



TNT EXPRESS FRANCE

1. Organisations involved

TNT Express France

2. Description of the case

2.1. Introduction

TNT Express France is part of the global TNT group, with its headquarters in the Netherlands. The company is the leader in France for express deliveries to businesses and a major player in private party deliveries. The company was founded in 1946 in Australia.

The French company handles 350.000 packages and letters daily (within France and to more than 200 other countries). It offers numerous standard express shipping options and also provides a range of custom delivery services.

The TNT Express France network supports 120 distribution platforms, sorting centres and warehouses within the country as well as a unique fleet of transportation resources using 620 road routes and 14 air links each day.

TNT Express France currently employs 5,000 people. The French subsidiary is based in Lyon. It is a wholly owned subsidiary of the TNT group, which is a world leader in express mail and package delivery.

TNT Express France fleet of 786 motor vehicles includes 234 commercial delivery vehicles and 552 business use vehicles that cover thousands of kilometres each day.

As professional road operators and constant users of France's road system, road safety is a primordial consideration for TNT. The company is permanently concerned with the safety and lives of its employees.

In TNT Express, the commitment of employees in the enterprise is a core value. Eric Jacquemet, CEO, believes in the involvement of managers to develop the values of the company, including health and safety at work. According to this TNT France gives priority to internal promotion and thus tries to assure the internal health and safety culture from the starting point. Eric Jacquemet argues that a key success factor for good management is the interest in knowing the employees. For him, the divorce between some companies and their employees is "a form of dehumanization of social relations in businesses". He emphasises that it's important not to focus solely on numbers when measuring performance but always to have the single employee in mind. The journey of Eric Jacquemet who is a former commercial who went through all the posts before reaching his current position in TNT, probably accounts for much of the very human approach to management.

Since 2001, TNT Express France has been committed to eliminating road traffic accidents and in eight years has been able to cut the risk of bodily harm to each employee over the course of their careers by 25%. Nonetheless, TNT is aware that progress in the area of road safety is attainable only through collective action on a permanent basis, and seeks to imbue road safety instincts at all levels of management in order to ensure that all employees are involved in implementing the process.

The social policy of the company includes respect for diversity and gender as well as political commitment to risk prevention. Everything is done so that the internal climate is the lever of the involvement of everyone. This seems to work as the last social barometer of the company revealed a satisfaction rate of 86%.

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In October 2009, Eric Jacquemet, CEO of TNT Express France, personally undertook to continue the efforts pursued for eight years at TNT to reduce road accidents and to protect the company's employees.

With the signing of the 2009-2012 Road Safety Charter¹ in September 2009, alongside 19 other major companies and professional federations of the Rhône region, a strong message was sent to all company employees that log thousands of kilometres daily, whether they drive delivery or other vehicles for the company.

For TNT Express France, this charter formalises a long-standing process of the company.

2.2. Aims

The objectives of the company's preventive policy are listed below:

- Make road safety an essential topic at all levels of the company.
- Reduce the number of accidents
- Reduce the severity of accidents involving bodily injury
- Make drivers with several accidents on record aware of their possible responsibility.

2.3. What was done, and how?

Road accidents represent a full-fledged risk to the company, which must be analysed, evaluated and controlled in the best possible manner. The primary objective of such a process is to preserve and protect the physical safety of the company's employees while retaining the high level of efficiency that the delivery process requires.

As from 2001, in view of accident rates within the company and the risk faced by staff, TNT has been committed to a process of identifying and analysing road risks.

1. Global prevention policy

TNT set up a Health-Safety-Environment department (HSE). The role of the department is three-fold and is centred on accident research: it analyses accidents and conducts regulatory monitoring, it has an operational function that integrates occupational risk analysis and it maintains constant contact with the administration department of the company. Specifically, HSE operates through a team that ensures accident prevention within the regions, incorporating an expert in the area of hazardous materials transportation.

TNT's HSE policy is grounded in a management system of the various aspects of health, safety and environment including the company commitments, objectives and targets. The management system aims chiefly at coordinating the actions of all actors in the company involved in this process. This means coordinating managers, technical experts in the regions, trade unions, and the Hygiene, Safety and Working Conditions committees (CHSCT²).

Thus, occupational risks are analysed on each site at regular intervals, then guidance is provided for local prevention actions and to supplement nationwide accident prevention events.

¹ This charter was drawn up following the recommendations of the *Club Entreprises Rhône*, sponsored by the *Préfecture* of the Rhône region, whose objective is to promote road safety within member companies by means of action to reduce accidents in professional life. Note: Nationally, one fatal work-related accident out of two is a road accident.

² CHSCT is a representative body of the employees within the company focusing on the working conditions and health and safety in the company.

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All information concerning HSE subjects is discussed during management and departmental meetings and in working group meetings held with the social partners.

One of the priority areas for the programme is training and informing workers on their jobs. The basic HSE training package includes general accident prevention training as well as more specialised training modules for each type of work..

All recommendations for using company equipment are continually reminded to everyone, both through prominent display of posters on the premises and on the company's intranet system. Further guidelines are provided on what to do when colleague has been hurt, on how to handle a fire that has just started and on how to deal with risks such as slippery surfaces, falling objects, etc.

2. Specific road prevention policy

An identification process was deemed specially in order to initiate action on the causes of traffic accidents and to reduce them. After completing the identification and analysis phase, TNT management validated a prevention plan for road accidents.

TNT did not limit itself to drawing up a prevention plan for road risks. It decided to incorporate road risk prevention into its Health-Safety-Environment prevention policy, thus underscoring the company's resolve to make road risk prevention a priority. The primary measure implemented by this plan is the creation of a road safety working group and of a preventive/remedial process to identify and assist employees involved in multiple accidents.

A five-year training plan is recommended for all TNT drivers. It is called the Good Driving Itinerary and it combines classroom training on road risks, driving manoeuvres and environmentally conscious driving, with road practice, incorporating simulated driving tests and a road training course.

Road safety working group

A road safety working group was established, involving several departments in the company, with the assignment of analysing results and using them to determine priorities for achieving progress and objectives. The Road Risk Prevention Plan has been guided since 2004 by this working group made up of the following departments within the company: HSE, Purchasing, Human Resources/Training, Marketing/Sustainable Development and the Legal and Insurance Departments. The working group is chaired by the Insurance and Risk Management Department Manager. Thus it's ensured that all measures recommended by the group are directly communicated to the management and an effective way of communication is guaranteed. The principal actions identified by the working group - the most attractive options - are addressed in the Management Committee. Also, some Road Safety meetings may include members of the Management Committee, on an occasional basis, depending on the issue at hand.

The working group meets three to four times per year. It reviews the company's results in the area of traffic accidents, analyses the accidents, identifies their causes and develops plans for improvement. The plans are then submitted to management for validation. Once validated, they are implemented by the appropriate departments that take action, such as installing radar assisted driving mechanisms or setting up a Good Driving Itinerary.

The working group's recommendations and management's evaluation of them contribute to improving control over road risks and also to maintain good safety results over time.

In order to maintain and improve safety levels, it is essential to inject new life into the plan by varying instruction methods, organising Road Risk Prevention events from time to time and communicating all results to company personnel.

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Preventive and remedial method

A preventive and remedial method to identify and assist employees with multiple accidents on their records was also implemented. The purpose of singling out drivers with higher risk factors is not to sanction them, but rather to give them the assistance they need to improve. Assistance is provided by site or fleet managers, who set up interviews with drivers and analyse their accident history. After drawing conclusions about drivers records', they recommend training.

One year later, managers and drivers meet to discuss and evaluate the effectiveness of the training actions. Thus management is involved in the training action to a great extent and plays an important role in the registration process. The training is also open to other employees on a volunteer basis.

Good Driving Itinerary Programme

A "Good Driving Itinerary" programme was drawn up. It lasts five years with theoretical training using a braking simulator and practical road training exercises. This programme is intended for all the company's 1,200 drivers.

A "Preventing Road Risks" activity day is held during the first year. Afterward, training correlates e-learning and practical road exercises, covering such topics as sustainable development, driving vehicles on the road and new elements of highway traffic legislation.

Title of Training Programme	Objective	Content	Organisation	Length
Prevention of Road Risks (1 st year)	Reduce number and severity of road accidents Make people aware of the Group's growing commitment to road accident prevention Provide rules to follow in filing accident reports	Accident reports TNT loss ratio history TNT policy Consequences of accidents Causes of accidents	Internal	1 day
Driving (2 nd year)	Reduce the number of claims linked to driving	Parking Pickups and deliveries Using backing radar devices	Internal (E-Learning)	Max ½ day
Eco Driving (3 rd year)	Decrease fuel consumption, indirectly lowering the number and severity of accidents by adopting a flexible and calm driving demeanour	Sustainable development issues TNT actions in the area of sustainable development Be an Eco-driver	Internal (E-Learning)	Max ½ day

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Responsible Driving (4 th year)	Lower the number and severity of accidents by putting the concepts learned in training into practice Reduce fuel consumption by understanding the issues of eco-driving	Rational driving (driving vehicles using computer assisted driving) Principles of active and passive security Driving vehicles in training areas	Outsourced	1 day
Repeat the Responsible Driving course if involved in an accident within one year of completing it (5 th year)	De-trivialise accidents, so as to better understand accidents drivers were involved in and to determine the causes and the concept of avoidable accidents	Analyse the various factors behind accidents Review of accident reports	Outsourced	½ day
Code de la route (6 th year)	Maintain a "Road Risks" mentality Reactivate knowledge of the Highway Traffic legislation	In drafting	Internal (E-Learning)	Max ½ day

Other actions

- Under the plan, vehicle maintenance has been augmented, as has communication about road safety: Vehicles are equipped with safety features such as backing radar, and a preventive maintenance programme for the fleet is in place, featuring regular checks of all vehicles.
- Regular internal communication via bulletin boards, e-mails, intranet, etc.
- An annual road challenge for drivers and functional managers on the theme of driving, road safety and controlling the consumption of fuels: The first version of this event was put on in 2008 and was used to inform and train 28 employees. In 2010, the French government organised qualifications in the domain. Twenty driver-manager teams will meet on a circuit to compete in course completion times, observance of the highway traffic code and fuel consumption. In parallel, workshops will be held featuring alternative vehicles, road risks, driving simulators, and vehicle operation. The winning team of the Challenge will represent France on 6 October at an international competition in the Netherlands.
- A trip policy that seeks to limit and/or optimise road trips, featuring videoconferences, etc.
- Road risk software: All losses are analysed and saved in a specific software programme
- Monitoring of frequency and breakdown of accidents by typology
- Follow-up of risk and driver profiles
- Incorporating road risk in the evaluation of professional risks, such as analysis of route and transit times, assignments and organising work time.

2.4. What was achieved?

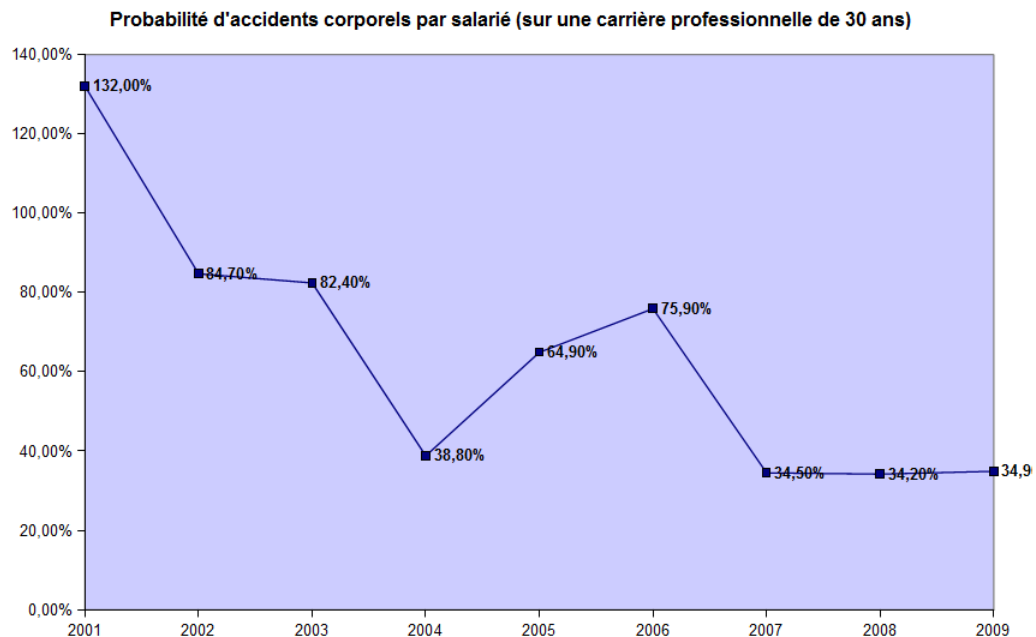
Impact of the prevention policy on work-related accidents

Since TNT's commitment in 2001 to fighting traffic accidents, the company has noted a significant drop in the risk run by each employee that he or she will have an accident involving bodily injury over the course of their careers.

Number of Accidents Involving Bodily Injury



Chance of Accidents Involving Bodily Injury per Employee (Over a 30 year Career)





Evaluation of the “Good Driving Itinerary” Training Programme

2009 was the first year that the Good Driving Itinerary programme was implemented.

Road Risk Prevention Training Programme

- Number of persons trained:
 - 2006: Training for 230 employees (TNT Light and Heavy Vehicle drivers)
 - 2007: Training for 203 employees (TNT Light and Heavy Vehicle drivers and Sales personnel)
 - 2008: Training for 196 employees (TNT Light and Heavy Vehicle drivers and Sales personnel)
 - 2009: Training for 33 employees (TNT Light Vehicle drivers and one Centre Manager)
 - Satisfaction survey results in 2009:
 - Question: Are you able to reflect on your own driving behaviour in order to limit the risk of a highway accident?
73.4% Fully agree; 26.6 % Agree
 - Question: Are you able to apply the accident prevention concepts that you covered in your driving?
52.6% Fully agree; 47.4 % Agree
 - Question: Are you able to incorporate the TNT Road Accident policy in your driving?
60.6% Fully agree; 39.4 % Agree
- 100% of employees expressed satisfaction with the overall presentation of the training

Driver Training:

- Number of persons trained
 - 2009 : 31 Light Vehicle out of a total of 174 drivers
- Satisfaction survey results in 2009:
 - 92% of employees felt that the subjects covered met their expectations
 - 94% believe that the subjects covered correspond to their job requirements
 - 82% are satisfied with the e-Learning method employed
 - 92% are satisfied with the level of user-friendliness of the programme
 - 94% are satisfied with the teaching methods used, involving alternation between theory and practical approaches, use of text, images, etc.

Sustainable development and Eco-Driving training

- Number of persons trained
 - 123 employees received training, of which 112 Light Vehicle out of a total of 171 drivers, 10 Sales personnel and one Centre Manager
- Satisfaction survey results in 2009
 - 94% of employees felt that the subjects covered met their expectations
 - 93% believe that the subjects covered correspond to their job requirements
 - 87% are satisfied with the e-Learning method employed
 - 88% are satisfied with the level of user-friendliness of the programme

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89% are satisfied with the teaching methods used, involving alternation between theory and practical approaches, use of text, images, etc.

Responsible Driving training

- Number of persons receiving training
66 Light Vehicle drivers out of 70 total Light Vehicle drivers
- Satisfaction survey results in 2009
Question: Are you conscious of your limits in managing road risks?
82.5 % Fully agree; 17.5 % Agree

Question: Are you able to anticipate a risk situation?
60 % Fully agree; 40 % Agree

Question: Are you able to use a flexible and economic driving method?
70 % Fully agree; 30 % Agree

95% of employees expressed satisfaction with the overall presentation of the training;

Certification

Investor In People (IiP)

TNT Express France is the largest French company to have achieved the Investor in People (IiP) certification, an internationally recognised status awarded to companies that incorporate training and professional development programmes for each employee into their management policy. This certification is widely recognised internationally and especially so in English-speaking countries. It is awarded to companies that place their employees at the core of their performance process. In maintaining this certification over time, the following objectives are sought: improve performance by keeping employees informed, train them, recognise their achievements and keep them committed to the company. For TNT, being IiP certified means that staff makes up the true wealth of the company. In 2009, during the audit for renewing IiP certification in France, the auditor emphasised TNT employees' pride in being a part of their company and their high level of commitment. Of the employees surveyed, 98% stated that TNT is committed and helps employees improve their performance. At least 91% of employees believe that their contribution is recognised by TNT and 88% feel that TNT is committed to ensuring equal opportunities for all.

OHSAS 18001

In 2006, TNT Express France obtained the OHSAS 18001 certification for its involvement in managing risks in the area of safety, health and wellbeing at work. This certification reflects TNT Express France's commitment to controlling professional risks and is exemplified by the designation of a Health and Safety policy at all levels of the company. This policy includes information actions and training adapted to each type of work, analyses of road accidents and implementation of preventive measures. In general, health and safety aspects are incorporated into all projects drawn up by the company.



2.5. Success factors

The success of action undertaken by TNT Express France has been grounded in management involvement since 2001 in preventing road risk within the company, a commitment that was renewed and made specific with the signing of the 2009-2012 Road Safety Charter.

Management at all levels of the company plays a role in the area of prevention, and employees are involved in formulating policy through the specific working group formed by TNT on the subject and by participating in the training programmes.

2.6. Further information

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2.7. Transferability

This action could be transposed into corporate policy for any company encountering road risk to its employees, so as to implement a long-term training and prevention process, initiated by management of the company and subsequently relayed to all levels of the company's management structure.