

**VISION
ZERO**

PRACTICAL GUIDE

“SAFETY WHEREVER YOU GO”

Table of Contents

1. Introduction

- 1.1 Why this practical guide?
- 1.2 Figures – Data – Facts
- 1.3 Influence of companies – what works, what doesn't work?

2. Strategy VISION ZERO

3. Taking positions – Setting examples

- 3.1 Reaching agreements
- 3.2 Naming responsible persons – finding “caretakers”
- 3.3 Involving the health and safety committee
- 3.4 Taking errors seriously and not hiding them
- 3.5 Checklists

4. Systematising the procedure

- 4.1 Identifying risks proactively – learning from events
- 4.2 Evaluation and drawing conclusions
- 4.3 Sustainable, goal-oriented approach
- 4.4 Deriving measures
- 4.5 Defining responsibilities
- 4.6 Setting schedules

5. Evaluate – Assess – Optimise



Introduction

Page 4–9

Strategy VISION ZERO

Page 10–11



Taking positions – Setting examples

Page 12–17

Systematising the procedure

Page 18–27



Evaluate – Assess – Optimise

Page 28–29

1. Introduction



1. Introduction

A world without injuries and deaths is not only a vision for the world of work, but also fully applies to all participation in road traffic. Traffic accidents are neither fateful nor inevitable; they always have causes, even if these are sometimes not immediately visible. By creating an effective prevention culture, most of these causes can be eliminated and accidents and injuries prevented.

Travelling safely and healthily is not only a moral obligation, but also pays off economically. Investing in health and safety for daily journeys avoids human suffering and protects a company's most valuable asset – the physical and psychological health of its employees. And it pays off – Motivated and committed people contribute significantly to the success of a company.

International research projects on the “Return on Prevention” have shown that every Euro invested in health and safety returns approximately two Euros on average. However, improving the health and safety for workers does not necessarily require financial expenditure. Much more crucial is for management to act sensitively, learn from mistakes, and promote open communication at all levels.

According to the DGUV, scientific evidence shows that approaches to improving safety culture and health management contribute to a reduction in the risk of occupational accidents, occupational diseases and work-related illnesses (Marschall, 2017; Pieper et al., 2015). This can also be applied to participation in road traffic while on work-related journeys. Improving safety culture also contributes to safe road use.

Actionism or individual initiatives or projects are only a short flash in the pan, but do not represent a sustainable solution. If measures are to be successful, they must be installed based on knowledge of existing problems.

This practical guide is intended to support companies in systematically carrying out operational road safety work in order to achieve the highest possible return for employees and the company itself.

1.1 Why this practical guide?

Accidents while at work, on work duty, or commuting, are a burden on employees and companies. Restrictions may cause employees to suffer, need to see doctors, or require assistance from others. Companies must compensate for the loss of employees, possibly provide replacements or even postpone appointments. Every accident has consequences that affect and disrupt everyday operations, and are a burden on everyone involved.

Road traffic accidents in particular are sometimes simply accepted as unavoidable. Nevertheless, they are often the reason that road traffic comes up as a topic of discussion within companies. For one-off campaigns and activities, the focus is not on the causal problem, leading to accidents occurring over and over again in the same form.

But accidents, including road traffic accidents, can be avoided. This practical aid provides help and support for systematic road safety work, ensuring that real causes can be worked on and road traffic accidents can be avoided in the long term.

This applies not only to large and medium-sized companies, but also to small businesses. An accident is and remains a rare occurrence. Small companies can go years without having an accident that disrupts their operations. This results in the need for a preventative approach being overlooked. But if there is an accident in a small business, whole livelihoods can be put at risk.

Systematic road safety work such as that presented here helps to prevent accidents in advance and increase the satisfaction of all those involved. With a few systematic steps, prevention pays off sustainably.

Your German Social Accident Institution



1.2 Figures – Data – Facts

According to the German Social Accident Insurance (DGUV) on work-related accidents in 2017, the majority of work-related accidents occur outside of road traffic. Accidents at work (including accidents while on work duty) involving participation in road traffic only play a subordinate role (see table 1). On the other hand, the majority of notifiable commuting accidents are accidents involving traffic (see table 2).

Table 1 – Accidents at work

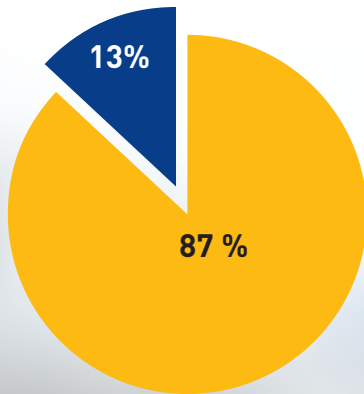
Type of accident	Reportable accidents	New accident annuities	Fatal accidents
Accident at work (not in road traffic)	780,524	11,691	252
Accident while out on company business (not in road traffic)	11,178	363	8
Not in road traffic	791,702	12,054	260
Work accident (In road traffic)	11,358	362	63
Accidents while out on company business (In road traffic)	9,438	296	42
In road traffic	20,796	658	105

Table 2 – Commuting accidents

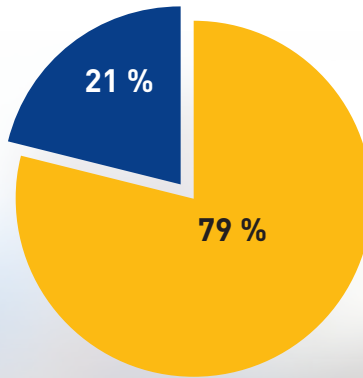
Type of accident	Reportable accidents	New accident annuities	Fatal accidents
Commuting accident (not in road traffic)	71,656	1,462	19
Commuting accident (in road traffic)	112,099	2,929	247

If one compares the individual accident types according to the categories “in road traffic” and “not in road traffic”, however, it becomes clear that participation in road traffic is a problem area that cannot be ignored.

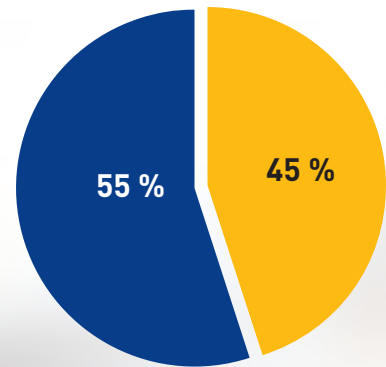
Type of accident	Reportable accidents	New accident annuities	Fatal accidents
Accident not in road traffic	863,358	13,516	279
Accident in road traffic	132,895	3,587	352



Share of reportable accidents



Share of new accidents



Share of fatal accidents

If these figures from 2017 are translated differently, the following can be said:

- Participation in road traffic is the main cause of death of dependent employees and employers in connection with their professional activity.
- The proportion of fatal road traffic accidents is four times higher than the proportion of reportable road traffic accidents.
- Most cases of road traffic accidents are associated with more serious injuries than other accidents.

1.3 Influence of companies

What works, what doesn't work?

Particularly in the area of road traffic accidents, many companies see little opportunity to influence employees. Unfortunately, commuting accidents in particular are considered a given and believed to be difficult to influence.

However, accidents don't just happen by themselves. Every accident tells a story, which is usually subjective. In addition, there is a large number of "near misses", which, when looked at more closely, can provide important insights. Time pressure, stress from the home or work environment, emotions or distraction are also factors that influence driving, as well as traffic jams, weather and road closures. Others get into trouble due to cancelled buses or suburban trains and suffer accidents as pedestrians.

Businesses cannot influence the weather, regulate public transport or lift road closures. But if these individually occurring factors are known, companies have a multitude of ways of influencing them. After all, knowledge and expertise provide confidence in finding and selecting suitable and appropriate preventative measures.

Every company has the possibility to reduce the obstacles which prevent employees from participating in road traffic through the use of appropriate

regulations, ensuring journeys by road can always be made safely. The following regulation is an example of what can be done: "In the event of morning traffic chaos, e.g. due to the onset of winter, giving notification of delays by telephone is sufficient, even after 9:30 am if it is not possible to do so before that time. In cases such as this, the priority is given to arriving at work safely rather than being put under pressure to arrive quickly.

The regulations themselves, although small, can have significant effects, because they make it clear to employees that they are important to the company. Signals such as these show employees that managers care about their employees' health and send a clear signal that safety is paramount.

However, there can also be extensive measures to inform, motivate and train employees, or even train them for specific situations and tasks.

The measures can also create the conditions for safe participation in road traffic.

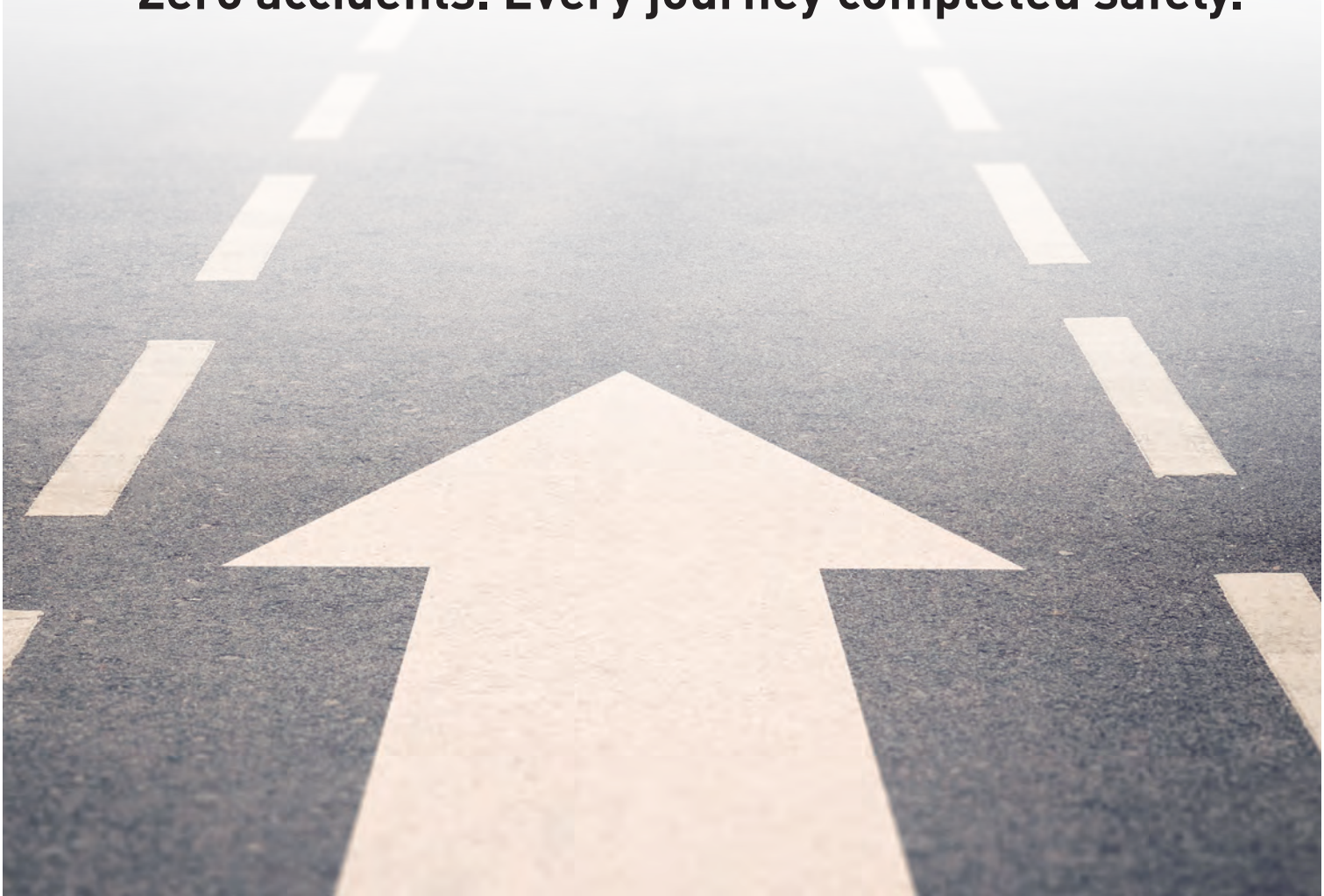
With this practical guide, we want to present successful examples that are worth imitating.



2. Strategy VISION ZERO

VISION ZERO.

Zero accidents. Every journey completed safely.



2. Strategy VISION ZERO

Accidents in road traffic or at work are neither fateful nor inevitable. They always have causes that can be eliminated. These causes usually involve human error. The strategy "Vision Zero – Zero accidents. Every journey completed safely." assumes that humans make errors and will continue to make errors. Serious or fatal injury is not an acceptable punishment for these errors. This means that the transport system, traffic routes, traffic rules and the framework conditions for participating in road traffic must be designed in such a way that the integrity of the individual is paramount.

Life is non-negotiable.

The "Vision Zero" campaign of the International Social Security Association (ISSA) published seven "golden rules" or seven success factors in 2017, whose application promises good prevention work (www.visionzero.global):

Live leadership – show your colours!

Management makes it clear that safe participation in road traffic is part of the corporate culture. Management positions itself towards the employees.

Danger recognised – danger averted!

Companies analyse where the hazards lie. This also applies to daily participation in road traffic. Those who know where the problems lie establish goal-oriented prevention measures.

Define goals – create a programme!

Based on the hazards identified, targets and programmes are drawn up on how to eliminate them. Goals and programmes are designed to be systematic and self-reviewing.

Well organised and systematic!

Any program is only as good as its implementation. Procedures and responsibilities are defined. Temporally defined intermediate steps also help here.

Machines, technology and facilities – safe and healthy!

Modern vehicles and up-to-date assistance systems support safe participation in road traffic. Regular maintenance supported.

Knowledge creates security!

Knowledge about rules, reasons for rule violations and their effects are a prerequisite for safe behaviour. Knowledge of existing hazards helps in finding solutions to minimise them.

Investing in people – Motivating through participation

Employees know very well where hazards occur and have ideas for how to eliminate them. Involving employees in problem solving promises great success.

As a rule, having a career requires participation in road traffic. For some people, road transport is their immediate workplace, while for others, participation in road transport is necessary to reach their place of work.

The aim of Vision Zero is to prevent fatalities and serious injuries.

The central basic assumptions of Vision Zero are:

1. Humans make mistakes.
2. Humans have limited physical resilience.

Furthermore, the DVR postulates:

3. Life is non-negotiable.
4. People have a right to a safe transport system and to a safe working environment.

These four basic assumptions must be taken into account when designing the transport system. And it is precisely here that companies can exert great influence, whether in procuring safe company vehicles, in organising working hours or in influencing employees.

3. Taking positions – Setting examples



3. Taking positions – Setting examples

“Live leadership – show your colours!” is one of the priority requirements of an effective prevention culture. If the company management or individual managers do not support or promote preventative approaches, the idea of prevention will not succeed. “Corporate management is a vital source of inspiration.”

“Managers have a major influence on the importance that employees attach to health and safety.”¹

Particularly in the field of operational road safety work, it is essential that you position yourself here in relation to the employees in order to counteract the idea that you have no influence on their behaviour in road traffic.

In doing so, you must set an example and show employees that safe participation in road traffic is a top priority for you as well.

For this reason, more and more companies are including statements on safe mobility in their mission statement. An example statement might look like this:

“Our employees are our greatest asset! We provide an environment which ensures business trips and journeys to and from work take place safely!”

By positioning yourself in this way, you make it clear that your employees participating safely in road traffic is important to you, and not just a matter of indifference. This also gives those responsible the necessary leeway to influence safe participation in road traffic.

3.1 Reaching agreements

For business trips, company agreements can be made which support safe participation in road traffic. These could be, for example, as follows:

“In order to protect all employees, reading or writing messages using information and communication systems is not desired. The same applies to outgoing telephone calls. In the case of incoming telephone calls, it is permissible to use the hands-free system to briefly inform callers that they will be called back as soon as a parking space is found.” Service instructions can also contribute towards promoting safe behaviour and positioning the company clearly.

These instructions may also relate to the journey to and from work, as the following example shows: “In the event of morning traffic chaos, e.g. due to the onset of winter, giving notification of delays by telephone is sufficient, even after the normal start time if it is not possible to do so in advance. In cases such as this, the priority is given to arriving at work safely rather than being put under pressure to arrive quickly.¹”

¹ See DVR, January 2018

3.2 Naming responsible persons – finding “caretakers”

In addition to integrating clear statements into the mission statement and formulation company agreements and service instructions, it is essential to appoint persons with decision-making authority as those responsible for operational road safety work, and to support them in their task. These people are often referred to as “caretakers”. Care should be taken to ensure that these people strongly support the idea of prevention and are fully behind it.

This will be particularly successful if the person responsible

- takes on the task voluntarily;
- is personally behind the measure;
- is given adequate time to complete the task;
- is trained by the responsible German Social Accident Insurance Institution where necessary
- can make decisions independently;

- is provided with the necessary financial resources
- that formal regulations are kept to a minimum;
- has backing from the management or management level
- that the task and formulated objective are communicated transparently within the company by the management level and it is made clear that this is a company objective.

Of course, this does not have to be a single person, it can also be done by a team.

3.3 Involving the health and safety committee

In large and medium-sized enterprises, it must be ensured that the topic of "mobility" is an integral part of the health and safety committee's work. Mobility must appear as a fixed item on the agenda of each meeting. Of course, small companies without a health and safety committee can also do this by making safe participation in road transport the subject of normal company meetings.

The more intensively the individual committees or responsible persons are involved and informed, the greater the return. The topic of operational road safety should be integrated into prevention as a matter of course.

3.4 Taking errors seriously and not hiding them

Especially when it comes to building effective structures, it is important to establish a corresponding culture of error. This includes a positive approach to mistakes, loosely based on the motto, "If the day was not your friend, it was your teacher." It can be assumed that employees who have made mistakes that affect the day-to-day running of the business will not make the same mistake again. However, these errors must be learned from and developed into avoidance strategies. The better errors are

questioned and processed, the better the tools for future error prevention will be.

A necessary prerequisite for such a culture of error is open and transparent communication. "Silence is silver, speech is golden" would be an appropriate guiding principle for promoting an open culture of error. This also and especially applies to prevention. Errors must be communicated so that countermeasures can be taken. Keeping silent does not help here, and is even counter-productive.

3.5 Checklists

Checklists can help you to get a quick overview of where you already stand with your company or what could be optimised.

Below are two checklists that give you an overview of the importance of operational road safety and the existing communication and error culture.

These checklists are intended to assist in assessing the current status and, if necessary, deriving measures.

- **Applies – no need for action at present!**
- **Partially applies – need for action!**
- **Doesn't apply yet – need for action!**
- **A statement cannot yet be made due to the existing situation!**

3.5.1 Health and safety at work and in road traffic are important to me, I set examples myself and am a role model for my employees

Company profile	Individual valuation	Overall valuation
The safe participation of my employees in road traffic is a very high priority for me.	● ● ● ●	<div style="text-align: center; margin-bottom: 10px;">●</div> <div style="text-align: center; margin-bottom: 10px;">●</div> <div style="text-align: center;">●</div>
I know that I also have a responsibility to ensure that my employees can partake in road traffic safely.	● ● ● ●	
Safe participation in road traffic is important to me. I am a role model for my employees.	● ● ● ●	
I am sure that I can also influence the behaviour of my employees outside the company.	● ● ● ●	
If I see unsafe or risky behaviour, I try to promptly seek a personal conversation with the person concerned.	● ● ● ●	
I have set the objective of maintaining safe road traffic participation of my employees as a guiding principle (mission statement / principles / declaration).	● ● ● ●	
I personally attend further training courses in which safe participation in road traffic is discussed.	● ● ● ●	

3.5.2 We have openly communicated road safety as a principle

Company profile	Individual valuation	Overall valuation
We have rules for safe behaviour at the workplace. These also refer to routes and journeys required for business purposes.		
Care is taken to ensure that all employees are aware of these rules.		
There is a company agreement, for example, on the minimum safety equipment of vehicles used for business purposes.		
There are service instructions, e.g. for the planning and execution of business trips under secure conditions.		
There are service instructions for the safe use of information and communication systems while in road traffic on work duty.		
Safe participation in road traffic is a regular agenda item at service meetings.		
Observed misconduct in road traffic is openly addressed and questioned. Connection with, among other things, operational conditions, are analysed.		
Open communication, e.g. a good error culture, is encouraged by us. Errors should be openly communicated in order to jointly find solutions to avoid them.		
Training on safe behaviour in road traffic is a matter of course (instruction/briefing).		

4. Systematising the procedure



4. Systematising the procedure

4.1 Identifying risks proactively – learning from events

In order to carry out prevention work in a problem-oriented manner, getting a clear picture of the concrete problems that exist in the company or individual departments or divisions is indispensable. In some companies there is an increase in the number of tripping or falling accidents, in others there is an increased number of falls or accidents when using bicycles and in others still there is a lot of rear-end collisions with cars and vans. To ensure that prevention measures do not simply fizzle out, they must be chosen in a targeted manner. If the employees recognise that the measures make sense, a measure tailored to the problems can achieve the desired effects.

An important point of reference is carrying out a comprehensive risk assessment. This must include the aspect of mobility, i.e. participation in road traffic. This not only concerns hazards during participation in road traffic due to work, but also hazards on the way to or from work (see also "GUROM - Making mobility safe" – www.gurom.de).

In addition to conducting the risk assessment, traffic accidents in particular must be evaluated. To this end, it must be questioned which aspects were causally responsible. Although the police usually make an assessment of the cause of a road traffic accident, this does not provide the real, important reasons. A statement such as "inadequate speed" or "insufficient safety distance" does not indicate the factors to be influenced. It is important to question why the speed or distance was not adjusted. In many cases, the reasons can be traced back to framework conditions that are either related to work or the private environment. And changes must be made to these basic conditions in order to achieve safe behaviour in the future.

The following checklist can support you in performing meaningful analyses.

4.1.1 Checklist for collecting and evaluating data

- **Applies – no need for action at present!**
- **Partially applies – need for action!**
- **Doesn't apply yet – need for action!**
- **A statement cannot yet be made due to the existing situation!**

Company profile	Individual valuation	Overall valuation	
All sources are used: accident victims, inspection of the accident site, police, etc.	● ● ● ●		
Accidents in road traffic and on company premises, including commuting accidents, are recorded, evaluated and analysed.	● ● ● ●		
Near misses, both on the company premises and on public roads, are actively communicated by employees. These are recorded, evaluated and analysed.	● ● ● ●		
As part of the risk assessment, participation in road traffic (while on duty or on the way to or from work) is also considered.	● ● ● ●		
Employees have the opportunity to report things that in their view restrict safe behaviour on a daily basis.	● ● ● ●		
In the company or individual departments or divisions, accidents that occur are evaluated in detail.	● ● ● ●		●
Based on all available data, an analysis is carried out regularly (e.g. semi-annually, annually, etc.) with regard to accident clusters and anomalies.	● ● ● ●		●
To identify hazards, external advice is also included for support.	● ● ● ●		●

4.2 Evaluation and drawing conclusions

On the basis of the available data on frequencies, abnormalities and reported occurrences, conclusions can be drawn for a possible need for action.

The analysis of existing data and findings should be aimed at determining whether there are comparable anomalies (e.g. accidents) and what their main causes might be.

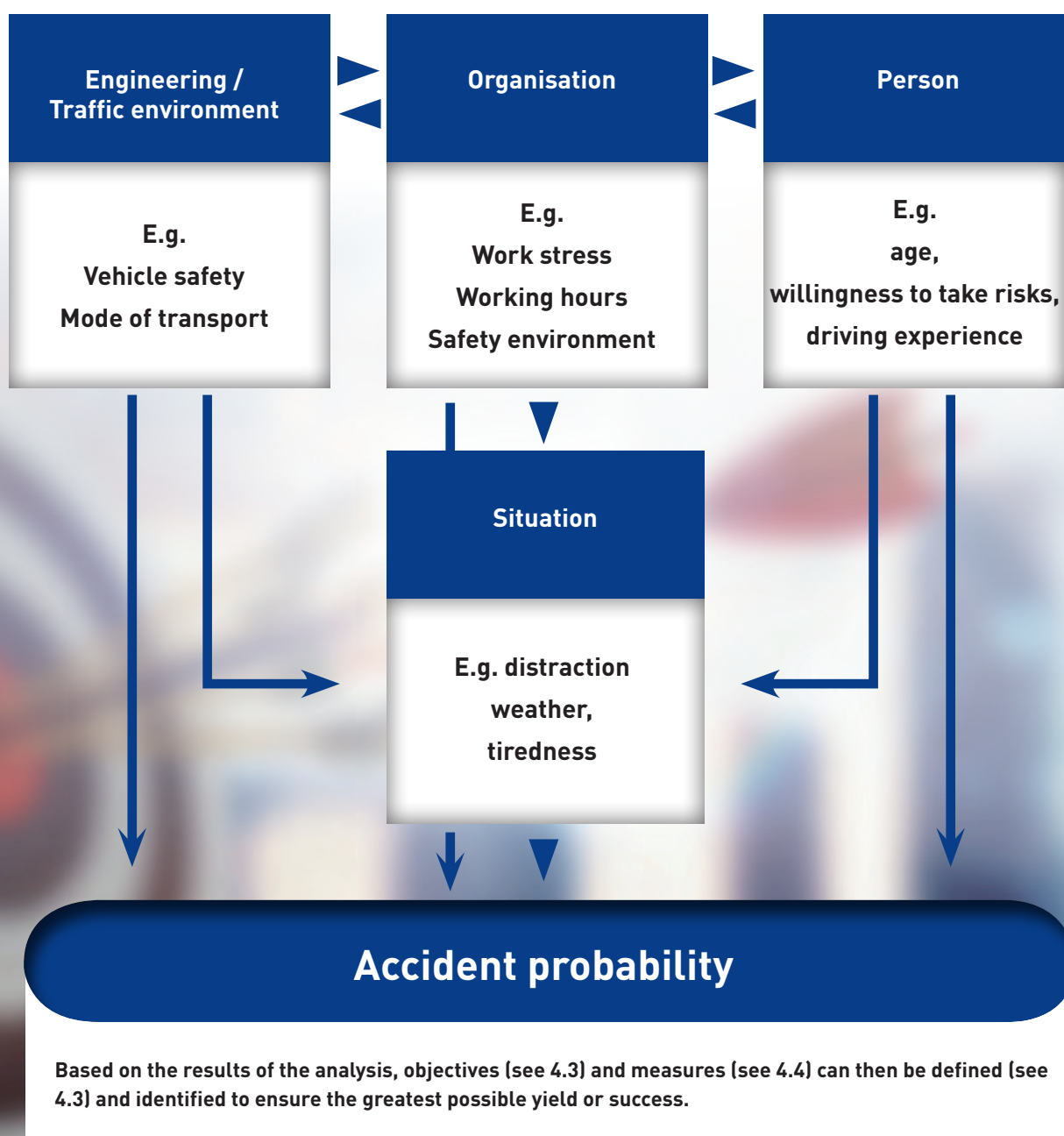
The following matrix can be a helpful guide for initial collection or limitation of accident clusters:

Means of Transport / Place / Time	By foot	Bicycle (Power-assisted bicycle)	Moped or motorbike	Car	Commercial vehicle or lorry
Internal traffic					
Journey to or from work					
Journey while on duty by vehicle or on foot					
Night time					
Early morning					
Late evening					
Normal times					

If, for example, the completed matrix reveals a cluster of accidents involving cyclists on company premises during normal working hours, a first starting point has already been found. However, in order to be able to draw constructive conclusions about the causes, a further consideration using the TOP (+S) approach is advisable. It must

be clarified whether the causes are more technical (e.g. bicycles in poor condition, unsafe traffic routes), organisational (e.g. unrealistic time limits) or personal (e.g. lack of experience). This should be followed by a risk assessment and prioritisation of measures.

Image: www.gurom.de, TOP (+S) approach



4.3 Sustainable, goal-oriented approach

Concrete objectives should now be formulated for what is to be achieved within the framework of the preventative approach. The SMART and GROW models are suitable for this purpose.

Generally, a procedure according to the SMART model (specific, measurable, attractive, realistic, time-bound) is recommended, as this allows you to quickly and specifically describe and define a goal-oriented procedure.

If, for example, the evaluation has shown that more accidents involving cyclists occur on company premises or on the way from home to work, and if, for example, both internal company routes and the employees' driving experiences are the causes of the accidents, the following objectives can be derived:

Example: Improving safety for cyclists

Specific

All employees who use a bicycle on the company premises should take part in bicycle training. Employees who use bicycles on a daily basis are offered the opportunity to take part in a bicycle training course.

Measurable

A certificate of participation must be submitted.

Attractive

Training takes place during working hours

Realistic

The training is organised by the company and conducted within the company.

Time-bound

Training begins in April and will be finished by the beginning of October.



4.4 Deriving measures

Once you have drawn appropriate conclusions on the basis of the data analyses and the evaluation or interpretations, and have subsequently set goals, suitable measures can be derived.

Everyone is faced with the difficult decision of finding an appropriate, tried-and-tested, quality-assured measure that promises the greatest success.

The following checklist is used to quickly find or define the appropriate measures that will help to eliminate the causes or reduce their effects.

- | | |
|---|-----------------------|
| An analysis of road traffic accidents, including commuting accidents, was carried out. | <input type="radio"/> |
| Near misses are recorded and evaluated. | <input type="radio"/> |
| The employees have reported hazards. | <input type="radio"/> |
| Prevention experts were interviewed and involved. | <input type="radio"/> |

Results of the analysis:

Classification of Traffic Participation

The accident clusters concern in particular the following forms of mobility:

- | | |
|---|-----------------------|
| On foot | <input type="radio"/> |
| By bike | <input type="radio"/> |
| With a moped / motorbike | <input type="radio"/> |
| By car | <input type="radio"/> |
| With a commercial vehicle (van or lorry) | <input type="radio"/> |
| With a special vehicle | <input type="radio"/> |

Reason / place of traffic participation:

- | | |
|--|-----------------------|
| Internal traffic | <input type="radio"/> |
| Journey while on duty by vehicle or on foot | <input type="radio"/> |
| Journey to or from work | <input type="radio"/> |

Special times of traffic participation:

- | | |
|----------------------|-----------------------|
| Night time | <input type="radio"/> |
| Early morning | <input type="radio"/> |
| Late evening | <input type="radio"/> |
| Normal times | <input type="radio"/> |

Identify area of cause:

**The cause concerns engineering / traffic environment
(vehicle equipment, vehicle condition, traffic routing etc.)**

**The cause concerns organisation or framework conditions
(working time regulations, family situation etc.)**

**The cause concerns a person
(experience, age, willingness to take risks)**

**The cause concerns an exceptional situation
(distraction, tiredness, weather)**

Search for possible, appropriate measures:

Issue instructions

Make a company agreement

Change working time arrangements

Conduct employee workshops to find solutions

Procure and distribute information material

Carry out seminars

Organise training

Make structural changes

Rethink/modify vehicle equipment

Change scheduling

Make use of external advice

If you have now made restrictions with the help of the checklists, suitable, already tested and scientifically developed prevention measures can be found (see appendix prevention offers). There you will also find practical examples, e.g. for works agreements or service instructions.

4.5 Defining responsibilities

Once you have found the appropriate measure, defining responsibilities is imperative. A “caretaker” must be found – a person who takes responsibility for implementing and following up on the measures.

This will be particularly successful if the person responsible

- takes on the task voluntarily;
- is personally behind the measure;
- is given adequate time to complete the task;
- is trained by the responsible German Social Accident Insurance Institution where necessary
- can make decisions independently;
- is provided with the necessary financial resources;
- that formal regulations are kept to a minimum;
- has backing from the management or management level
- that the task and formulated objective are communicated transparently within the company by the management level and it is made clear that this is a company objective.

Of course, this does not have to be a single person, it can also be done by a team.

4.6 Setting schedules

To ensure that the selected measure is introduced and implemented in a targeted and effective manner, it is essential to set clear timetables. This is not just about the start and finish dates, which have already been defined in the target definition.

It is important to plan the project in detail and create a concrete schedule. This plan must contain “milestones”, i.e. intermediate stages where adherence to the schedule is checked and whether the defined tasks have been completed. Within the framework of these milestones it must also be clarified whether the conditions are still met. These are, for example, working hours, financial resources and general conditions.

It is advisable to discuss these “milestones” together at the management level, and to carry out appropriate evaluations. Here it is advisable to involve the health and safety committee if necessary.

If the milestones determine that the plan cannot be adhered to, the problem must be clearly identified and an effective solution sought. Although it is possible to deviate from the schedule, the reasons should be communicated transparently.

5. Evaluate – Assess – Optimise



5. Evaluate – Assess – Optimise

Successful prevention depends on regular monitoring and evaluation of the introduction and implementation of prevention measures, in order to be able to optimise the process. To this end, the processes should be observed and results recorded. The intensity and scope of the evaluation depends on the measure at hand.

The following questions can help here:

Experiences	Individual valuation	If no,
Was the prevention measure implemented according to plan?		Solution
Were the specified work steps carried out as planned?		
Were the individual stages of work documented?		
Have the employees identified as responsible fulfilled their tasks?		
Was the introduction of the prevention measure met with acceptance among employees?		
Did introducing the prevention measure lead to concrete improvements?		

Suggestions for Documentation

It is helpful to document the individual work steps in order to make the processes transparent and track results. The following documents could be used for this purpose:

- **Catalogues of questions**
- **Checklists**
- **Reports**
- **Minutes (e.g. meeting of the health and safety committee)**
- **Key figures on occupational safety**
- **Documents from audits (training certificates, auditors, audit plans, audit question lists, forms etc.)**

Source: Practical Guide Systematic Occupational Health and Safety [BG RCI 2014]

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