

# Together we are road safety

## European Road Safety Charter

Call for Good Practices - to enter the selection for the:

### **Excellence in Road Safety Awards 2016**

#### **SECTION 1: INFORMATION ABOUT YOUR ORGANIZATION**

	Please fill in here	Instructions
Name of the organization	Johnson & Johnson	
Type of organization	Company	NGO, company, local authority, school etc.
Organization main activity	Our family of Companies comprises: <ul style="list-style-type: none"> <li>- The world's sixth-largest consumer health company</li> <li>- The world's most comprehensive medical devices business</li> <li>- The world's sixth-largest biologics company</li> <li>- And the world's fifth-largest pharmaceuticals company</li> </ul>	Activity field
Country	We have more than 265 operating companies in more than 60 countries employing approximately 126,500 people. Our worldwide headquarters is in New Brunswick, New Jersey, USA.	Of the organization
Website	<a href="http://www.jnj.com">www.jnj.com</a>	Organization website
Contact person	Gabriel Kardos	For the follow-up of the application
Contact person's position	Senior Manager – Fleet Safety Europe, Middle East & Africa/Asia Pacific	
Contact person's email address	<a href="mailto:gtkardos@its.jnj.com">gtkardos@its.jnj.com</a>	

Contact person's phone	+36-30-999-7316	
Partners in the initiative	Johnson & Johnson Companies around the world	

## SECTION 2: DESCRIPTION OF THE INITIATIVE

	Please fill in here	Instructions
Date of start and end of the initiative	2008 – ongoing	The initiative can be new or the continuity of already existing activities. It can have ended recently or be still in process
Departments/persons implicated internally	All regions around the world in which J&J does business (see below) are implicated internally by this initiative who drive vehicles on company business which is over 33,800 drivers.	In the case of persons, indicate their positions
Geographical scope of the activities	Global in all regions of the World where J&J does business, North and South America, Europe, Middle East & Africa and Asia Pacific.	Indicate where the activities were implemented
Summary of the initiative	<p>In 2008, Johnson &amp; Johnson launched a globally consistent <b>on-line</b> assessment tool used during our internal auditing of global fleet safety teams (over 100 fleet safety teams globally). The <b>Assessment Tool of Leadership Actions for SAFE Fleet (ATLAS)</b> is our global process for the pro-active identification and mitigation of fleet safety risks and identification and acknowledgement of best practices. It provides a framework to identify and address opportunities to ensure compliance with our Worldwide Fleet Safety policy and to create and sustain a fleet safety culture.</p> <p>A global team (WW Director and 2 regional Managers) are responsible for providing leadership, governance, and oversight to the process.</p>	<p>Describe the initiative indicating the subject, its aim and the main activities it involves.</p> <p>Max: 100 words</p>

<p>Innovative character</p>	<p>The ATLAS process consists of three innovative phases enforcing compliance to our global fleet safety initiative:</p> <p><b>1. TEAM SELF-ASSESSMENT</b></p> <p>Each Worldwide SAFE Fleet Team conducts an annual self-assessment using the <b>on-line</b> ATLAS assessment tool.</p> <p><b>2. MANAGEMENT ACTION PLAN</b></p> <p>The team generates an <b>on-line</b> Management Action Plan (MAP) for all issues identified in their self-assessment.</p> <p><b>3. SAFE Fleet TEAM ASSESSMENT</b></p> <p>A formal SAFE Fleet Assessment Team performs an independent review through an on-site visit once every 3 years. An ATLAS <b>on-line</b> scorecard is updated to reflect the outcome of the formal assessment and teams score either a silver, gold or platinum score.</p>	<p>If applies, describe to what extend the proposed initiative will lead to new approaches and practices</p> <p>Max: 100 words</p>
<p>Issues that are addressed with the initiative</p>	<p>Driving a vehicle on company business represents the highest risk work activity that our sales forces engage in and the company identified early on that we need to reduce the number of injuries and crashes we were having. Full year 2015, Johnson &amp; Johnson's global fleet size was over 33.800 vehicles made up of passenger cars and two wheeler scooters. During that same year, our drivers drove over 650 million miles and had over 3.800 crashes with 49 crashes with injury to our drivers. These numbers were much higher prior to the 2008 launched ATLAS process. A behaviour and culture change around SAFE driving was needed which the ATLAS process allowed us to achieve.</p>	<p>Describe which issues were identified that lead to implement the activities</p> <p>Max: 100 words</p>

<p>Activities developed</p>	<p>Over 100 Fleet Safety teams around the world are assessed on 5 key elements globally that drive behaviour change thereby reducing crashes and injuries at Johnson &amp; Johnson:</p> <p><b><u>EXECUTIVE MANAGEMENT (20% of assessment rating):</u></b> Addresses top management <u>involvement</u>, how they <u>monitor fleet safety performance</u> and how they hold their drivers and managers <u>accountable</u> for fleet safety performance.</p> <p><b><u>FIELD MIDDLE MANAGEMENT (25% of assessment rating):</u></b> Addresses middle managers <u>involvement</u> (e.g. inclusion of SAFE Fleet into meeting agendas, review of crashes with drivers, identifying high risk drivers, completion of an on-line manager fleet safety training, inclusion of fleet safety metrics into performance reviews of their drivers, commentary drive completion with drivers etc.), <u>performance monitoring</u> of managers and how managers hold their drivers <u>accountable</u> for fleet safety performance.</p> <p><b><u>CORE SYSTEMS (25% of assessment rating):</u></b> Addresses types of <u>training</u> drivers go through locally, how the <u>SAFE Fleet team is organized/structured</u> and how other field <u>related health and safety risks are identified</u> (slips, trips, falls, ergonomics issues etc.)</p> <p><b><u>SUPPORT SYSTEMS (15% of assessment rating):</u></b> Addresses <u>communication plans</u> in place and the types of <u>training</u> and other SAFE Fleet materials and their distribution to drivers. Teams are also scored on recognition programs they have in place for safe driving and any community outreach activities they are engaged in related to fleet safety.</p> <p><b><u>RESULTS (15% of assessment rating):</u></b> Addresses historical results of the teams over a three year period including Crashes Per Million Miles (CPMM) and Injuries Per Million Miles (IPMM) performance and how teams manage data and ensure accurate reporting of Corporate fleet safety data.</p> <p>The on-line system calculates a final assessment score of either silver, gold or platinum in each of the elements and then consolidates the element scores into a final score which is communicated to teams and their management forming the action plan for the following years.</p> <p>Required to participate in the formal Fleet Safety audits each three years are the country/company team leader and their team members which are composed of individuals appointed from the various Consumer, Medical Devices and Pharmaceuticals J&amp;J businesses.</p>	<p>Describe all the activities involved in the initiative and where appropriate indicate the participation arrangement for each partner</p> <p>Max: 600 words</p>
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Genesis	Changing driver behaviour through education and compliance to our global fleet safety policies was instrumental in reducing our fleet crash and injury rates. <b>SAFE Fleet</b> has been in place for over twenty years at J&J and the on-line ATLAS self-assessment, action planning and formal audit process has allowed us to ensure that our over 33.000 drivers arrive home to their families safely each and every day. This is why we chose this initiative, because it has had an impact on the health and safety of our employees and the communities in which we operate.	Reasons why you chose this initiative  Max: 100 words
Transferability and multiplier effect	The ATLAS assessment process is a global tool that had to fit four and two wheeler scenarios as well as be useable in all countries of the world in many cultural environments in which we do business. As such, the process is repeatable and transferable and has been used the past 8 years consistently by our regional Fleet Safety Auditors in the same way using the exact same criteria. Johnson & Johnson has also shared their assessment process with other companies who can easily replicate and adapt the process to their specific needs creating a multiplier effect. We have also provided input based on this internal process to the new ISO 39001 Road Traffic Safety management systems draft which will be an international standard which can be used by all organizations. The on-line tool allows teams around the world to pull from best practices on a large scale in all areas of fleet safety that are audited preventing teams from having to reinvent the wheel. Final country team audit results are summarized and shared with teams and management to allow for information and knowledge transfer at all levels of the organization.	Describe to what extent the proposed initiative will allow the transfer, general spread, dissemination or application of the results, experience, knowledge and good practice on a large scale  Max: 200 words
Promotion and dissemination	ATLAS is an online assessment tool for leadership actions for SAFE Fleet. It is housed on a portal accessible by all of our employees around the world and country and company team leaders are provided with an electronic manual on how to access and use the online ATLAS tool to prepare their self assessments, action plans and formal audits. The initiative has been publicized internally with J&J's EHS&S department since 2008 and is a part of our fleet safety processes. Presentations have been made to external companies on this initiative as well as to the WHO and the United Nations Road Safety Collaboration and other organizations that have invited J&J to be a guest speaker at their fleet safety conferences and meetings.	Describe whereby the initiative will be publicised (publications, organised events, websites, CD-ROM, etc.).  Max: 100 words

<p>Continuity</p>	<p>The ATLAS process focuses on behaviors creating and sustaining a fleet safety culture at all levels of the organization.</p> <p>Self-assessment and formal assessments are designed to facilitate a candid, introspective review of current processes and infrastructure support. ATLAS challenges each organization to assess their components of fleet safety at a much deeper level and to determine the strength of their foundation for successfully sustaining a fleet safety culture over the long term.</p> <p>Improvement is achieved by:</p> <ul style="list-style-type: none"> <li>• Promoting company self-identification of risk areas and development of related action items;</li> <li>• Increasing management awareness and support for driver safety and fleet safety culture;</li> <li>• Using a Management Action Plan as a business tool to drive change and results</li> </ul> <p>ATLAS has been ongoing since 2008 and has been modified as needed on a number occasions to reflect changes and innovations in fleet safety.</p>	<p>Indicate if there is a plan to continue some activities in the coming years</p> <p>Max: 100 words</p>
<p>Evaluation of the activities</p>	<p>Johnson &amp; Johnson’s original assessment process in 1997 was based on 16 key elements, the process was later streamlined to 6 elements using six sigma tools and most recently in 2008, our next generation process was further streamlined to 5 elements.</p> <p>ATLAS yields these benefits to Johnson &amp; Johnson:</p> <ul style="list-style-type: none"> <li>- Safety and well-being of our employees and communities</li> <li>- Reduced crashes and injury to employees and others as measured by Crashes Per million miles and Injuries per million miles rates.</li> <li>- Reduced liability to Johnson &amp; Johnson and its affiliates</li> <li>- Improved business performance</li> <li>- Enhanced J&amp;J reputation</li> </ul>	<p>If relevant, describe the proposed evaluation method and the quality of the result indicators in relation to the expected objectives</p> <p>Max: 100 words</p>
<p>Other important aspect that you want to underline</p>	<p>Since 1995 SAFE Fleet program inception to 2015 full year, our CPMM rate globally has decreased by 32% despite a fleet size increase over that same time period of over 100%. In 1995 19% of our global fleet was involved in crashes as compared to 11% in 2015.</p> <p>An assessment process has allowed our crash and other rates to decline in spite of a year on year fleet size increases and the number of miles driven. The next generation ATLAS assessment process is expected to continue to reduce our global CPMM rates as assessments are completed worldwide.</p>	<p>Any information that could help the jury to chose your initiative</p> <p>Max: 100 words</p>