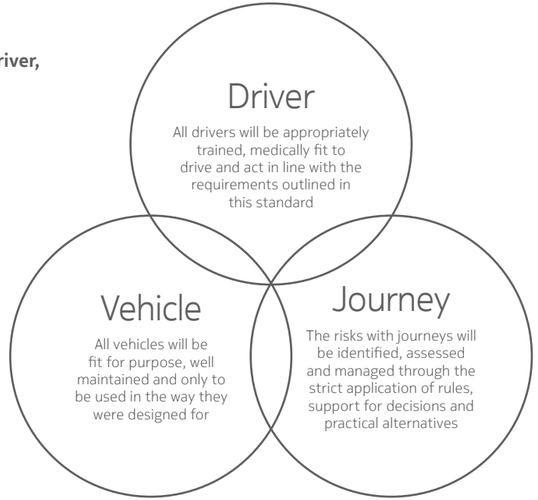

NOKIA
Getting there safely
Your guide to managing safe journeys in Nokia

Managing Road Safety

The Nokia Global Standard for Road Safety contains non-negotiable requirements for three areas: the Driver, the Vehicle and the Journey.

Driver and vehicle requirements are very clear; they can be prescribed globally and then interpreted and implemented at a local level.

The risks associated with the journey, however, will vary according to where in the world you are based. This means that management requirements can only really be defined on a global scale; the risk profile then needs to be understood and controls put in place, locally, to make sure every journey happens safely.



What is Journey Management?

The ‘journey’ is simply travel from one place to another. ‘Management’ of the journey is putting controls in place to make sure that it is safe.

This guide will help you understand why we need to manage journeys in Nokia and what we need to do to make them safe.

The guide has three sections:

1) Managing the journey: Understanding which journeys need to be managed in Nokia - in other words, identifying the journeys that require specific rules and information.
2) Making our journeys safer: Examples, options and guidance on determining and implementing those rules.
3) Journey Management at work: Using real life experiences from our Nokia regions, to help you think about your own local journey plan.

SECTION 1

Managing the journey

Not every journey needs to be managed

Most single, short journeys of known duration, distance, road type and traffic conditions are sufficiently covered by driver and vehicle requirements and basic rules of the road; they require little or no pre-planning.

As part of Nokia business, there are journeys that need to be managed, for example those:

- To remote customer sites.
- To and between multiple customer sites.
- In remote areas or areas with changeable and unpredictable weather.
- In areas where there is a high or extreme security risk.
- Affected by other activities or travel (e.g. climbing a tower after a lengthy drive, or driving after a long flight).

Deciding which journeys need to be managed

In order to determine controls that will be acceptable, understood and followed, an understanding of the typical journeys routinely conducted by Nokia teams must be developed. This does not need to be perfect, or 100% accurate, but must cover all 'work related journeys' undertaken for Nokia, whether these are by Nokia staff, or contractors working on our behalf.

The next step is to look at the risks associated with these work-related journeys and how to control them.

What may affect whether a journey is completed safely?

- Time taken to complete the journey.
- Distance travelled.
- Time of day - daylight, night time.
- Road types and condition, including the terrain.
- Weather.
- Security.
- Working hours and tasks as part of the working day or previous days.
- Traffic conditions.
- Unacceptable risks at known times / areas.
- Known events, e.g. public / religious holidays / festivals.

SECTION 2

How can we make our journeys safer?

Rule based controls

Some risks can be easily controlled by having 'clear rules' in place about what is or isn't allowed. These can be documented in the localised procedure and communicated via training.

Example rules that could be put in place:

Time taken to complete the journey:

- Based on the 'typical' journeys undertaken and local risk profile, a Journey Management Plan may be needed for all journeys over four hours, for example.
- **Non-negotiable: Drivers should not routinely drive for more than eight hours in one day or 40 hours in one week.**

Distance travelled:

- Rules can also be defined for distances (in km or miles). In some geographical areas, short distances can typically take a long time as other risk factors may weigh in (e.g. road conditions / congestion).
- **Non-negotiable: Drivers must take at least a 15min break every two hours of driving and have a total of 45mins rest in every four hours of driving.**

Note: Even if rules are set for recommended breaks, the driver should always pull over and rest or take a break if they feel tired.

Time of day:

- Congestion: Rules can be established to avoid known peak traffic on certain routes at certain times of the day.
- Night travel: Rules can be established to prohibit travel at set times; processes to be followed if approaching late evening; approvals required from senior management before travelling.

Note: Driving after a very long work day into the dark hours is not recommended. Think about how you feel before deciding to get behind the wheel.

Road types and conditions:

- Known roads to be avoided should be identified and updated regularly, so teams are aware and plan for alternative routes.
- Define rules for who is authorized to travel, guidance around passenger seating, seatbelt usage and carrying equipment.
- **Non-negotiable: Only authorized people are permitted to be transported in vehicles being used on Nokia business.**

It is the responsibility of everyone involved in the journey (driver and passengers) to ensure this.

Fatigue:

Constant yawning, blinking eyes, micro sleep that causes head nodding are all classic signs of tiredness. Once tiredness sets in, drivers will not be as alert and mistakes, resulting in serious incidents, could be made.

Active monitoring

There are other factors that we can plan for but will ultimately need active decision making. In this case there needs to be good guidance to ensure that decision making is consistent.

The type of factors that need to be watched daily include:

Weather:

- Checking weather conditions before every journey and providing guidance on what needs to be done when it rains, snows, high winds, or other weather related challenges, can help the drivers and teams make safer decisions.

Security:

- Security issues and high risk conditions can change based on local situations. Active monitoring of routes for issues such as demonstrations, riots, security/terrorist threats, road closures during festivals, etc, is required.
- **Non-negotiable: Additional arrangements must be in place, clearly communicated and regularly tested for travel through regions or areas that pose a high level of personal security risk to individuals or teams.**
- **Non-negotiable: Considerations and plans must be in place for dealing with unexpected sudden changes in weather conditions.**

Business conditions:

- As working hours and tasks before and after the journey will vary and may be unpredictable, active monitoring and guidance is vital. For example, if a person drives for over four hours, they must not perform a high risk task, such as climbing a tower, immediately afterwards - an additional driver is required.

Traffic conditions:

- Guidance should be given about live traffic monitoring, both before they leave and on route.

Restrictive planning

Finally, there are other situations that need to be analysed extremely carefully and clear restrictions put in place, so we don't put those working on behalf of Nokia in harm's way.

Unacceptable risks at known times / areas:

- Guidance may be given for 'no go' areas at certain times. For example, security threats in some areas may increase at night, or winter weather conditions / flood risk areas may make an area dangerous / impassible at certain times of the year. This guidance should consider overnight breaks / re-fuelling / communication.

Known events, e.g. public / religious holidays / festivals:

- Local situations, such as cultural or political events, may make roads unsafe on certain days of the year. In such cases, clear restrictions and local travel bans can be placed. (For example, in Ghana or Ivory Coast during local elections, advise to avoid areas due to organised demonstrations, riots, etc).

Responding to an emergency:

Even after careful consideration and thorough journey planning, based on rules and guidance, there may be an emergency on the way. It is a Nokia non-negotiable requirement that all business units must have adequate arrangements in place for drivers in the event of an emergency or breakdown.

- Consider, ahead of time, the geography of the area and the kind of emergency response available locally, including phone numbers in case of emergencies / towing service.
- Are basic emergency preparedness kit available? They need to be part of the pre- journey checks.
- Drivers must be aware of the emergency procedures before starting a journey. (For example, if there is a vehicle or medical emergency, when passing through a construction zone, with no shoulder to pull over, what should the driver and passengers do?)

SECTION 2

Examples of the types of controls that could apply:

Risk Questions	Types of control	Examples
• Are multiple journeys routinely completed that are more than two hours in duration? • Are there journeys that regularly exceed 200km? • Are there journeys that require teams to work more than four hours from the based location?	**Rule based controls**	• Employ a second capable driver. • Make overnight accommodation available. • Relocate offices, warehouses or team locations to the areas in which work is being undertaken.
• Do journeys require travel to, through, or near high or extreme security risk locations? • Is the weather prone to extreme and sudden changes in conditions such that roads foreseeably become impassable? • Is availability of refuges, rest places or emergency locations limited? • Is there a history / known issues with severe traffic that reduced average travel speeds to less than 30 km/ hr?	**Active monitoring and reaction**	• Conduct security risk mapping of known high risk regions. • Implement vehicle monitoring to enable real time tracking and install panic buttons / check in process. • Identify, instruct and record trusted weather forecast sources. • Identify and make available appropriate traffic management mechanisms.
• Are there areas or roads that become dangerous for known times / areas due to weather, security concerns or other factors? • Are there roads that become disproportionately more dangerous during hours of darkness? • Are there known events that increase the risk of travel by road, e.g. public or religious holidays / festivals?	**Restrictive planning**	• Ban travel on roads that enter regions in times where risk is considered unacceptable. • Identify alternative routes, provide specialist vehicles or escorted transport. • Organise work and locations to avoid travel at high risk times.

Note: It's important to undertake regular reviews of Journey Management processes and procedures and share lessons learned, so we can continuously improve the safety of everyone who drives on behalf of Nokia.

SECTION 3

Journey Management at work - examples

A methodical approach, with careful consideration, provides clarity to the teams on how to manage journeys to ensure a safe trip every time.

The localised Journey Management guidance section should have details of:

- The types of journeys that are applicable to the local area.
- The potential risks associated with each ‘type’ of journey.
- Guidance on how controls can be applied in order to minimise the risks.

Local risks, local rules

Now you have the overall concept and framework for Journey Management, you can think about how you would go about developing your own rules for managing journeys for your location / region.

The following scenarios are examples taken from some Nokia regions, to help you see how you might want to go about managing the journey risks that are local to you.

Using these examples as a guide, decide:

- What are your rules?
- Where do you need Active Monitoring?
- Where do you want to restrict driving completely?

Then, put a plan in place for your drivers and passengers, making clear the rules and risks for each journey.

Example 1

Site location: Kingdom of Saudi Arabia (KSA)

Journeys to be managed: Driving through deserts

In KSA, there were journeys that needed to be managed for risks associated mainly from driving long distances through barren desert lands, where tiredness could easily set in.

Options to do this safely

Addressing the sitaution:

- Can warehouses be relocated to shorten distances travelled?
- Can teams be relocated, to ensure shorter, more manageable journeys?
- Can work be re-assigned to teams in closer proximity for easier access?

Addressing the current journey:

- Is an additional driver a possibility?
- What is this additional driver's role?
- Is it another engineer or a dedicated driver?
- How does the process work? When should they swap?
- Is approval required? By who?
- What are the cost implications?
- Could this be balanced against volume of work? (i.e self driving engineer won't be able to do same volume of work if he / she was also the driver).
- Should the team stay overnight in local accomodation: driving long distances after a long work day is not safe.
- Remember, safety is always the most important factor over cost.

Possible rules you could apply:

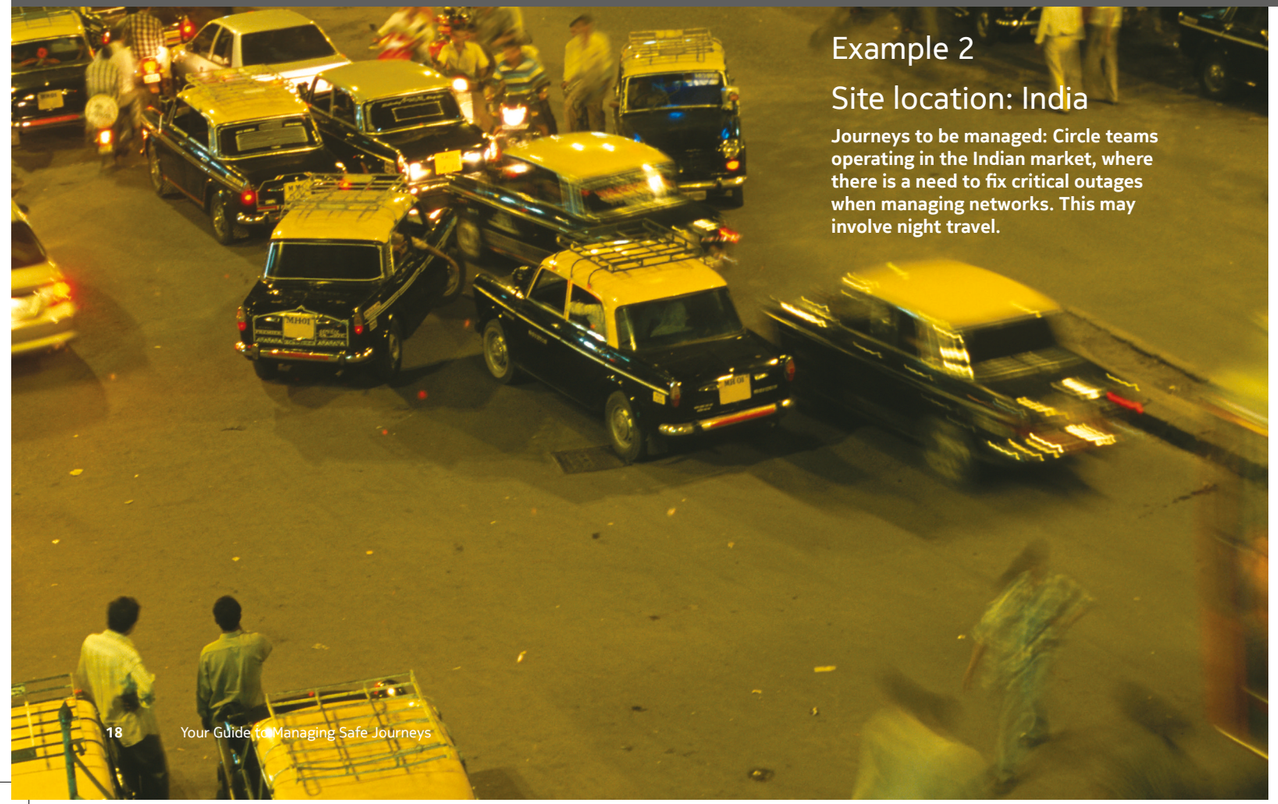
1 For sites over 400 kms, or over four hours one way, lone driving is not permitted. An additional driver must be engaged.

2 The additional driver's role is to be defined and agreed with the business - e.g. extra driver cannot be part of the work team after driving this distance.

3 For journeys that will exceed the permitted eight hours, the project manager's approval is required if returning the same day.

4 For journeys known to exceed nine hours, an overnight stay is required. Obtain your line manager's approval for the stay.

When working on Journey Management under these conditions, the management team in KSA looked at the journey a little differently, addressing the potential risk of tiredness by relocating teams and warehouses to reduce the amount of time spent travelling.



Example 2

Site location: India

Journeys to be managed: Circle teams operating in the Indian market, where there is a need to fix critical outages when managing networks. This may involve night travel.

Options to do this safely

Addressing the sitaution:

- Clearly define what is considered a critical outage - the business must then make a call on when to fix the problem.

Addressing the current journey:

- Can journeys be better managed to avoid driving at night?
- Is providing overnight accommodation a possibility?
- Should there be defined routes where a hotel is considered?
- Should there be a route approval process?
- What level should this go up to on the chain of approval?
- Should a local driver be employed on some routes?
- Should some areas be ‘out of bounds’ at night?
- Should there be regular ‘call-ins’ to colleagues?
- Are there defined emergency procedures?

If management in customer based teams (CBT) have an urgent problem that must be fixed at night, here are some possible rules you could apply:

1 Driving between the hours of 9pm and 6am requires a project manager’s approval.

2 Official approval should also be sought from the customer representative.

3 Fixing outages at night must be done by the team closest to the problem.

4 Discuss the route being taken at night with the supervisor and if it is determined unsafe, pick an alternative.

5 All drivers must carry a fully charged mobile phone, with spare batteries, if required.

6 If an overnight stay is required, the driver must call in to the supervisor or designated contact, once they reach the hotel.

When working on Journey Management under these conditions, the management team in India are looking at ways to reduce the travel at night by better defining the business urgency and addressing the problems highlighted on this page.

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