

## **Implementing a Successful Global Driver Safety Program: The Pfizer Case**

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### **Introduction**

With a 150+ year history, Pfizer Inc. is one of the world's leading pharmaceutical and healthcare companies, represented in over 70 countries by approximately 100,000 colleagues. Approximately one third of those colleagues comprise the sales organization, and the success of this organization is contingent on accessing key groups, such as distributors and medical professionals.

Globally, Pfizer operates over 33,200 company cars and 3500 motorcycles, for which a standardized world-wide fleet safety program has been developed. Additionally, Pfizer has hundreds of site vehicles, including trucks, vans and motorized equipment. Driving has been identified as one of the most hazardous activities colleagues undertake. Accordingly, continuous assessment and improvement of Pfizer's global fleet safety effort is a high priority for the safety of colleagues and others in the communities in which we operate.

In 2007, Pfizer's participation in a national employer transportation safety fleet benchmark program identified additional opportunities to address the risks facing colleagues who drive on company business.

The following describes the global implementation of Pfizer's fleet safety program (hereinafter, the 'program'), which was launched internationally in 2010. The program has been launched through a three-phase implementation period, and has reached an initial launch of 80% of our fleet. Our paper also identifies how Pfizer:

- Worked to develop and communicate the business case and benefits of improved fleet safety via a phased global program.
- Benchmarked and analyzed areas of opportunities to improve driver safety performance.

- Evaluated the success of the program in terms of process, compliance, safety performance, costs, company reputation, and corporate social responsibility.

## The Business Case for Fleet Safety within Pfizer

Having the need for a road safety program, Pfizer worked to develop the business case for a phase global fleet safety program.

### The Business Case

The business case was based on health and safety compliance, reducing colleague injury risks and minimizing asset damage costs, as follows:

- Pfizer has a strong commitment to environment, health and safety (EHS), and implemented a fleet safety global standard in 2009.
- Driving on company business is associated with the most significant colleague injury risk at Pfizer.
- Globally, repairs and increased insurance premiums costs were seen as too high.

The business case identified the opportunity to actively partner with colleagues to improve performance. A three-year fleet safety global implementation period was endorsed by senior leadership.

### Program Design

The key elements of the program are:

- Vehicle selection/maintenance
- Assessment, communication, and coaching the expected behaviors for Pfizer drivers
- Risk ranking
- Communication of results and targeted training/driver coaching
- Ongoing encouragement and support

The program is supported by a customized data management system to track and trend driving performance, which has the ability to identify needs for additional supervision or coaching. The program proceeds with the following online and face to face modules accessed via the global portal shown in Figure 1:

1. **Phase 1:** Review and execution of Privacy Consent, Local Policy Acknowledgement, and Pfizer Safe Driving Pledge, along with completion of the Pfizer Safe Driver Foundation questionnaire, which seeks to ensure knowledge and understanding of the local policy and driver minimum performance criteria, as well as with a *Rules of the Road Best Practice Guide*.
2. **Phase 2:** Completion of a risk assessment tool to assess driver behaviour.
3. **Phase 3:** Completion of awareness coaching and identification of high-risk drivers; one-to-one manager coaching sessions.
4. **Phase 4:** Completion of country-specific gap analysis to re-evaluate the effectiveness of and set goals to continuously improve the program (i.e., driver behavior).

Following the program launch and annually thereafter, all participants are required to refresh the Safe Driving Pledge and Safe Driver Foundation questionnaire via the online portal; repeat the risk-ranking process with a year-on-year comparison; and continue awareness coaching, selected from a range of appropriate online and face-to-face modules.

The data is reviewed to identify at medium- and high-risk drivers, who are then provided with additional coaching as required, based on local market decisions.



### **Exhibit 1. Branding and Reach of Our Global Fleet Safety Program Hosted on Virtual Risk Manager**

Supporting the program, the Global Fleet Safety Implementation Team is comprised of a Project Leader/Champion, Fleet Senior Director, Regional Fleet Directors, Director/Team Leader EHS, Global Privacy Office, and Human Resource, Global Risk Insurance. Further, we subscribe to a commercial fleet safety assessment tool. This group is instrumental in developing our Global Fleet Safety Implementation Guide and Library. This library is hosted on an internal platform that each local team can access, and adapt supporting materials for local purposes, and can share new ideas to encourage further creativity.

### **Key Learning for Successful Implementation**

The Pfizer fleet safety program is innovative in its partnership-based approach and the detailed multi-lingual tools, management information system, and data warehouse, developed to support global, regional and business unit managers in their decision making. This approach has assisted in the successful replication of a globally consistent process, with modifications as required to address specific local needs.

Based on our experiences to date, the five critical success factors or organizational DNA for implementing a successful global driver safety program include:

1. Implementing committed leadership and effective management structure, with special attention to country business leader buy-in as a result of senior above-country leader buy-in, with bottom-up commitment, which is equally important.
2. Tailoring a global vision, standards, objectives, and content to local need.
3. Forming of strong partnerships.
4. Understanding and overcoming international privacy and other regulations.
5. Ensuring the availability of standardized, accurate data and metrics for evaluation purposes.

### Partnership Approach

Partnerships are a key element of our business program. Pfizer has a number of fleet suppliers who work independently of each other. In March 2010, a meeting was held with all such fleet suppliers to discuss the program, talk through any interdependencies, identify how service to drivers could be improved, increase process efficiencies, and enhance working relationships.

One such partner is Interactive Driving Systems (IDS), working to reduce driver collisions and injuries year on year and help us create *A Culture of Minimal Acceptance for Risk While Driving*. The global road safety partnership between Pfizer and IDS involves a system rollout of Virtual Risk Manager, focusing on building a culture of minimal at-risk behaviors by managers and drivers. Each Pfizer market has been tasked with establishing a local governing committee, policies, processes and procedures, as well as driver risk assessment, and program improvement. This includes a detailed application of the DriverINDEX Predictive Modeling and associated risk data warehouse to identify the most at-risk drivers, managers, and work allocators requiring further support.

### Managing International Privacy and Data Protection Laws

Data protection and privacy issues are of paramount importance in any fleet risk management initiative, but particularly when the program is of a global nature, spanning European, Asian, Latin American and North American privacy laws.

Tools that enable the protection of pertinent information include the high-level management information system (MIS), which allows drivers to see their individual driving records (no other records can be accessed by an individual driver) and permits, as well as allowing local management to confirm participation and compliance with program milestones. Data privacy practices are driven by local experts who hone the process to ensure appropriate protections.

### External Benchmarking

The program is benchmarked in a number of ways: via the Network of Employers for Traffic Safety's (NETS) fleet safety benchmark process in the U.S.; through active participation in the American Society of Safety Engineers (ASSE) and Pharmaceutical Fleet Safety Benchmarking forums; and via [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net). Benchmarking has been used as a key indicator of content, process, metrics, and evaluation.

## **Implementation**

In 2007, Pfizer set up to establish a fleet safety program in the U.S. Within the first two years, the company saw the following results in its U.S. fleet operations:

- There was a 50% reduction in collisions.
- There was a 70% reduction in lost-time injuries.
- There was a 72% reduction in costs of collisions.
- The fleet safety program moved into the top tier, compared to our peers in the pharmaceutical industry.
- This success re-affirmed commitment to the global program implementation described.
- The program has expanded to consider opportunities to reduce Scope 3 greenhouse gas emissions.

Key elements from the U.S. experience were built into the global program described in this paper. In addition to road safety, the program is also linked to environmental objectives. One example is Pfizer's *Mileage Management* initiative, which aims to reduce

business mileage, thereby reducing carbon emissions, costs, fuel expense and resource consumption, as well as collision avoidance. The *Mileage Management* initiative includes a partnership with IDS to capture carbon footprint data in the fleet database, which allows each of our local markets to measure progress with total cost of ownership, collisions and fuel/carbon use.

## **Evaluation and Future Efforts**

To date, the program has been successfully launched in the 23 countries with our largest fleets, and the organization continues to work hard to roll-out further in-country launches. Pfizer is proud of this global effort, and the authors are unaware of any similar program or project that has been managed and launched in such a timeframe across a global canvas, ultimately engaging of thousands of direct employees and their families in road safety.

During 2012-2013, the program will be implemented in 33 additional countries. To support this, work is ongoing to continue to establish an internal community of practice, where all in-market teams share good practices and replicate efforts, as appropriate.

During implementation our focus has been to establish consistent data reporting practices. The next phase of the program is to establish formalized collision reduction targets.

## **Conclusions**

Pfizer is in the middle of a rollout of a three-phase, global fleet safety program. Reduced collision rates have been seen in a number, but not all, of our markets, following rollout of the initial phases of the program. Continued focus and rollout of all three phases is anticipated to result in a reduction in collision rates across the global fleet. Overall, this paper has highlighted the:

- Business case for the program.
- Key phases of the program.
- Program tool and measures.
- Keys to successful rollout in the multiple markets in which Pfizer operates.
- Next steps to ensure both global coverage and full program implementation.