up beeper	8%	14%
Tire pressure monitoring system	17%	0%
Back-up sensor	6%	0%
Navigation systems (GPS)	6%	0%
Blind spot sensor	0%	0%
Lane departure warning system	0%	0%
Adaptive headlights	0%	0%
Forward collision warning (auto braking)	0%	0%
Emergency brake assistance	0%	0%
DUI/DWI ignition lock	0%	0%
Not applicable	3%	0%

Questions 12 and 13: APMM and Other Metrics

- *How often do you track 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?*

APMM frequency	% Total (36)	% Leaders (7)
Monthly	36%	100%
Quarterly	28%	0%
Annually	36%	0%

Q12 and 13 (cont.)

Other metrics tracked	% Total (36)	% Leaders (7)
Most common types of collisions	78%	71%
Preventable vs. non-preventable collisions	56%	43%
Injury collisions	67%	43%
Percent of fleet in collisions	64%	14%
Extent of damage to vehicle	31%	14%
Cost of damage to vehicles	61%	14%
Fatal collisions	42%	14%
Lost productivity	11%	0%
Collisions outside of business hours	33%	0%
None of the above	8%	14%

Questions 14 and 15: Metrics Reporting and Severity Indices

- *To which of the following groups do you report the data points referred to in Q12-13?*
- *Have you developed a severity index based on data points in Q12-13?*

Data reported to	% Total (36)	% Leaders (7)
Senior management	92%	100%
Field management	64%	86%
Safety staff	81%	71%
Drivers	28%	57%
Fleet management	64%	43%
Severity index in place	**% Total (36)**	**% Leaders (7)**
Yes	19%	43%

Question 16: Common Types of Collisions

- *Of the following types of collisions, which are your company's most common types of collisions? (Choose up to 3 types.)*

Collision types	% Total (36)	% Leaders (7)
Other driver hits rear of vehicle	61%	57%
Your driver parking/backing	47%	57%
Your driver hits rear of another vehicle	58%	43%
Your driver collides with a stationary object	33%	29%
Other driver parking/backing	28%	29%
Your driver fails to observe clearance	6%	14%
Your driver loses control of vehicle	3%	14%
Other driver loses control of vehicle	3%	14%
Your driver fails to yield	8%	0%
Other driver fails to yield	6%	0%
Your driver skids or slides	3%	0%
Other driver hits and runs	3%	0%
Your driver hits and runs	0%	0%
Your driver hits a pedestrian	0%	0%
I do not know	11%	14%

Question 17: Collisions with Highest Injury Rates

- *Of the following types of collisions, which have the highest injury rates in your fleet? (Select up to 2 types.)*

Collision types	% Total (36)	% Leaders (7)
Your driver loses control of vehicle	17%	43%
Your driver hits rear of another vehicle	22%	29%
Other driver hits rear of vehicle	50%	14%
Other driver fails to yield	14%	14%
Other driver loses control of vehicle	8%	14%
Your driver fails to yield	6%	0%
Other driver parking/backing	3%	0%
Your driver collides with a stationary object	0%	0%
Your driver fails to observe clearance	0%	0%
Your driver hits and runs	0%	0%
Your driver skids or slides	0%	0%
Your driver hits a pedestrian	0%	0%
Your driver parking/backing	0%	0%
Other driver hits and runs	0%	0%
I do not know	25%	29%

Questions 19, 19.1 and 19.2: 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 (36)	% Leaders (7)
Yes	78%	100%

Q 19-19.2 (cont.)

Data points included in scorecard:	% Total (28)	% Leaders (7)
Collisions	93%	86%
Injury collisions	61%	57%
Fatal collisions	64%	57%
APMM	79%	57%
Driver training completions	39%	57%
Vehicle-related lost work day cases	32%	29%
Commentary drive completions	14%	29%
High risk drivers	21%	0%
Other: Costs of collisions (3) – includes cost as percent of revenue as well as general costs; percent of fleet in collisions (2); severity; mgmt sys Qs; incidents per million miles		
Frequency	**% Total (28)**	**% Leaders (7)**
Monthly	54%	100%
Quarterly	29%	0%
Annually	21%	0%

Question 20: 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 (36)	% Leaders (7)
Short, quick-hit electronic communications	69%	71%
Executive management presentations at meetings	61%	57%
Electronic newsletter	64%	43%
Hard-copy newsletter	36%	29%
CD/DVD	17%	0%
None of the above	6%	0%

Question 21: Outreach Programs

- *Which of the following types of ongoing, community-based outreach programs does your company develop or fund?*

Outreach programs in place	% Total (36)	% Leaders (7)
Directly fund/sponsor not-for-profit organization	19%	0%
Teen driver training or risk awareness	11%	0%
Children's risk awareness (in or around vehicles)	8%	0%
Driver training programs for customers	8%	0%
Senior driver training or risk awareness	0%	0%
We do not have ongoing outreach programs	78%	100%

Question 22 and 22.1: 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 (36)	% Leaders (7)
Yes	72%	29%
If yes above, program components include:	**% Total (26)**	**% Leaders (2)**
Evaluate/quantify greenhouse gas emissions	88%	100%
Add greener vehicles to fleet options	92%	100%
Set reduction goals	62%	50%
Case incentives	8%	50%
Educate drivers	65%	0%
Limit the use of 4x4s and SUVs	73%	0%
Vehicle upgrade incentives	15%	0%
Purchase greenhouse gas credits	4%	0%

Question 23: 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 (36)	% Leaders (7)
Driver training programs	14%	43%
Use of metrics	8%	29%
Senior management support	56%	14%
Strong policies	14%	14%
Field management support	6%	0%
Strong high risk program	3%	0%
Incentive programs	0%	0%

Question 24: 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 (36)	% Leaders (7)
Distractions	72%	71%
Intersection skills	36%	43%
Drowsy driving	17%	29%
Parking and backing	28%	14%
Safe mobile phone use	14%	14%
Bad weather driving	8%	14%
Pedestrian safety	3%	14%
Personal safety	11%	0%
Road rage	6%	0%
Braking skills	3%	0%
Vehicle maintenance	3%	0%
Night driving	0%	0%
Auto theft/carjacking	0%	0%
2/3-wheel vehicles	0%	0%

Questions 25, 25.1 and 25.2: 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?*
- *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 (35)***	**% Leaders (7)**
Yes	86%	86%
Which best describes policy	**% Total (30)**	**% Leaders (6)**
Ban the use on any type of phone while driving	43%	83%
Allow only the use of hands-free mobile phones	57%	17%
If a violation of policy occurs	**% Total (30)**	**% Leaders (6)**
Disciplinary action	70%	83%
Termination	30%	50%
Issue a warning	37%	0%
Conduct a commentary drive	0%	0%
No special action taken	20%	0%

* 1 company did not respond

Questions 26: Phone Records for 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 (36)**	**% Leaders (7)**
Yes, serious collisions only	36%	43%
Yes, all collisions	11%	43%
No	53%	14%

Question 27: Rate Senior Management Involvement

- *Please rate your senior management group's support for your fleet safety program on a scale of 1 to 10. 1 = low level, 10 = highly active and engaged, consistent over time.*

Rating	**Avg. All (36)**	**Avg. Leaders (7)**
Average rating	7.9	8.7

Question 28: Senior Management Demonstrations of Support

- *How does your senior management group demonstrate its support for your company's fleet safety program?(Choose all that apply.)*

Senior management support	% Total (35)*	% Leaders (7)
Speaks to safe driving in communications	58%	86%
Safety incorporated into company credo or vision	42%	86%
Speaks to safe driving during meetings	56%	71%
Asks for benchmarks	72%	57%
Recognizes leading fleet safety performance	47%	57%
Participates in driver training	31%	57%
Assigns high-level fleet safety champions	44%	29%
Involved in collision investigations	19%	29%
Suggests new programs or practices	25%	0%
None of the above	3%	0%
Other: Reinforce need for root cause analysis; support strong policies; reviews data periodically; cascaded communications; comments during operations reviews; share best practices; company-specific processes		

* 1 company did not respond

Question 29: Building Senior Management Support

- *How does the staff that is responsible for your fleet safety program maintain and build senior management's support?(Choose all that apply.)*

Building senior management support	% Total (36)	% Leaders (7)
Provide metrics to senior management	89%	100%
Meet with senior management to review progress	69%	71%
Organize messages for senior management to deliver	64%	71%
Define clear roles for champions	22%	14%
None of the above	3%	0%
Other: Sensitive drivers license issues have maintained involvement; awards programs; road safety committee		

Question 18: 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.)*

The question above was added to the survey this year with a dual purpose. One purpose was to determine how many participants are able to respond to questions regarding collision costs. Fewer than half of the participants (16) responded; two of these responses did not meet the criteria established in the question and were therefore disregarded. This left us with only 14 valid responses, or about 36% of participants. The 14 responses were within a reasonable range (about $1,900 to $3,100 per collision); participants reported an average of $2,482 per collision.

Bent metal	Avg. Total (13)
Average dollar amount	$2,482