

DRIVING DOWN RISK, DRIVING UP SAFETY & PERFORMANCE

SUCCESS STORY

By working with Zurich and sharing our expertise in work-related road risk, Iron Mountain has improved safety and operational efficiency significantly since 2008.

Iron Mountain, a global information storage and management company, helps organisations around the world reduce the risks and costs associated with storing, protecting and managing company information. Iron Mountain operates 190 vans and 140 trucks in the UK and Ireland.

At the end of 2008 the company formulated a business case for a comprehensive programme of assessment and training. The case received leadership support and has ultimately led to a significant reduction in the number of incidents, claims and claims costs.

The key objective within the business case was for Iron Mountain to improve the management of their work-related road risks in order to:

- reduce the risk of harm to employees and others
- reduce the number of incidents
- reduce costs
- fulfil their legal duty under health & safety legislation
- meet planned corporate social responsibility objectives.



OUR WORKING RELATIONSHIP

Zurich Risk Engineering has been working in partnership with Iron Mountain since 2008. Beginning with an in-depth fact finding operation to help us clearly understand the specific requirements and company aspirations, our relationship developed as the project progressed from assessment stage through to risk reduction collaboration and ongoing measurement. During that time we have carried out three gap analyses, to help identify areas requiring improvement and also to help Iron Mountain benchmark their work-related road risk management programme.



ASSESSING THE RISK – THE STRATEGY AND PROGRAMME

In 2009 Iron Mountain embarked on the implementation of a comprehensive risk assessment programme for all its commercial vehicle drivers.

1. DRIVER HANDBOOK COMPREHENSION CHECK

The first part of the programme was implementing an online comprehension check of the Iron Mountain Driver Handbook. This is an important initiative as it is often difficult to ensure drivers read all appropriate policies, procedures and handbooks that are produced. By making it mandatory for drivers to take the online comprehension test, which has a pass mark of 100%, it forces the drivers to read the handbook and increases the chance that they will comply with it. Equally important is the robust audit trail this produces. A line manager can now not only prove that the driver has received the handbook, but also that they have read and understood it.

2. ONLINE RISK ASSESSMENT PROGRAMME

The next step was an online risk assessment programme covering the three fundamental areas of work-related road safety; the driver, the journeys they make and the vehicles they use, as well as the core driving competencies; the driver's attitudes, behaviours, knowledge and hazard recognition skills. This independently validated assessment provided a comprehensive insight into the risks faced, allowing Iron Mountain to prioritise where action was needed and what interventions were required.

3. IN-HOUSE DRIVER ASSESSMENT AND TRAINING

While these assessments were being rolled out across the business, five in-house driver trainers were recruited and trained, with the help of Zurich Risk Engineering. The role of the driver trainers is to ensure that practical in-vehicle assessments are carried out, and any interventions based on the findings of these 'ride alongs', plus the output from the online risk assessments and any post-incident analyses, are implemented quickly and effectively. The driver trainers focus on safety and environmental efficiency areas as well as other operational issues, ensuring that Iron Mountain employees drive as safely and effectively as they can. This approach applies to existing drivers as well as new recruits, where this team is fully involved in the recruitment and induction processes.

MANAGING THE RISK – THE INTERVENTION STRATEGY

4. DEVELOPING AN ON-ROAD SAFETY CULTURE

One of the key success factors in any work-related road risk management strategy is to develop the on-road safety culture – driving is a very emotive issue and drivers need to recognise that there may be opportunities to improve their own driving. Iron Mountain recognised the importance of this very early on, and has developed a communication strategy that uses different methods to regularly communicate with the drivers. As an example, the driver handbook is issued to the driver every day, when they collect the keys for the vehicle, and is used to communicate any topical issues.

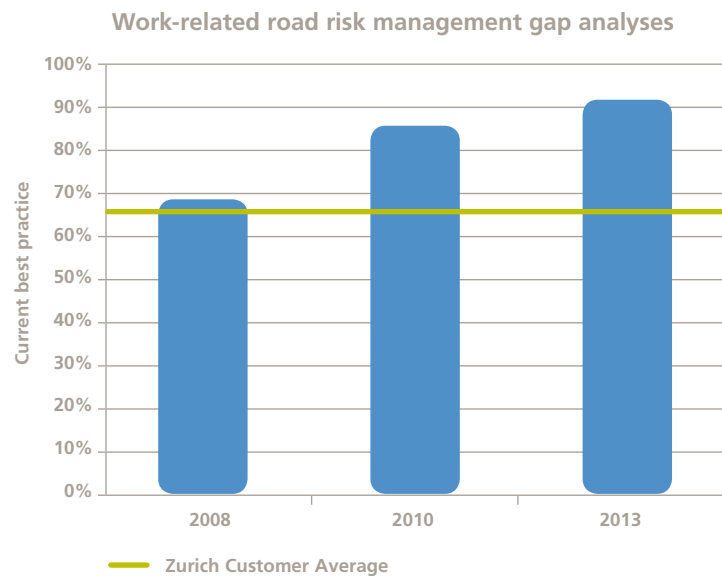
5. DRIVER BEHAVIOUR TELEMATICS

The adoption of driver behaviour telemetry in 2011, as part of the Zurich Fleet Intelligence programme, built on the already outstanding results achieved up to then using conventional work-related road risk management tools and techniques. It wasn't just a case of fitting the technology and hoping for the best – Iron Mountain recognised the power of this tool, but also that it needed to be closely managed to be effective in the long term, and that it was vital to get the understanding and support of the drivers. A comprehensive roll-out plan ensured that everyone – drivers and their line managers – knew why the company were investing in this technology and what the benefits were to them. There are weekly calls with the telematics vendor to ensure that managers understand the data being generated and are in a position to do something with it – they reward those employees driving safely and help those not doing so to improve.



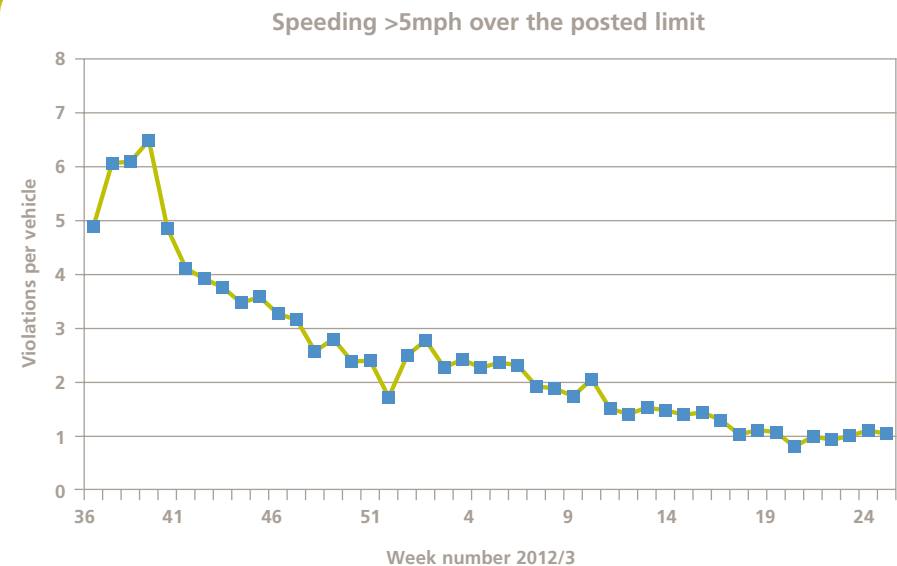
THE RESULTS

The results of the gap analyses in graph 1 show the continuous improvements that have been made, reflected in the improvement in the collision and claim rates:



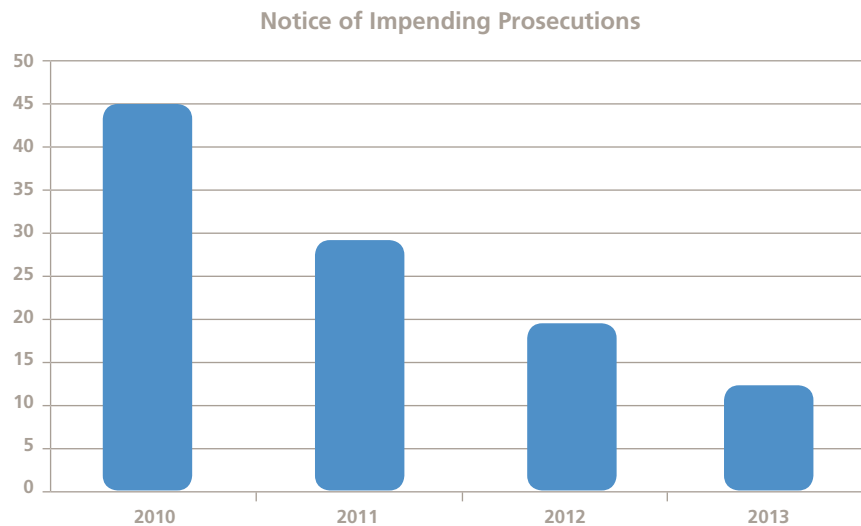
GRAPH 1

The results from the driver behaviour telematics have been equally impressive – graph 2 shows the reduction in speeding violations where a vehicle was being driven at more than 5mph above the posted speed limit. Now there is an average of just one speeding incident per vehicle per week.



GRAPH 2

This improvement in speed limit compliance has also seen a significant drop in the number of 'Notice of Impending prosecutions' (graph 3) that the company receive, suggesting that employees are not only driving safer on company business, but also in their own vehicles too.



GRAPH 3



The driver behaviour telemetry data has helped us get a full understanding of how our employees are driving 24/7. This data feeds into to our regional driver trainers, as well as the line managers, so if we identify a training need we can spend time with that particular driver, and then use

the telemetry data to see that our interventions have been successful. There was a thought that introducing driver behaviour telemetry might impact on our productivity, but in fact our 'on time' KPI is consistently 99.97% – as one of the drivers put it, "You don't have to speed to get the job done!"

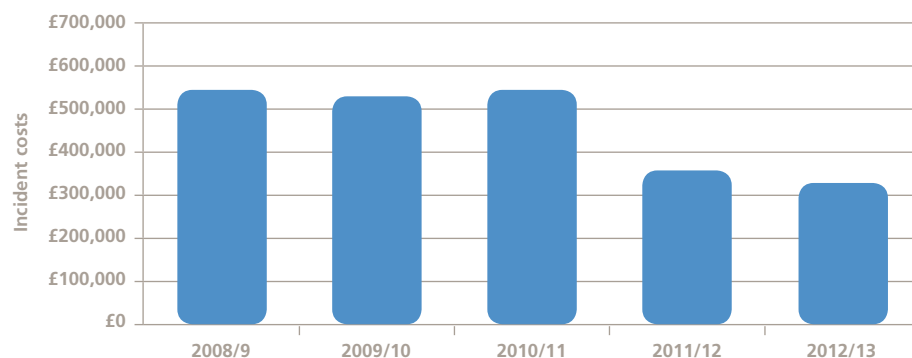
Rory Morgan – National Logistics General Manager
Iron Mountain



Iron Mountain's work-related road risk management programme has led to some impressive results. Since 2008, there has been a 74% reduction in incidents, a 63% reduction in own damage and third party costs, estimated fuel savings of over 7% (on an already well-managed fleet) and a reduction in maintenance costs of 4.5%.

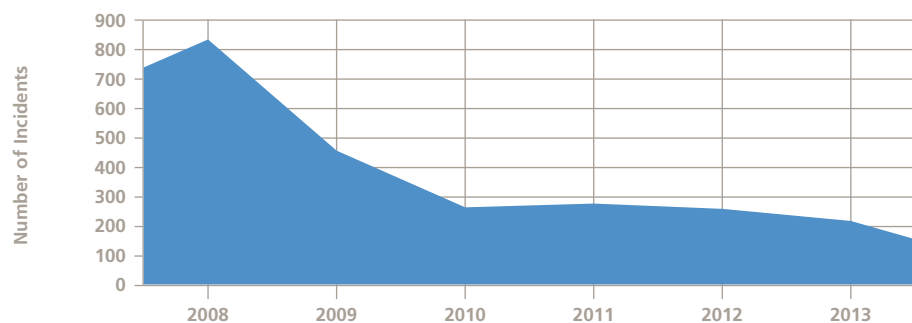
Iron Mountain drivers are so good that their telematics vendor has had to develop a new category just for them, as so many were driving in the green (good) zone – in 2013, 99.4% of drivers achieved this target, with 90.6% achieving the newly created 'Cool Blue' status. In addition, 44.8% of these drivers achieved 'Elite' status, an even tougher target to achieve!

Incident Costs



GRAPH 4

Number of Incidents



GRAPH 5

These improvements have resulted in successive reductions in Iron Mountain's motor insurance premiums – a 14% reduction in 2011, a further 8% reduction in 2013 and an additional 9% reduction in 2014, adding to the significant cost savings achieved elsewhere in the business because of the success of the programme.

The success of the risk management programme is driven by close collaboration between all the key stakeholders. As well as the operations team implementing the assessment and training strategies, there are the transport managers, who are actively supporting initiatives at a local level, the risk management team, who are closely measuring performance and ensuring that senior managers are aware of all the initiatives, as well as Zurich, who are providing support, advice and solutions where required.



Our Zurich partners have been a great support to Iron Mountain, providing guidance and innovative ideas throughout our journey to improve fleet safety. We are proud of what we have achieved so far and we will continue to work with our partners to improve operational efficiency and add value.

Tracey Kinloch – Risk Manager, Europe
Iron Mountain



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Mark Cartwright from the Freight Transport Association (FTA) commented, "Iron Mountain has been a valued supporter of FTA's Van Excellence scheme from the very start." Rory Morgan, National Logistics General Manager at Iron Mountain, was part of the original working group which formulated the Van Excellence Code of Practice and is currently Chairman of the scheme's Governance Group.

"Throughout this process we have never failed to be impressed by the commitment, forward-thinking and attention to detail within Iron Mountain's logistics function. The excellence of their operation along with a willingness to work with partners such as Zurich and to share their expertise within the van operational sector is testament to Rory and Iron Mountain's leadership."

The risk management initiatives that Iron Mountain have in place coupled with the ongoing improvements in their fleet safety and environmental performance has led to many awards for the company. In 2010 and 2011 they won the Green Fleet – National Fleet of the Year, and in 2011 they picked up awards from Fleet News, Fleet Van and Brake. They have also picked up awards from the British Safety Industry Federation, Fleet Transport Ireland, the Ireland Road Safety Authority and Ireland Transport and Logistics.

Last, but not least, in 2012 Iron Mountain were awarded a prestigious Prince Michael International Road Safety award.



Andy Price, Practice Leader – Europe, Motor Fleet, at Zurich Risk Engineering commented, **"The work-related road risk management programme that Iron Mountain have in place has been rightly recognised throughout the industry as being best in class. The ongoing improvements in the collision and claim rates are a testament to the excellent work that Rory and his team are doing on a daily basis – the results speak for themselves."**

Managing work-related road risks is not a short-term fix, and has to be managed on an ongoing basis to ensure that any reductions in claims and collisions are sustainable, and so that further improvements can be made. With Iron Mountain's investment in in-house driver trainers, and a wide range of risk reduction strategies in place, including the proactive use of driver behaviour telematics, the business remains focused on the issue to ensure that the impressive reductions in incidents and claims continue.

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