

Recommended Good Practice for



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Disclaimer

The aims set out in this document and related activities shall be compliant with all applicable legal requirements, including competition laws and regulations, whether related to standard setting activities or to other competition law requirements, guidelines, or practices. In particular, the document drafting process has been open, transparent and non-discriminatory. Internal and external stakeholders have been consulted during the development of this document.

INTRODUCTION

Background

Driving related incidents are the single largest cause of fatalities among Cement Sustainability Initiative (CSI) member companies. During 2007 and 2008, over 200 employees, contractors and third parties lost their lives in driving-related incidents. Over 60% of these fatalities occurred off-site and about 40% on-site. Considering that CSI activities are expected to increase around the world in coming years, this number may rise if effective actions are not taken.

Considering this background, the CSI Safety Task Force has developed this Recommended Good Practice on Driving Safety ("Good Practice").

Mission for Driving Safety

CSI member companies are committed to eliminating driving-related injuries and fatalities. We believe that this can be achieved by implementing the Good Practice

outlined in this document, which have proven effective in reducing road incidents within and outside our industry.

Scope

The scope of this document includes heavy vehicle transport and light vehicle (e.g., company cars) activities of CSI Members.

However as a majority of fatal road incidents within the industry involve heavy vehicles and their drivers, the focus in this document is on heavy vehicle transport activities.

Contracted transport is covered in Appendix 2.

Applicability

The Good Practice in this document apply:

- To all cement and non-cement activities (aggregates, readymix, asphalt, etc.)
- To all company vehicles and drivers and
- *Indirectly to all contractor and sub-contractor vehicles and drivers operating on
 - company roads and premises, and
 - public roads and in public areas on company business

*The CSI aspiration is that, where appropriate and relevant, contract driving companies should implement similar good practices for driving safety within their companies, as described in Appendix 2. This document references, and is complemented by, the general principles of the *CSI Recommended Good Practice on Contractor Safety Management*, which focuses on eliminating fatalities and injuries among contractors.

The Good Practice outlined in this document does not apply to vehicles used for private purposes; however similar practices are strongly encouraged.

Implementation

CSI member companies should adopt the Good Practice as soon as practicable throughout all their regions of operation and activities, and seek to have it fully implemented within an overall 5-year timescale.

CSI member companies should provide annual updates on the implementation progress of the Good Practice (e.g., % implementation, or number of regions now covered) within their existing public CSR reporting.

Approval

This document was approved by CSI member company CEOs in October 2009.

About the CSI

The Cement Sustainability Initiative (CSI) is a global effort by 18 leading cement producers, with operations in more than 100 countries. Collectively, these companies account for about 30% of the world's cement production and range in size from very large multinationals to smaller local producers. All CSI members have integrated sustainable development into their business strategies and operations, as they seek

strong financial performance with an equally strong commitment to social and environmental responsibility. Over its 10-year history, the CSI has focused understanding, managing and minimizing the impacts of cement production and use by addressing a range of issues, including: climate change, fuel use, employee safety, airborne emissions, concrete recycling and quarry management. www.wbcscement.org

PART A

SAFETY ELEMENTS FOR DRIVERS

This section outlines safety good practices for drivers that should be adopted by CSI member companies. These may be supplemental to the requirements of local legislation and/or local site rules. In the event of any conflict or contradiction between these elements and local legislation/local site rules, the applicable law/site rule must be followed, with the intention of at least meeting the equivalent of the Good Practice.

1. Staying Alert and Preventing Fatigue

Drivers are appropriately rested and alert when operating the vehicle.

2. Drugs and Alcohol

Drivers are not under the influence of alcohol, drugs or any other substance or medication that could impair their ability to safely operate the vehicle.

3. Seatbelts

All vehicles are fitted with a seatbelt for each occupant.

4. Passengers

Drivers do not accept passengers on company business unless authorized by the company.

5. Loads

Loads carried by vehicles are safely secured and within the weight limits specified by the manufacturer or within the national legal limit if more restrictive.

6. Respecting Road Rules and Road Signs

Drivers are familiar with and respect vehicle codes, laws and regulations in the locations in which they operate the vehicle, including those places where only occasional travel is anticipated.

7. Mobile phones and two-way communication devices

Use of hand-held mobile phones when driving a vehicle is prohibited where practicable. This includes text messaging.

8. Highly Visible Drivers and Vehicles

Drivers wear hi-visibility vests/clothing when working directly outside or adjacent to moving vehicles. Vehicle lights are on while driving at all times where legally permissible.

PART B

SAFETY ELEMENTS FOR MANAGERS

This section outlines safety good practice for managers that should be adopted by CSI member companies to improve long-term driving safety performance.

1 Leadership and Accountability

Leaders at all levels of the company visibly and personally demonstrate their commitment to managing all aspects of operational safety. For driving safety, there is a clear definition of role, responsibility and accountability to nominated individual managers down through the management structure.

2 Driver Qualification and Selection

Anyone required to perform work that involves driving is qualified, fit and capable of driving safely according to established criteria.

3 Driver Training and Assessment

All drivers who drive on company business receive initial driving (induction) training where necessary, together with ongoing training based on risk assessment. For high-risk environments and specialized vehicles, appropriate additional training is also provided.

4 Vehicle selection and specification

The right vehicle is selected for the task, taking into account type and duration of the journey for both the driver and the vehicle. This will ensure that transport activities are carried out effectively with minimum risk to the driver, to the load and to other road users.

5 Vehicle Maintenance and Servicing

Companies ensure that all vehicles are in a roadworthy condition and are regularly assessed as part of a planned maintenance program.

6 Vehicle Pre-start Checks

A system is in place for routine checking and inspection of vehicles, stating the checks and inspections that are needed, at what frequency and by whom.

7 Vehicle Data Recorder Systems (VDRs or Black Boxes)

Companies or businesses that have driver behavior issues or who operate in high-risk geographies consider fitting company-owned, contracted or rented vehicles with an approved In Vehicle Monitoring System (IVMS) or Vehicle Data Recorder (VDR). This produces journey data to be analyzed and fed back to the drivers and supervisors.

8 On-site Road and Traffic Management

A road traffic management plan is in place on all company premises where driving is required to separate people from moving vehicles.

9 Journey Hazard Management

Journeys on public roads in specific high-risk countries especially at night or during inclement weather are assessed and risk control plans put in place if required.

Appendix 1 GUIDELINES ON IMPLEMENTING SAFETY ELEMENTS

Part A: Management Guidelines on Implementing Safety Elements for Drivers

These recommended guidelines outline management systems to help ensure the safety elements for drivers are followed effectively:

1. Staying Alert and Preventing Fatigue

Drivers do not operate a vehicle unless they are appropriately rested and alert.

Drivers are responsible for reporting for duty appropriately rested. The company informs drivers on how to identify driver fatigue and alertness problems and means of addressing them.

 Companies ensure that reward mechanisms do not incentivize drivers to drive excessive hours, which could lead to driving while tired or fatigued.

2. Drugs and Alcohol

Drivers do not operate a vehicle while under the influence of alcohol, drugs or any other substance or medication that could impair their ability to safely operate the vehicle.

Drivers follow this guidance consistent with local regulations and their company's general requirements related to Drugs and Alcohol.

3. Seatbelts

All vehicles (owned, contracted or rented) are fitted with seatbelts for each occupant.

Drivers and passengers of any vehicle use seatbelts at all times the vehicle is in motion.

The use of seatbelts is a recognized method of offering protection to vehicle occupants in the event of an accident. Therefore it is the driver's responsibility to ensure that all passengers wear their individual seatbelts whenever the vehicle is in motion.

 Taxis and buses / coaches not fitted with seatbelts are only used where no alternatives exist. To minimize the risk, front passenger seats (close to the windscreen) and seats in buses adjacent to doorways, are not occupied unless seatbelts are fitted.

The use of devices that stop, loosen or modify the proper functioning of seatbelts is forbidden.

In vehicles equipped with sleeper berths, if the berth is to be used while the vehicle is in motion, some form of approved restraint is provided and used at all times the vehicle is in motion.

4. Passengers

Drivers do not accept passengers on company business unless authorized by the company.

5. Loads

Loads carried by vehicles are safely secured and within the weight limits specified by the manufacturer or within the national legal limit if more restrictive.

6. Respecting Road Rules and Road Signs (on-site and off-site)

Drivers are familiar with and respect vehicle codes, laws and regulations (i.e., speed limits, stop signs, etc.) in the locations in which they operate the vehicle, including those places where only occasional travel is anticipated.

7. Mobile phones and two-way communication devices

Use of hand-held mobile phones when driving a vehicle is prohibited. This includes text messaging.

Passive listening and response to operational emergencies using hands-free devices, two-way radios or "Citizen Band" (CB) radios may be allowed; however, their use is kept to the minimum necessary in order to communicate and control the hazards and risks of the journey being undertaken.



Mobile telephones are a distraction and significantly increase the risk of a vehicle incident. The CSI recognizes that while hands-free devices are legally permitted in many countries, distraction caused by conversations still impede alert driving behavior. Member companies are encouraged to prohibit all mobile phone use while driving, including use of hands-free devices.

8. High-Visibility – Drivers and Vehicles

Drivers wear high-visibility clothing when working directly outside or adjacent to moving vehicles.

Wearing of high-visibility clothing applies to work on roadsides, in quarries, on construction haul roads, and mobile equipment at worksites.

High-visibility clothing in good condition is a form of traffic management control that provides advance warning to other road users that drivers are on, or near, the road.



High-visibility clothing complies with requirements for day or night use, i.e., a combination of fluorescent and retro-reflective material.

Drivers have lights on at all times where legally permissible.

Driving with lights on during the day helps reduce the incidence of crashes by improving vehicle visibility. For lights to be used as daytime running lights, they should be bright enough to attract attention and to increase awareness of oncoming vehicles but not so bright as to cause glare.

Part B: Guidelines on Implementing Safety Elements for Managers

1 Leadership and Accountability

Leaders at all levels of the company visibly and personally demonstrate their commitment to managing all aspects of operational safety. For driving safety, there is a clear definition of role, responsibility and accountability to nominated individual managers down through the management structure:

- CEOs and Executive Committees

The first and most important requirement to ensure sustainable and lasting success of all safety programs, including these safe driving guidelines, is the visible leadership, commitment and involvement of CEOs and Senior Executives.

- Senior Line & Logistics Managers

Responsibility and accountability for the implementation of these recommended good practices lies with Senior Line and Logistics Managers

- Health & Safety Function

The H&S function supports, coaches, challenges and works closely with managers for this initiative's success. However, implementation is the responsibility and accountability of line management.

2 Driver Qualification and Selection

Drivers are qualified, fit and capable of driving safely according to established criteria. The qualification process:

- Assures that the applicant holds the appropriate class of legal license for the vehicles (plus trailers) that the person is expected to drive or operate (mobile equipment)
- Explores the past accident or prosecution history before selection for interview
- Assures applicant's health, eyesight and fitness to drive
- Assures applicant's references are sound and driver's license is valid
- Assesses driving competence and attitudes at the recruitment stage
- Tests the driver's knowledge of the local rules of the road, or Highway Code where available

3 Driver Training and Assessment

All drivers who drive on company business receive any necessary initial driving (induction) training, together with ongoing training based on risk assessment. For high-risk environments and specialized vehicles, additional training may also be needed.



To support implementation, it is recommended that any heavy vehicle driver who drives more than 16,000km (10,000 miles) per year on company business (or pro-rata mileage for any part of a year) be trained and assessed as per the CSI guidelines, based on risk assessment.

A mobile plant operator who, as part of their job, drives for more than 15% of working hours (or pro-rata time for any part of the year) also follows the training and assessment guidelines outlined.

Driving training includes the following:

- Review of company policies and standards related to driving
- Review of lessons learned from past incidents and accident trends
- Defensive driving techniques (safe travelling distance, eye movement and focus length, anticipation, braking)
- Journey risk management techniques
- Tiredness and fatigue prevention
- Effects of medication and substance abuse
- Vehicle restraint systems (seatbelts) and safety equipment
- Pre-trip checks and proper seating position
- Local driving hazards (including personal security), regulations and culture
- Assessment of driving skill and behavior, based on incident records.

The need for refresher training and assessment is based on a driver's performance and risk assessment, with refresher training programmed at appropriate intervals following initial training. If unsatisfactory driving skills and behavior do not improve through training and coaching, drivers are taken off driving duties.



The quality of the training provider and course content meets the needs and expectations of the CSI member company. CSI members:

- Use a qualified internal trainer or one accredited by a recognized body
- Input into the training course and content so that it meets their specific needs
- Regularly review the standard of training to improve course quality and relevance

4 Vehicle selection and specification

Selecting the right vehicle for the task (taking into account type and duration of journeys for both driver and vehicle) will ensure that transport activities are carried out effectively with minimum risk to the driver, to the load and to other road users.

Three-point integrated seatbelts for all vehicle occupants are fitted and used (see Driver Safety Element 3) and reflective vests are available and used (see Driver Safety Element 8).

The following minimum equipment should be installed and securely fixed, where practical / possible, on **light vehicles** purchased as of 1 January 2010:

- Head rests (all seats)
- Air bags (at least for driver)
- Driver and passenger side-mirrors
- Anti-lock brakes



CSI member companies restrict use of employee private vehicles for company business unless the vehicle is compliant with the good practice above.

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Subject to the nature and requirements of the journey, companies are recommended to consider the following additional safety equipment for the vehicle and to train drivers in their use to help them better manage and deal with hazards and emergencies:

- Fire extinguisher (where deemed appropriate)
- First-aid kit and flashlight/torch
- Suitable spare wheel and tire
- Tool kit and vehicle spare parts (bulbs, fuses, fan-belts)
- Warning triangles

The following minimum equipment is installed on new **heavy vehicles** (over 3.5 tonnes) purchased as of 1 January 2010, and existing vehicles are upgraded and prioritized as per company risk and cost evaluations:

- Left and right-hand wing mirrors, and convex mirrors for blind spots (Note: refer to latest EU regulations for wide-angle blind spot mirrors on all new vehicles)
- Air bags (at least for the driver)
- Anti-lock brakes
- Reversing audible alarm system (all vehicles with limited rear visibility)
- Wheel chocks (for routine loading or discharge operations)
- Tachograph (device that records the distance and time traveled by a vehicle)
- Rubber pads on all pedals (e.g., clutch and brake) to prevent slippage
- Rear under-run protection to protect against damage from rear end collision and to prevent contact by a vehicle colliding with the chassis rails (for vehicles greater than 12.5 tonnes)
- Tires that comply with statutory minimum tread depth (no retread tires on steer axles)
- Cargo stowage devices so that equipment is not free to move around in the cabin (e.g., jacks and tools)
- Mudguards and mud flaps
- Warning signs for cyclists where practicable
- Covers for load-bearing area when on public roads, to minimize dust and debris releases

Where a risk assessment demonstrates that the risk of rollover due to terrain, vehicle type or work conditions is higher than normal, a properly engineered rollover protection device is installed (internally or externally). Where legal requirements for rollover protection are more stringent, they must be applied.

Loose items that might cause injury in an accident are not carried in the passenger compartment of any vehicle. Any vehicle with non-segregated storage is equipped with a cargo net or equivalent to separate the storage area from the passenger area.

Where legally required (for example in South Africa), highly reflective tape is bound around the vehicle body to improve night visibility.

5 Vehicle Maintenance and Servicing

CSI member companies ensure that all vehicles are in a roadworthy condition. As well as reducing the risks of danger on the road and of vehicle breakdown, a well-maintained vehicle will operate more efficiently and economically.

Companies provide a planned approach to vehicle maintenance, including daily and weekly checks by the driver, and planned maintenance programs with clear standards and minimum periods between services. Where legally required, vehicles undergo inspections by government bodies and are issued with valid inspection certificates.

Maintenance is regularly assessed and documented to ensure it is of high standard. This includes ensuring quality replacement parts used on company vehicles, particularly for safety-critical elements such as brakes or tires, and monitoring of the durability of parts and any vehicle defects, so problems and trends can be identified in order to upgrade vehicles, components or maintenance regimes accordingly.

“In-house” servicing and maintenance is only undertaken by people trained, qualified and licensed to do so and in designated maintenance areas. Reference should be made to the vehicle manufacturer’s service handbook.

 CSI member companies prohibit the undertaking of any “amateur” maintenance on their sites, either by their own drivers or by contractor or customer drivers.

Any emergency repairs undertaken by others are promptly reviewed and approved by a licensed mechanic at the earliest opportunity.

6 Vehicle Pre-start Checks

Vehicles need to be routinely checked and inspected. A system is in place stating the checks and inspections that are needed, at what frequency and by whom. Records are kept and available for management review as needed.

Pre-start checks are a requirement for all companies to ensure the vehicle is in a roadworthy condition before the journey begins. The pre-start checks are carried out by the designated vehicle driver prior to each major trip, or daily if the trip is more than 24 hours long.

The pre-start check is a visual check of:

- Wheels and tires (e.g., wheel nuts and tread depth)
- Lights and reflectors
- Windows, mirrors and wipers
- Horns
- Structure, bodywork and fluid systems
- Brakes and hand-brakes
- Steering condition

The pre-start check is conducted in good light so potential faults or defects are not missed. The driver should correct any minor issues (e.g., topping up of fluid levels) as well as completing a vehicle checklist to report any faults. Safety-critical defects, for example brake failure, are reported and the vehicle is taken out of use immediately and not driven until defects are rectified. To facilitate this:

- Mechanics and drivers are required to report vehicle defects

- A vehicle “lock-out, tag-out” system is implemented for all defective vehicles to ensure people are able to identify a vehicle as “out of service”.



It is recommended that a management system be in place to ensure that pre-start checks on company vehicles are being carried out. This ensures that anything missed during drivers’ checks is identified.

7 Vehicle Data Recorder Systems (VDRs or Black Boxes)

Companies that may have driver behavior issues or who operate in high-risk geographies (e.g., parts of Africa), should consider fitting vehicles with an approved In Vehicle Monitoring System (IVMS) or Vehicle Data Recorder (VDR) that produces journey data to be analyzed and fed back to the drivers and supervisors.

Such journey data is recorded against a driver identification number or key, the speed, any harsh acceleration or deceleration, route taken, kilometers or miles driven and driver hours.

Data management systems include the following:

- Procedures to ensure monitors are installed, working properly, secured against theft, and have alarm levels consistent with local driving conditions
- Data from the monitors is downloaded, analyzed and communicated to provide individual driver performance feedback for improvement and skills development

A risk-based methodology may be followed to phase in and set the pace of introducing VDR systems in certain fleets and business operations.

8 On-site Road and Traffic Management

A road traffic management plan is in place on all company premises where driving is required to separate people from moving vehicles.

The following controls are in place at company sites:

- **Circulation/traffic/route plan** – suitably marked at site entrance
- **Signage** – clear and suitably marked traffic patterns, road rules (Yield/Give Way), site rules (PPE requirements), site office location, speed limits, turning and parking areas, prohibited areas
- **Speed** – vehicle speed should be clearly posted at all locations on-site and should be appropriate for site conditions
- **Lighting** – appropriate lighting on traffic routes, pedestrian routes, walkways, and parking areas to improve visibility and security for people and their vehicles
- **Parking/Drivers rest areas** – clearly designated, signed and distanced away from main routes and dangerous areas. Vehicles should be required to reverse park into parking designated parking bays. Every effort should be made to park the vehicle so the first move is forward when leaving any parking space.
- **Pedestrian areas** – safe pedestrian zones and walking routes should be clearly signed and marked to separate people from moving vehicles at all times

- **Edge protection** – edge protection constructed of quarried materials should be either 1.5m high or the rolling radius of the largest tire – whichever is greatest. A boulder-faced edge should be of equal height to the diameter of the largest tire and backed with scalplings. Higher berms should be installed where it is likely that a vehicle may go through the edge protection.
- **Roadways (Aggregates sites)** – for single lane (one-way) traffic, the lane should be 2.5 times the width of the widest vehicle. For double lane (two-way) traffic, the lane should be 3.5 times the width of the widest vehicle. This increases to 4 times the width of the widest vehicle at bends and corners
- **Right of Way** – all traffic at all times should give way to larger trucks and loaders (irrespective of whether the truck is being loaded or not)
- **Reversing – mitigate the need to reverse** by using one-way systems or designated turning areas. Where reversing is necessary, the activity should be risk assessed and appropriate control measures put in place, including:
 - Fitted lights, convex mirrors, CCTV, audible reverse alarms and (optional) back-scan radar systems (Ultrasonic reversing sensors may be used).
 - Reversing areas designed with adequate space and edge protection
- **Communication** – establish a clear communication system and protocols to avoid the need for people to be among moving plants.
- **Awareness and Training** – orientation and safety training for employees, contractors, clients and other site visitors should include information regarding the site circulation plan and other site-specific traffic safety rules:
 - Seatbelts to be worn at all times
 - No unauthorized on-site truck maintenance
 - No sleeping under or around parked vehicles
 - Use of audible ear-phones such as iPods or MP3 players is prohibited



Make it clear to everyone entering company premises (employees, contractors, clients and service providers) that driving in the workplace requires the same or a higher standard of care as on public roads.

9 Journey Hazard Management

The risk of a road accident is higher when drivers and vehicles travel on the road for longer, especially in hazardous or dangerous environments in developing countries. It is recommended that all CSI member companies review their overall logistics strategy and consider whether changes in transport mode, vehicle type or the supply and delivery system can reduce exposure to the risk of driving on roads without impacting its overall business performance.

Where the journey is necessary, all risks are assessed, particularly risks associated with long-haul journeys, night-time driving, use of higher-risk routes and areas, weather conditions, etc. Where appropriate, a Journey Management Plan, guided by the risk assessment, is put in place, and the journey planned to ensure safe working hours are maintained.

The Journey Management Plan ensures that:

- A journey manager is identified (e.g., shift supervisor)

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- A pre-trip briefing is held between the driver and shift supervisor to discuss any changes regarding: routes, stops, hazards, loads, people and contingency plans for en-route emergencies (e.g., breakdown procedures)
- The route is clearly defined and mapped
- Potential driving hazards, especially dangerous intersections, are identified in advance, taking into consideration terrain, time of day, weather, known dangerous zones (black spots), speed limits, holidays (especially when these may involve fasting or abuse of alcohol)
- Appropriate vehicles are assigned for the journey considering identified hazards
- Only qualified drivers are assigned possessing valid certification for the type of vehicles to be used
- Appropriate means of communication between driver and journey manager are available and a communications protocol agreed (e.g., communicate to the destination or maintain control with the vehicle if managed from the point of origin)
- Vehicles are inspected prior to commencing the journey (see Pre-start Checks)
- Rest-stops are scheduled
- An estimated destination arrival time is given and people at the destination informed. They should activate a contingency plan if the driver does not arrive at the estimated time
- All trips during hours of darkness or times of reduced visibility should be systematically reviewed for risk and be subject to formal management approval before they begin. Risk assessment should consider the risk of blowing snow, dust, smoke, fog, heavy rain, security threats and local driving requirements
- Drivers are physically and mentally fit, giving particular attention to past hours worked, past amounts of sleep, time of day
- The driver clearly understands his responsibility to report completion of the trip to the journey manager or scheduler

When parking, every effort is made to park the vehicle so the first move taken when leaving the parking space is forward. Before starting the vehicle, the driver checks that no people are sleeping, resting or lounging under or around the vehicle.

When scheduling new journeys, the company consults with drivers and encourages the continual feedback with them to help identify and mitigate all known and potential journey risks.

Where situations dictate, companies work with local agencies or authorities to help improve the safety of the road network and road signage.



It is essential to remember that managers, schedulers and staff should not pressure or authorize any driver to rush or take unacceptable risks.

Appendix 2 GUIDELINES ON TRANSPORT CONTRACTOR MANAGEMENT

In many operations the use of contractors to transport products and materials may be a significant risk in the organization. Off-site transport by contractors can present significant challenges in terms of safety management control, which nonetheless should be actively addressed, as contractor transport can involve contractor and third party fatalities and injuries.

The CSI believes that everyone's safety will improve if contract driving companies implement similar good practices for Driving Safety within their companies within the same 5-year overall timescale.

While it is clearly the responsibility of the Contractor to implement these in his fleet and activities, the CSI member company should encourage contractor adoption of this Good Practice as part of the driving contract management, provided such encouragement will not interfere with local contract law nor create any potential liability for the CSI member company.

Specifically, it is recommended that CSI member companies ensure:

- Contract Driving Safety is included as part of the contractor pre-qualification
- Contract Driving Safety is embedded in the contract definition and award phase
- Contract Driving Safety is part of the pre-commencement phase risk review
- Contract Driving Safety is regularly reviewed during contract implementation
- Contract Driving Safety is included as part of the post-contract review.

The above process steps are aligned with the *CSI Good Practice on Contractor Safety Management* document, in which more detail on Contractor safety management can be found.

When assessing a contractor's suitability to provide transport services, CSI members may work with key support groups within their organizations such as Legal and Procurement. These groups can support business to include driving safety expectations, performance and assurance requirements in contract negotiations, to develop or amend contracts and to provide coaching and guidance where recognition of risk is required.

Recommended criteria for the selection of contractors and transport service providers:

- The contracting company has a driving safety policy in place that:
 - Requires compliance with relevant legislation
 - Is appropriate to the nature and scale of the organization's risks
 - Considers the client's specific requirements
 - Demonstrates commitment to improving driving safety performance
- The contracting company has a process for managing driving safety:
 - Drivers are trained, certified and medically fit to operate the vehicle
 - Drivers are rested and alert
 - Vehicles are inspected and faults rectified
 - Emergency response procedures are in place for vehicle incidents
 - Risks of journeys are assessed and appropriate controls taken
 - Driver performance is appropriately addressed (rewards / sanctions).

Appendix 3

GLOSSARY OF TERMS

Contractor	Individuals, firms or corporations contracting for a CSI member company for performance of specified work, either on a short-term (specific job) or long-term basis (such as drivers or maintenance crews)
CSI Company	A company that is a member of the CSI
CSI Company Premises	Any site or location that is owned or operated by or for a CSI member company.
Driver Training	Formal training program to ensure drivers are qualified and competent to operate a class of vehicle. Programs involve a combination of in-class theory and on-road practical assessment.
Driver	Persons who are operating a vehicle in relation to company business
Edge Protection (Aggregates sites)	Edge protection can be purpose built crash barriers or made from suitable materials such as scalplings. Boulders on their own are not suitable as edge protection but they can be used to delineate haul roads around flat areas of the quarry. Edge protection should be a minimum of 1.5m (5 feet) or the radius of the wheel i.e. half the diameter of the wheel or the axle height whichever is the larger. The front profile of the edge protection should be made so that the vehicle will not drive up and over.
Employee	A person directly employed by a CSI member company. May be full-time, part-time or temporary employee.
Heavy Vehicle	Any vehicle greater than 3.5 tonnes of fixed chassis or articulated trailer. Includes off-site delivery vehicles such as cement mixer trucks and bulk cement carriers and on-site road haulage vehicles such as dumper trucks and wheel-loaders, either company-owned or contracted.
Journey Risk Management Plan	A management system to ensure all applicable journeys are assessed, appropriately risk minimized, documented and implemented.
License	A legal, documented, personal identification authorising the named person to drive designated classifications of vehicle on stated on-road or off-road locations.
Light Vehicle	Vehicles (including mini-buses) not greater than < 3.5 tonnes. Includes passenger cars and vans used on company business and non-company vehicles contracted to make deliveries between sites or to company sites.
Public Road	A road accessible to the public, but outside a controlled site
Rented (Hired) Vehicle	A rental (or hire) vehicle is a vehicle that is not owned by the company, which is rented or hired for a specific period of time. This includes short and long-term leases for light vehicles. This includes company-sponsored novated leases.
Tachograph	A device that combines the functions of a clock and a speedometer . Fitted to a motor vehicle, a tachograph records the vehicle's speed and whether it is moving or stationary. It can also be used to record driving hours of a vehicle (<i>Note – Tachograph is not be confused with a Tachometer which is an instrument used to measure the rotation speed of an engine or motor</i>).

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Two-Way Communications Device	A two-way communications device is any device used for electronic communication between two or more persons; this includes mobile phones (cell and satellite), personal digital assistants, two-way radios, and text messaging devices.
Two-Way Radios	A device, other than a mobile phone, used for remote two-way communications.
VDR (Vehicle Data Recorder)	A mechanical and/or electronic recording system which records the following key driving performance information for individual drivers: <ul style="list-style-type: none">• Driver's driving hours.• Speed.• Harsh Acceleration.• Harsh Deceleration. It is considered that most "Tachographs" will meet these minimum requirements.
Wheel Chocks	Wedges of sturdy material placed behind a vehicle's wheels to prevent accidental movement. Chocks are placed for safety in addition to setting the brakes. The bottom surface is sometimes coated in rubber to enhance grip with the ground. Automobiles usually have parking brakes on the rear wheels. If the rear axle is jacked off the ground with only the parking brake set, the vehicle may roll on the front wheels and fall. Chocking the front wheels prevents this mishap
Working Hours	All paid hours on company business, inclusive of work breaks



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