safe work healthy life

HEIDELBERGCEMENT

Guideline

Driving Safety

Scope: **Group**
Author: **Group Human Resources, H&S**
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Our commitment to occupational Health & Safety (H&S) is an integral part of all our business activities and culture. Therefore HeidelbergCement is continually working to improve the H&S performance throughout the Group.

1 Purpose

This guideline converts the Cement Sustainability Initiative (CSI) document "Recommended good practice for driving safety" into a HeidelbergCement internal guideline. The CSI Good Practice was approved by the CEOs of all CSI member companies in October 2009 (see the approval document in appendix 1).

This guideline provides the responsible line managers with general guidance on measures to improve driving safety for our own and contracted logistic activities, on-site as well as off-site. It sets up general requirements. Local measures have to be implemented to conform to this guideline and to comply with local laws and regulations which are more stringent than the requirements specified in this guideline.

2 Objective

HeidelbergCement is committed to eliminating driving related injuries and fatalities. This can be achieved by implementing the measures outlined in this document, which have proven effective in reducing road incidents within and outside our industry.

3 Scope

This guideline is applicable at all locations and operations where HeidelbergCement Group exercises management control (HeidelbergCement sites), being it on-site or off-site.

The scope of this document includes heavy vehicle transport and light vehicle (e.g., company cars) activities of HeidelbergCement. However, as a majority of fatal road incidents within the industry involve heavy vehicles and their drivers, the main focus in this document is on heavy vehicle transport activities.

Contracted transport is covered in chapter 7. In general contractors and subcontractors are responsible to ensure their employees comply with all the rules given below. The responsible HeidelbergCement line managers have to ensure that contracted transport activities comply with the HeidelbergCement Group guideline "Contractor safety within HeidelbergCement Group".

4 Definitions

- **Contractor:** Individuals, firms or corporations contracting for HeidelbergCement Group to perform a specified work, either on a short-term (specific job) or long-term basis (such as drivers or maintenance crews).
- **HeidelbergCement sites:** Any site or location that is owned or operated by or for HeidelbergCement Group companies.
- **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:** Edge protection can be purpose built crash barriers or made from suitable materials to prevent vehicles to run over the edge.
- **Employee:** A person directly employed by HeidelbergCement or one of its subsidiaries. May be full-time, part-time or temporary employee.

- **Heavy Vehicle:** Any vehicle greater than 3.5 tons of fixed chassis or articulated trailer (or as defined /required by country-specific statutes, regulations, etc.). Includes off-site delivery vehicles such as concrete mixer trucks and bulk cement carriers and on-site road haulage vehicles such as dumper trucks as well as wheel-loaders, fork lifts or other mobile plants 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 authorizing 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 tons (or as defined /required by country-specific statutes, regulations, etc.). Includes passenger cars and vans used on company business and non-company vehicles contracted for business purposes.
- **Mobile Plant:** Any machine that is self propelled and controlled by an operator, such as lift trucks (forklift), wheel loaders, excavators, drilling machines, mobile cranes, earthmoving equipment.
- **Public Road:** A road accessible to the public, but outside a controlled company 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 *(Note –Tachograph is not be confused with a Tachometer which is an instrument used to measure the rotation speed of an engine or motor*).
- **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. This includes citizen band radios (CB radios).
- **VDR (Vehicle Data Recorder):** A mechanical and/or electronic recording system which records the following key driving performance information for individual drivers: 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 and worked hours on company business, inclusive of work breaks.

5 Safety Measures for Drivers

This chapter outlines safety measures for drivers that should be adopted by HeidelbergCement companies and their contractors.

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 this guideline (as far as they are in compliance with local legislation/site rules). In promoting and implementing this guideline, HeidelbergCement together with industry associations and its contractors are encouraged, when appropriate and relevant, to work closely with local governments and/or competent authorities.

5.1 Staying Alert and Preventing Fatigue

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

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

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

5.2 Drugs and Alcohol

Drivers are not allowed to 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 have to follow this guidance consistent with local regulations and their company's general requirements related to Drugs and Alcohol.

5.3 Seatbelts

Drivers and passengers of any vehicle must 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.

5.4 Passengers

Drivers are not allowed to accept passengers on company business unless authorized by the HeidelbergCement company.

5.5 Loads

Loads carried by vehicles should be safely secured and within the weight limits.

5.6 Respecting Road Rules and Road Signs (on-site and off-site)

Drivers should be familiar with and respect vehicle codes, laws and regulations (i.e., speed limits, stop signs, etc.) in all locations in which they operate the vehicle.

5.7 Mobile phones and two-way communication devices

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

Passive listening and response to operational emergencies using mobile phones, 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.

The use of mobile phones when driving is a distraction and significantly increases the risk of a vehicle incident. HeidelbergCement recognizes that while hands-free devices are legally permitted in many countries, distraction caused by conversations still impede alert driving behavior. Thus HeidelbergCement companies encourage drivers not to use mobile phones while driving, including use of hands-free devices, unless it is necessary for carrying out a specific job.

5.8 High-Visibility – Drivers and Vehicles

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

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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. It has to comply with requirements for day or night use, i.e., a combination of fluorescent and retro-reflective material.

Where appropriate, drivers should have lights on at all times, e.g. where legally permissible and required by the local HeidelbergCement company.

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 as bright as to cause glare.

6 Safety Measures for Line Management

This section outlines safety measures for the line management that should be adopted by all HeidelbergCement companies and their contractors to improve long-term driving safety performance.

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 this guideline (as far as they are in compliance with local legislation/site rules). In promoting and implementing this guideline, HeidelbergCement together with industry associations and its contractors are encouraged, when appropriate and relevant, to work closely with local governments and/or competent authorities.

6.1 Leadership and Accountability

Leaders at all levels of the HeidelbergCement 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

- **Managing Board and Country Executive Committees**
  The first and most important requirement to ensure sustainable and lasting success of all safety programs, including this safe driving guideline, is the visible leadership, commitment and involvement of the Managing Board of HeidelbergCement and the country executive management

- **Senior Manager & Logistics Managers**
  Responsibility and accountability for the implementation of this guideline lies with the senior line management and logistics managers

- **Health & Safety Advisers**
  The H&S advisers support, coach, challenge, and work closely with managers. However, implementation is the responsibility and accountability of line management.

6.2 Driver Qualification and Selection

Drivers must be 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 if procurable
- 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 and appropriate

6.3 Driver Training and Assessment

All drivers who drive on company business should 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) is being trained and assessed, based on risk assessment. An on-site mobile plant operator who, as part of the 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.

Driving training includes the following:

- Review of HeidelbergCement company policies and standards related to driving
- Review of lessons learned from past incidents and accident trends
- Defensive driving techniques (including 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 should meet the needs and expectations of the HeidelbergCement company.

The local HeidelbergCement company should:
- 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

6.4 Vehicle selection and specification

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

Wherever possible, three-point integrated seatbelts for all vehicle occupants should be (re-) fitted[1] and used. High visibility vests must be available and used.

6.4.1 Light vehicles

The following minimum equipment should be installed, where practical/ possible, on light vehicles purchased as of 1 January 2011:

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

[1] In case three-point seatbelts are refitted in existing vehicles, ensure this is done in compliance with any requirements from the manufacturer, authorities, and/or insurance companies.

- Anti-lock brakes

HeidelbergCement companies and wherever possible their contractors should restrict the use of employee private vehicles for company business unless the vehicle is compliant with the good practice above.

Subject to the nature and requirements of the journey, HeidelbergCement companies and their contractors 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

6.4.2 Heavy vehicles

The following minimum equipment are state of the art and recommended to be installed on new heavy vehicles (over 3.5 tons) purchased as of 1 January 2011. Existing vehicles should be upgraded and prioritized as per HeidelbergCement company risk and cost evaluations[2].

- Left and right-hand wing mirrors, and convex mirrors for blind spots
- Air bags (at least for the driver), as available as standard equipment from manufacturers
- 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 tons)
- 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).

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.

[2] (Please note that local risk assessments might demonstrate that some of these requirements will not be necessary for mobile plants.)

6.5 Vehicle Maintenance and Servicing

HeidelbergCement companies have to ensure that all company vehicles are in a roadworthy condition and are regularly assessed as part of a planned maintenance program.

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.

HeidelbergCement companies should 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 should be 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 should only be undertaken by people trained, qualified and/ or licensed to do so and in designated maintenance areas. Reference should be made to the vehicle manufacturer’s service handbook.

Any unauthorized maintenance on HeidelbergCement company sites, either by own drivers or by contractor or customer drivers is prohibited. Emergency repairs undertaken by others are promptly reviewed and approved by a licensed or authorized mechanic at the earliest opportunity.

6.6 Vehicle Pre-start Checks

A system has to be established stating the checks and inspections that are needed at least for heavy vehicles (including mobile plants), at what frequency and by whom.

Records must be kept and available for management review as needed.

Pre-start checks have to be established to ensure the vehicle is in a roadworthy condition before the journey begins. The pre-start checks have to be carried out by the designated vehicle driver prior to each major trip, or daily if the trip is more than 24 hours long, or as legally required by law.

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 should be 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, have to be reported and the vehicle has to be 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 system should 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.

6.7 Vehicle Data Recorder Systems (VDRs or Black Boxes)

HeidelbergCement companies that may have driver behavior issues[3] or who operate in high-risk geographies 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 (as far as in compliance with local legislation/ site rules, e.g.: data protection law) 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.

6.8 On-site Road and Traffic Management

A road traffic management plan has to be implemented for all HeidelbergCement company premises where driving is required to separate people from moving vehicles.

The following controls are recommended best practices to be considered at HeidelbergCement 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. Every effort should be made to park the vehicle so the first move is forward when leaving any parking space. In case reversing is necessary, vehicles should be required to reverse park into the designated parking bays, whenever possible

[3] This might be the case if incident analysis indicates that inadequate driver behavior is the main reason for severe accidents.

- **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 (5 feet) or the radius of the largest 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. 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 or when backed with scalping material. Higher berms should be installed where it is likely that a vehicle may go through the edge protection.
  Alternatively a risk assessment based approach is acceptable with the assessments being site specific and conducted locally
- **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.
  Alternatively a risk assessment based approach is acceptable with the assessments being site specific and conducted locally
- **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

Site Management makes 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.

6.9 Journey Hazard Management

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

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 HeidelbergCement companies and its contractors 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.

Risk assessments, particularly for long-haul journeys, night-time driving, use of higher-risk routes and areas, weather conditions, etc. should be implemented. Where appropriate, a Journey Management Plan, guided by the risk assessment, should be put in place, and the journey should be planned to ensure safe working hours are maintained.

The Journey Management Plan ensures that:

- A journey manager is identified (e.g., shift supervisor)
- 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 risks. Risk assessment should consider the risk of blowing snow, dust, smoke, fog, heavy rain, security threats and local driving requirements and any other reasonably foreseeable risks
- 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 should be made to park the vehicle so the first move taken when leaving the parking space is forward. Before starting the vehicle, the driver has to check that no people are sleeping, resting or lounging under or around the vehicle.

When scheduling new journeys, the HeidelbergCement 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 should work with local agencies or authorities to help improve the safety of the road network and road signage.

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

7 Transport Contractor Management

Off-site transport by contractors can present significant challenges in terms of safety management control by HeidelbergCement companies, this nonetheless should be actively addressed, as contractor transport can involve contractor and third party fatalities and injuries.

HeidelbergCement believes that everyone's safety will improve if contract driving companies implement similar safety measures 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 measures in its fleet and activities, HeidelbergCement companies should encourage contractor adoption of this guideline as part of the driving contract management, provided such encouragement will not interfere with local contract law nor create any potential liability for HeidelbergCement.

Specifically, it is recommended that HeidelbergCement companies ensure:

- Contractor Driving Safety is included as part of the contractor pre-qualification
- Contractor Driving Safety is embedded in the contract definition and award phase
- Contractor Driving Safety is part of the pre-commencement phase risk review
- Contractor Driving Safety is regularly reviewed during contract implementation
- Contractor Driving Safety is included as part of the post-contract review.
- Any accidents with involvement of contractors (on-site and off-site) are reported to the respective HeidelbergCement contact person and H&S adviser

The above process steps are aligned with the HeidelbergCement guideline "Contractors Safety within the HeidelbergCement Group" in which more details on Contractor safety management can be found. They are also aligned with the second CSI document "Recommended Good Practice on Contractor Safety Management", signed by Dr. Scheifele in 2009.

When assessing a contractor's suitability to provide transport services, HeidelbergCement companies 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 are:

- 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).

8 Implementation Process and Control

As agreed by Dr. Scheifele, CEO of HeidelbergCement, the measures given in this guideline have to be fully implemented within an overall 5-year timescale, meaning until the end of 2014 for all regions and activities.

The local HeidelbergCement line management is responsible to arrange the translation of this guideline into the local language before communicating and implementing this guideline at their sites.

The local HeidelbergCement line management is responsible to communicate and implement this guideline at their sites and with their appropriate staff functions (e.g., Logistic departments, Purchasing, Legal).

Contract forms should be reviewed according to the requirements of this guideline and adapted as necessary and appropriate.

A gap analysis has to be performed within 3 months after the publication of the guideline. To close any identified gaps, an action plan must be set up immediately and implemented within the stipulated time frame.

The compliance with this guideline has to be checked in the future through appropriate measures, such as H&S Management system audits.

Note that HeidelbergCement is committed to report the implementation progress within its Sustainability reports on a regular basis.

9 Further Information

Additional information for training purposes are provided at the Group H&S homepage or can be requested at the contact given below: (under progress)

Homepage: http://unite.grouphc.net/wok/hs/Pages/HSGuideline_Training_en-US.aspx

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Appendix 1: Letter of approval (to open the file, please click here)