

Introduction

The Company

An Post is a major commercial organisation providing a wide range of services which encompass postal, communication, retail and money transmission services. It is one of Ireland's largest companies directly employing over 10,000 people through its national network of Retail, Final Mile processing and delivery points operating from some two hundred buildings nationwide, ranging in size from industrialised automated mail centres to smaller delivery and retail offices. An Post operates Ireland's most extensive physical distribution network, with over 4000 vehicles and some 5200 delivery staff.



An Post is headquartered in the General Post Office or GPO in O'Connell Street Dublin 01 and the EXO Building on Dublin docklands, which is a central area for administration. Our company safety management system is accredited to ISO45001 Standard by URS Ltd- Cert No 49727/A/0001/U En-URS and UKAS.

Our Transport and Logistical fleets go hand in hand and are proactively managed by Mails Operations and the Transport and Safety Sections of An Post, with many new and ongoing programmes of transport and road safety happening year on year, in line with adaptation to technical progress ADTPs, changes in legislation etc.

Our Postal drivers *"These are professionals, from day one, we emphasise they are the captain of the ship, and we trust them to use their judgment and experience to make the call to shut [an unsafe situation] down,"*
In turn, "They trust us to provide them with the equipment, training and necessary supports to work as safely as possible."

The Transport Safety Programme Team

Head of Mails Processing Ned Hayden		Head of Final Mile Operations: John Kehoe	
Head of Group Safety - Noel Lacey, CMIOSH, MSc OSH		Head of Transport - Patrick Cahill	
Safety and Environment Section Julie Sexton, Regional Safety Advisor - Dublin - CMIOSH, MSC OSH Conor Coghlan, Regional Safety Advisor - South -CMIOSH, BSc SHWW Terry McKinley, Regional Safety Advisor Connaught & North Leinster-CMIOSH, BSc SHWW Mgt Systems Anne Marie Wright and Nicola Dollard -Clerical Admin Support	Heavy Commercial Vehicles (374) fleet Section John Lally HCV Fleet Networks Manager Kevin P Martin, Fleet Technical Manager Admin Team	Light Commercial Vehicle fleet Section Tony Kenny, National LCV Fleet Manager Paul Hanley-Regional Transport Manager- South Patrick Loughnane, Regional Transport Manager- East Chris Callaghan, Regional Trans Manager- West	
Transport Help Desk - 12 Clerical/Admin staff working from a call centre and help desk facility - 1800283027			

Our Strategic Transport Safety Objectives and Initiatives:

To eliminate all sources of serious and fatal accidents on Irish roads, part of a wider European Union initiative called **Vison Zero** and Ireland' s fifth Government Road Safety Strategy which outlines our road safety priorities for the next decade. See <https://www.rsa.ie/about/safety-strategy-2021-2030> for more information.

Transport Safety Achievements during 2022

- ✓ Our accident severity rates have fallen over 5 years by 51.36%
 - ✓ RTA events down by almost 60%, from 2020 to 2022 YTD.
- ✓ Actual Injury from Vehicle accidents/RTAs reduced from 42 to an all-time low of 4 YTD
 - ✓ Our 5-year LCV rollways have continued to be reduced from 42 to 24 YTD
 - ✓ Our IRI (3 days reportable) are 0.75% less YTD
- ✓ Over 77% Reduction in speeding instances YTD with over 7.3 Million road kilometres completed by fleet
 - ✓ Avoided €1.5m in fuel costs through better fleet efficiencies

Note : During 2022, some 70% of all Transport Safety Risk Assessments were reviewed and revised by the Safety and Transport Sections and relevant stakeholders, with 44 sets of individual risk assessment/STPs provided in Hard Copy and also made available electronically

<https://anpost.sharepoint.com/sites/AnPostSafetyManagementSystem> to some 176 Mail Centres and Final Mile Delivery Business Unit sites, nationwide in Ireland.

Planned Initiatives and Objectives in relation to Transport Safety

1. Development of a bespoke Light Commercial Vehicle Fleet 'Drivers Handbook and Safety Guide for Drivers'

This company 'bespoke manual' was developed by the Safety and Transport Sections of An Post after much engagement with stakeholder managers, postal driving duties, unions, suppliers of transport and ancillary equipment and services etc, obtaining feedback and completing a gap analysis of our day to day activities and risks to our light commercial vehicle fleet, looking at how they interact with company business, essentially the transport, collection and delivery of mail items such as letters, packets and parcels, their operating environment, risks around driving, adverse weather, lone work, road safety legislation, training and environmental impact by our fleet and its sustainability. Impact on other road users etc. It is primarily aimed at new entrants to Postal driving duties, including non-national staff with pictograms to allow for ease of understanding. It is in essence, a consolidation of everything a Postal driver needs to know so as to allow them carry out their work safely and efficiently. It allows Managers to comprehend the role of drivers and manage them better. It consolidates all peripheral company documentation which would not normally be directly available to Postal driving duties, such as procedures on lone working, adverse weather, dealing with workplace violence, road safety legislation and driver behaviour, STPs etc.



2. Advanced Driver Training Programme - All LCV fleet drivers (3,800+)

An Post has an ongoing programme of advanced driver training for all our LCV drivers.

3. Certificate of Professional Competence (CPC) - HCV Fleet drivers (500+)

An Post has an ongoing programme of driver CPC for our heavy goods vehicle fleet drivers, who may operate double deck trailers, road-trains, articulated and rigid fleet. Its purpose is to set and maintain high standards of safety and driving, accident prevention and safety towards members of the public. We have a number of centres of excellence nationwide for CPC training.

This aspect of our business training is managed by learning and Development Section An Post.

4. Migration from Carbon Based fuels reliance to Carbon Free Initiative by using HVO Fuels over Diesel

This was achieved by the development of an An Post Safety Task Procedure (Hazard Identification & Risk Assessment) STP relating to onsite refuelling (in compliance with The Dangerous Substances (Flammable Liquids and Fuels Distribution and Commercial Supply Stores) Regulations, 2019 (S.I. No. 631 of 2019 and associated legislation) of An Post company motor vehicles and refuelling points using HVO fuel oils. Having safe and secure on-site fuel storage and dispensing equipment is essential for efficient fleet management, but it's also important that employees are trained in safe refuelling procedures. This initiative was primarily aimed at our HCV fleet with dissemination of this information to a pool of some 600 licensed HCV drivers and all our sites nationwide.

5. Migration to the Use of Electric (Pedal Assist) Etrikes Programme

As part of our programme of sustainability and caring for our environment, our company has introduced some 155 Etrikes for use nationwide in urban settings such as city centres and main streets thoroughfares. They have a cargo load area the size of a Euro pallet (1200 x 800mm) with a (SWL) of 120Kgs for mail volumes. Etrikelists are trained by supplier company GreenAer prior to trike first use. An Post has made a commitment to grow this aspect of our fleet.

6. Continued Roll Out of Electric (LCV) Fleet

An Post continues to migrate its Diesel fleet to fully electric, in line with company strategic objectives towards sustainability. Over 1600 LCVs and a number of HCVs to date. Some 2,000 Postal drivers have attended for 'conversion' training from diesel to electric vehicles, consideration been given that EVs have a far greater torque and are more powerful, use of integrated EV features etc

7. Vehicle Roll-Away/Drive Away Prevention Programme - HCV and LCV Fleets.

HCV drive-away may occur in larger Mails Hubs, at organised loading bays/docks, i.e., premature departure of vehicles, etc. LCV roll-away occur where drivers fail to engage a handbrake correctly, especially so in hilly terrain - An Post Safety and Transport Sections reviewed this highly significant risks, developing an STP and held a number of national Transport Safety Forums with key managers over a period of months, discussing causation, its prevention and advised controls. As part of this programme, An Post committed some 400,000 euro to installing audio handbrake alert modules into LCV fleet vehicles, towards absolute prevention. To date, some 1200 LCVs have been retrospectively fitted with this

advanced safety feature. All staff have been made aware of the new safety procedures toward prevention. Year to date, there has been a significant reduction in vehicle rollaways from 41 to 24, some 58.54% of an improvement, a significant milestone. It is intended that our future fleets will have this safety module already fitted.

8. Projects on Rail Bridge Strike Prevention & Use of Unmanned Rail crossings in conjunction with Irish Rail Networks

The objective of this initiative was to eliminate Rail Bridge Strikes and the avoidance of any potential accident/incident events at Rail crossings, achieved by risk assessing each scenario and developing safety related procedures for postal drivers. The STP developed after consultation with our managers and drivers and Irish Rail was further complemented by providing decals in all vehicle cabs warning of such hazards and providing emergency contact numbers for Irish Rail, a first for Irish transport fleets.

9. The Use of a Social Media platform to promote driver safety and transport safety initiatives

We adopted the PostPeople online App which allows us to promote safe driving and road safety, with many thousands of people accessing this content.

https://play.google.com/store/apps/details?id=com.anpost.postpeople&hl=en_IE&gl=US

10. The development of a number of new 'bespoke' Transport Safety Videos

We developed a number of 'Bespoke' postal transport safety videos for our HCV drivers on walk around checks, use of Tachographs and driver CPC. And for our LCV fleet, the safe use of Etrikes and EV charging, LCV walk around checks and correct use of handbrakes and parking.

<https://anpost.sharepoint.com/sites/LearningDevelopment/SitePages/LearningResources.aspx>

11. New Safety Portal - We have migrated all of our safety documents to SharePoint, an information sharing application. All managers can now directly access transport safety documents from a single portal.

<https://anpost.sharepoint.com/sites/AnPostSafetyManagementSystem>

12. Enhanced Programme of Transport Safety Inspections/Audits- During 2022, Our Safety and Transport Sections completed approximately 270 audits of site transport and facilities. A formal report is issued to site managers with required corrective actions. This includes areas which are access by members of the public.
13. Programme of Transport 'Toolbox Talks' - New simplified process developed for managers to provide and engage with employees, prompting participation and feedback on transport safety topics such as Adverse weather, driving, using tail-lifts, vehicle loading/unloading etc.

At a Glance

In 2022, An Post's entire fleet

- ✓ *Travelled more kilometres (3,891,744km more than 2021)*
- ✓ *Used less litres of fuel (732,115 litres less compared to 2021)*
 - ✓ *Increased efficiency by 5.7% compared to 2021*
- ✓ *Avoided €1.5m in fuel costs with € 1m in efficiencies and € 0.5m in fuel savings due to the fleet transfer to EVs*

Processes and Initiatives introduced to address Postal Work-related Transport Safety Issues, and its impact on the public.

An Post has a large number of processes in place to address work related transport safety, however the main areas of our focus has always been around having well laid out safely designed sites with clearly segregated areas for visitors (incl disabled persons) work and private vehicles, our vehicles been safe and well maintained, and most importantly, our drivers who are required to take ownership for their behaviour by been well informed of their roles and responsibilities. The new driver manual will further improve our ability to ensure that we are all “singing out of the same hymn sheet” setting a new standard for the An Post transport fleet of over some 4,000 vehicles, its impact on other road users and the environment in which we work and live. We acknowledge that cultural change is dynamic and takes time.

Postal Sites and Traffic Management

Our sites are generally well managed and safe, particularly around the mainstay of transport activity daily and we know that our main transport risks onsite are during our peak work period from 6 to 8 am daily. Over the years, it has been practice when procuring newer larger modern sites, to locate them in business parks so as to allow for better access/egress with transport, giving consideration that many of our vehicles are over 14m long and require turning points etc. While it has been past practice that An Post has always and will continue to adopt HSA and RSA guidance with Traffic Management Plans, we have already begun a process of moving towards having out sites scoped by external 'competent' transport safety engineers towards developing safer site layouts around transport movement, speed controls and enforcement signage etc. In line with our ISO45001 SMS, we have a large number of STPs/Risk Assessments relating to site traffic management (both onsite and on-road) and our fleet (incl ancillary work equipment). Included in this are references to other commercial site attendances and to private homes around the country. Contractors are also referenced in detail within this documentation.

As it is our single largest business risk, and well recognised that we depend on an efficient and safe fleet to transport mail, we educate our managers in transport safety during our ISO45001 training courses, risk such as access and egress, vehicle loading/unloading, use of ancillary transport loading equipment such as pallet trucks, working at loading bays and dock levellers, a plan for adverse weather etc and the risk assessment process around transport. The mandatory wearing of Hi visibility work wear when outdoors, etc. And equally as a 'logistics' company, we recognise that it is vitally important that our staff are aware of these safety procedures and so we provide ongoing 'toolbox' talks and have safety noticeboards in each site to communicate this information. STPs are available to staff, contained in a Hard Copy STP Manual on all of our sites.

Our Vehicles

We have a dedicated procurement section who directly engage with our transport and senior management teams at a PQQ stage before purchasing vehicles, towards ensuring they are 'fit for purpose' and meet with the best NCAP ratings. Some 80% of the An Post fleet is leased from Leaseplan, Holden Plant, Dan Ryan and DAF (Ire) Ltd etc who provide service and maintenance etc. The remaining 20% is wholly owned by An Post and these are maintained by contracted local garages, many CRVT

approved. Our vehicles are serviced every 15,000 Kms or annually, subject to mileage undertaken.

We have a programme of Transport Safety Audits in place where our RTMs attend sites and carry out comprehensive fleet checks, recording noted deficiencies and issuing reports for corrective actioning. We employ a Telematics software programme (In line with GDPR) called 'Verizon' to monitor and measure our transport fleet, towards improving driving behaviour, reducing transport and road accidents/incident rates of our company and to reduce fuel and other driving costs. As key control is an essential part of controlling vehicles arrival/departure, we have introduced electronic Trakker/key control boxes on our sites. From time to time, we issue transport safety bulletins and Alerts. The most recent have been around Roll-away/Drive-away vehicle prevention events and our new Electric Trike. All new/amended transport risk assessments are issued to all sites on completion. Example: A more recent example of the extent of our risk assessment process was where our company looked to introduce 3.5 Ton box vans as a solution around transporting large bulky mail items. While for most companies this would not be a cause for concern or 'raise an eyebrow', for our safety section, it was a 'red flag'. Box Vans can be used in a lot of instances to circumvent the need for drivers not having a class 'C' license, i.e. vehicles which exceed 3.5ton in weight, so anyone with a class 'B' can drive them. During our risk assessment of this work equipment it was concluded that while they were suitable for company purposes, the manner in which they had to be introduced or 'purpose-use' would need to be clearly stated and communicated to managers and drivers alike. For example, specific to body type they have, the gross weights they can carry was advised by the supplier, as a rule they could not carry roll cages and drivers had to be trained in the use of the accompanying tail-lifts, guided using an STP specific to each Van which all had varying gross loads weighing.

Our Postal Drivers

Our Postal drivers are some of the best trained in Europe with mandatory and required attendance at CPC and Advanced Driver Training. We even provide conversion training for our drivers when migrating from Diesel to Electric Vehicles as we recognise factors such as increased torque in EVs, different controls etc. Our new Drivers Manual will set a new standard for our drivers by informing them of the risks that exist when driving, communicating the controlling procedures required of them by using a simple format of plain English terms and pictograms to eliminate or mitigate such risks, taking cognisance of our non-national drivers and any new future drivers who may

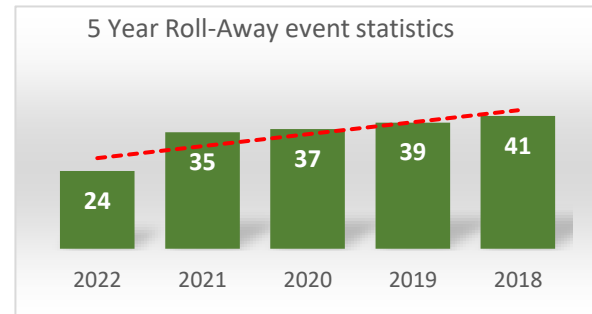
speaking good English, but may not comprehend the written word so easily. We embrace the change. Drivers' duties include daily vehicle checks and they must record these in a 'daily logbook'.

Safety improvements and reductions in Accidents, maintenance costs, fuel costs, vehicle costs, driver costs, property damage, third party costs, personal injury and work related absences.

	2020	2021	2022
	Accident (Actual Injury)	Accident (Actual Injury)	Accident (Actual Injury)
Detail	Count of Incidents	Count of Incidents	Count of Incidents
Bicycle Related	34	15	9
E Trike	4	11	5
RTA (Road Traffic Accident)	45	44	20
RTA (Rollaway)	2	0	1
Grand Total	85	70	35

- ✓ Our 3-year accident (actual injury) rates show significant reductions in all areas.
- ✓ While rates with E trike show some increase, this may be explained by significant growth in this fleet type.
- ✓ RTA Events show a decrease in almost 60%, from 2020 to 2022.

✓ Our 5-year LCV rollways have continued to be reduced, while our fleet continues to grow. Our extensive 2022 roll-away prevention programme can be credited with a significant reduction by 17 since 2018.



Vehicle Accident Data (actual injury) – Incidence rate 2022

	Km (Million)	RTA actual injury	Injury Rate per Million KM
2018	70	42	0.6
2019	73	44	0.602
2020	83	47	0.566 = 0% improvement
2021	90	39	0.43 24% improvement
Q1 2022	19.1	5	0.26
Q2 2022	15.3	6	0.39
Q 3 2022	17.3	4	0.23 ✓

Increase in KM's driven combined with a decrease in actual injury counts during Q3 - give rise to this historically low Vehicle Accident Incident rate

✓ This programme involved a major campaign of transport safety forums for senior managers, meetings with frontline managers and the development of new risk assessments with drivers, site posters highlighting the risks and

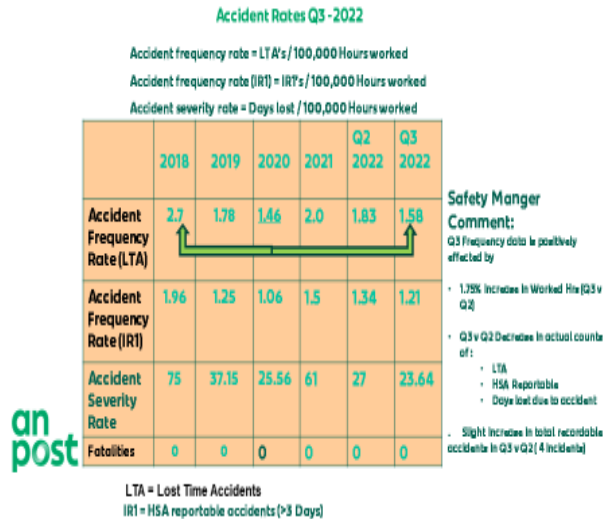
staff briefings on STPs provided to all driving duties across our operations.

- ✓ Our overall strategic Transport Safety Programme is showing Actual Injury from Vehicle accidents/RTAs data to have a very significant reduction from 42 (injury rate 06. %) in 2018 to an all-time low of 4 (0.23%) in 2022

In 2021, there were 2.0 lost time accidents per 100,000 hours worked. This figure is up from 1.46 in 2020, however it is a 22% improvement on the 2018 baseline figure, and set in the context of working through the difficult operational environment presented by the COVID-19 pandemic.

Our accident frequency rates for lost time accidents (LTAs) up to Q3 2022 show a 1.12% reduction from 2018 to YTD. Our IRI (3 days reportable) are 0.75% less.

Our accident severity rates have fallen over 5 years by 51.36%.



Fleet efficiency:

While electrification of our fleet is critical to our decarbonisation strategy, our drivers also have a key role to play in accelerating our progress. We continued with our successful eco-driver training programme throughout 2021/22 to improve fleet efficiency and limit fuel consumption in our diesel vehicles. Despite limitations on vehicle sharing due to COVID-19, 62% of our drivers have now undertaken this training. The training focuses on fuel efficiency and safety. Special attention is given to highlighting where energy losses occur and how our drivers can take appropriate actions to avoid them. A combination of eco-driver training, our modern fleet and telematics installed in our vehicles helps us to understand more about our fuel usage. This has resulted in a 5.7% increase in fleet efficiency in 2022 and we are delighted to report that we avoided €1.5m in fuel costs.



Programme engagement with An Post Senior and Frontline Management and Employees

Senior management in An Post are key to realising our transport and road safety programmes and initiatives and make it clear that leadership development is a priority. ... They set expectations for our frontline managers through issuing transport safety policy and engagement by meeting online and face to face, and holding them accountable. ... They set KPIs for our frontline managers and an example of this would reduction in onsite accidents events, manager transport checks weekly consolidating their driver daily logs, levels of compliance with required wearing of PPE etc. They have a team of supporting Operations managers (middle management) to physically oversee site and transport operations, engaging with frontline managers on a daily basis responding to their business needs. Our Regional HR Support Teams assist by facilitating administration and documentation processes such as sick absences, the recording of accident and incident events using our MAI (Online) event recording / investigation system, discipline etc. Our Senior Management team (part of An Post Risk Management Framework) formally meets/reports to a sub-committee on Health, Safety and Security with significant events acutely escalated to the board of An Post as they may occur, significant weather events, Covid19 etc.

The An Post Board Report

<https://www.anpost.com/AnPost/media/PDFs/Annual%20Reports/AnPostAnnualReport2021.pdf>

reinforces most of this information. Our Senior management team is key to our risk assessment processes and are the final approval element for company Safety Task Procedures, notwithstanding ensuring adequate resourcing.

Seven People Manager Practices



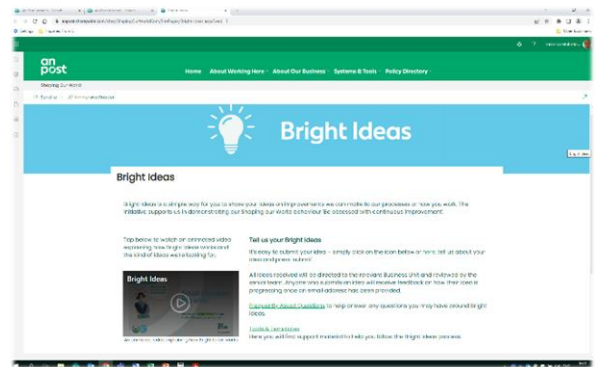
We recognise the importance of providing managerial supports and we understand that one of the biggest influences on our drivers are their immediate managers. We received significant feedback from many managers during our ISO45001 transport safety training courses and transport safety forums, during sites audits and as part of our fleet safety risk assessment processes. *“They have the experience and knowledge”*

We have an ongoing 'Elevate', Six Sigma, and number of other programmes of training for all of our managers, incl senior managers. Our strategic leadership programme, a programme set against the background of our ongoing Transformation and Sustainability with IMI aims to equip An Post leaders to succeed in the new normal of emerging disruption under the three strategic pillars of People, Customer and Transformation.

Our driver engagement processes are achieved by simplifying our way of communicating transport safety information

We know that our drivers need clear and simple information when it comes to transport safety. Our newly bespoke driver's manual clearly attempts to achieve this, using a simple format with pictograms to convey our transport safety message, it is intended to 'educate and Inform' our drivers. A large number of employees were used to gauge the information that it needed to contain, that they needed to have, especially so for new employees. We approach risk assessment/STPs using the same approach and it is specifically designed to inform both manager and drivers of the specific controls required of by them. We use safety notice boards to ensure that staff who do not have electronic access to documents, to have hard copy access. We provide staff safety briefings.

In order to allow for employee buy-in to happen, we engage with and include a significant number of representative employees and union stakeholders during all transport safety programmes and initiatives using clear and unambiguous language to convey our objectives. We know from experience that our frontline managers must 'lead the charge' encouraging employees to



be proud of doing well and to be part of our work processes. We developed the slogan '**Safety Matters**' to make staff realise that safety is an integral part of any work. We developed a specific 'safety matters' email address/inbox where managers and staff can contact us directly on safety matters.

An Post have a number of different employee engagement and feedback programmes, such as **Ideas Matters**, **Bright Ideas** and **Learning Pathways**.

Our sites have trained safety representatives/committees and we have a formal process for recording and addressing their employee representations and meetings. Our Unions have transport safety representatives at all levels throughout the company's operations with an executive group called the JCC who are part of the consultation and communication process for transport safety, ancillary work equipment and PPE etc. We constantly encourage feedback from employees during our 'lean and safety' briefings and huddles, part of our 6S programme. We have ongoing 6 Sigma projects, many of which have been around work transport and facilities. Our employees were constantly encouraged to engage with us on transport safety matters around the introduction of new work vehicles and equipment and where this occurred we provide training and information so as to allow employee work safely. We encouraged employee participation through our programme called **Living the**

Values: All businesses need to train employees on a variety of relevant safety issues, but businesses with high levels of engagement go further. We found that by addressing potential concerns proactively, it inspires a sense of participation. We provided feedback to employees especially in areas such as vehicle suitability and purpose use, suitability of PPE and other safety equipment which they trialed before company procurement.

Business and Economic Impacts and outcomes resulting from Transport Safety Programme

The following are some of the many business and economic impacts that we have experienced as a result of implementing our transport safety policies and procedures as part of our overall company risk reduction and accident/incident prevention programme. While our ‘small, yet dynamic’ transport and safety teams may feel we are not at where we would like to be at this moment in time, accident/incident free, one must be realistic and take cognisance of the extent of An Post operations nationally, impact of covid19 etc. As a company whose universal social obligation business it is to collect and deliver to every business and doorstep in Ireland, in all kinds of weather using thousands of work vehicles and ancillary equipment, we continually strive to improve on our transport safety standards and behaviours by educating our management teams and drivers on the dangers and or risks to their safety while driving for work, which has potential to impact on so many lives, both onsite at work and while driving on Irish Roads.

Tracking our Progress - See [Sustainability Reporting \(anpost.com\)](https://anpost.com/sustainability-reporting) for more detailed information

We have identified objectives and metrics to monitor our progress in relation to each of our company's 5 Sustainability goals, to which we are committed. To ensure transparency in our reporting, we have also included an indicator as to our current assessment of the likelihood of achieving the objective within the stated timeframe. This is to acknowledge the fact that many of our targets are ambitious in nature.

Objective: Reduce employee absenteeism due to injuries year on year

KPI	2018	2019	2020	2021	2022
Total Lost Time Injury Rate (per 200,00 hours worked)	5.06 hrs	5.06 hrs	3.15 hrs	4.13hrs	3.05hrs

Objective: Reduce road traffic accident rate year on year

KPI	2018	2019	2020	2021	2022
Road traffic accident rate (Rate per Million Km)	0.6	0.6	0.566	0.45	0.23
	accidents / Million Km	accidents / Million Km	accidents / Million Km	accidents / Million Km	accidents / Million Km

Objective: Reduce carbon emissions by 50% by 2025 from 2009 baseline and to net zero from own operations by 2030

KPI	2018	2019	2020	2021	Progress
Emissions from road transport (Tonnes of NOx, SOx, particulate matter)	190 tonnes	205 tonnes (+7.8%)	246 tonnes (+20%)	79 tonnes (-7.9%)	Exceeds Expectations

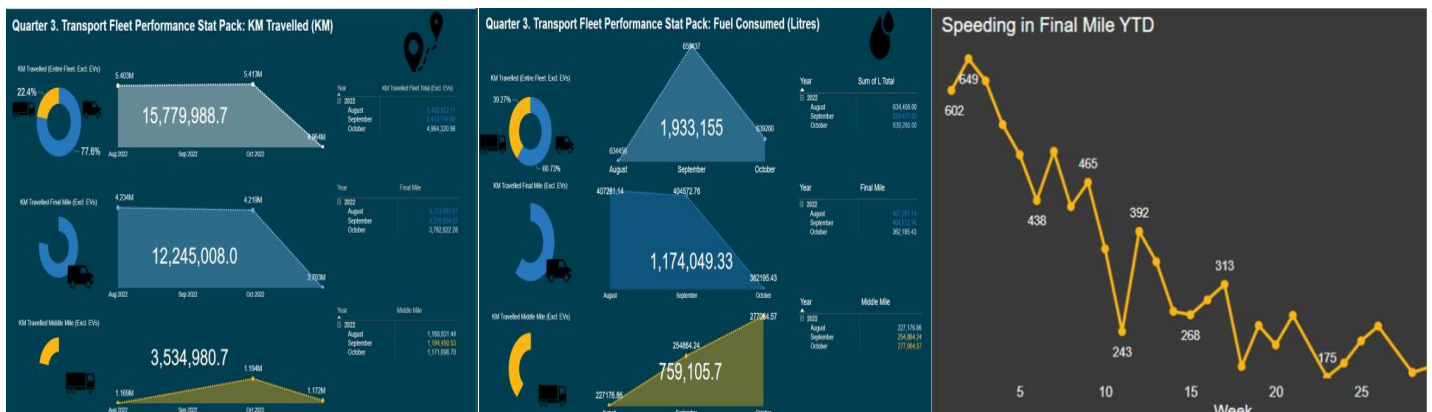
Objective: 2000 electric vehicles by 2022

KPI	2018	2019	2020	2021	Progress
Total number of electric vehicles	11	166	1012	1200	Meets Expectations

Objective: 150 electric trikes by 2022

KPI	2018	2019	2020	2021	Progress
Total number of electric trikes	0	78	110	155	Achieved

Objective: Train 100% of drivers in eco-driving by 2023



KPI	2018	2019	2020	2021	Progress
% of drivers trained in eco-driving	0%	10.2%	32%	62%	Meets Expectations

Over 77% Reduction in speeding instances YTD with over 7.3 Million road kilometres completed by our LCV fleet YTD

Our three electric trucks travelled 50,000 Kms in 2022 and all our HCV fleet (450+) are fitted with speed limiting/governing modules.