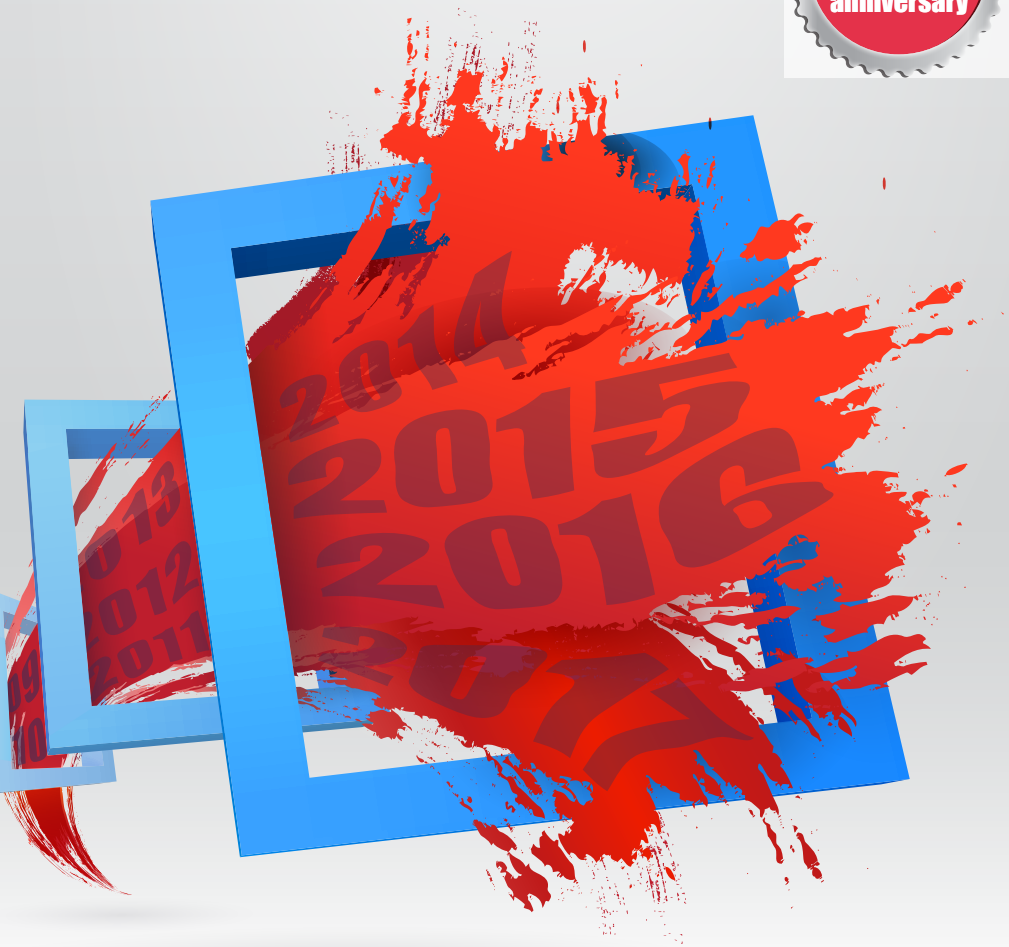


®

BEST Fleets

TO DRIVE FOR



2018 Final Results

“ It's not easy to be named one of the *Best Fleets to Drive For*. It simultaneously requires commitment to an individual carrier's operations and a vision for the future of the industry as a whole. Congratulations to all of the winners for this immense achievement. ”

John Lyboldt
President
Truckload Carriers Association



Best Fleets 2018

What a difference a decade makes!

Welcome to the **10th anniversary edition** of **Best Fleets to Drive For®!** A lot has changed in the North American trucking industry since the summer of 2008 when we launched this program, and every year we see those changes firsthand.

When we launched the program in August 2008, the industry was headed into a recession and supporting drivers was low on the priority list for many companies. Now, of course, the situation is much different, and fleets are working to provide the best workplace experiences possible for their drivers.

In that time, many new trends have emerged, new technology has taken hold, and ideas once considered outlandish are now commonplace.

Every year the Best Fleets find new ways to raise the bar in driver programs, and they continue to surprise us with their creativity and innovation.

But while there have been many changes in the industry over the past 10 years, the process of evaluating and recognizing the Best Fleets has remained consistent.

The Evaluation

Best Fleets to Drive For is open to all for-hire trucking companies operating 10 tractor-trailers or more in the United States or Canada. Each participating company must complete four steps:

1 Nomination

The process starts when a driver or contractor currently working with the company nominates them as a Best Fleet. Only one nomination is required, but somebody driving a truck on behalf of the company has to speak up.

2 Questionnaire

Nominated fleets complete an online questionnaire that collects information about company programs and policies across a variety of different categories. For the 2018 edition of the program, there were 98 questions in the corporate questionnaire.

3 Interview

After the questionnaire is complete, CarriersEdge representatives conduct a follow-up interview to verify and discuss the information provided in the questionnaire.

4 Survey

The final segment requires a target percentage of drivers/contractors to complete a survey about their experience with the company.

The Schedule

The Best Fleets program opens for nominations on the Tuesday after Labor Day each year. Nominations are open through Halloween, providing drivers and contractors two months to nominate their fleets.

Participating fleets can start the questionnaire as soon as their nomination is confirmed, and they have until the end of November to complete and submit their information.

Interviews happen through November and December, generally wrapping up the week before Christmas. Driver surveys are open through November and December as well, and all surveys

must be submitted by midnight on New Year's Eve.

It's a grueling process, requiring fleets to collect information from across the entire company, get a sufficient number of drivers to complete the survey, and get it all done in a fairly short time-frame at the busiest time of year. It's no wonder that half of the nominated fleets don't make it through to the finals each year!

Value in the Process

Through that evaluation we collect a fantastic amount of data that tells us what's happening in the industry, but the fleet participants get value out of the process as well. Whether or not a participant makes it onto the list of Best Fleets, just going through the evaluation can be very insightful. Since we tailor the questions to the trends we see emerging, and data collected in previous years, it's a safe bet that if we're asking about something then someone is doing it already.

For example, a few years ago we added a question about whether fleets offer any kind of guaranteed pay for drivers. We were seeing fleets starting to offer this, and drivers absolutely love it, so it made sense to probe deeper. What we've found since then has been very illuminating, and that's just one example.

Fleets going through the process have to answer questions about every part of the business, and in some cases those questions focus on things the fleets haven't ever thought much about. Just going through that process can be a great way to identify blind spots in the company, and uncover new opportunities.

The Lifecycle of a Trend

One thing that's become clear over the course of the last 10 years is that ideas have a distinct lifecycle in the Best Fleets program. Because each year's questions are influenced by the previous year's findings, and because fleets consistently look to their peers for inspiration and support, the adoption of ideas and technologies in the industry often follows the same path through the Best Fleets program:

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Interactive
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driver
training**

carriers **EDGE**[®]

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- An idea emerges and is explored by a few fleets. It typically appears in the Best Fleets program as part of another, related area.
- We see sufficient numbers of fleets exploring the idea, or significant enough maturity in the concept, that it can be broken out into its own question. Often, these questions aren't scored at first.
- The idea matures to the point where fleets begin to have defined responses and clear paths of action. At this point, it can be scored in the program.
- Development and adoption level off, with the bulk of the participants having comparable answers. At this point, the responses are similar enough that scoring is no longer reasonable.

We've seen this happen in a few different areas over the course of the past 10 editions of the program. A good example is environmental initiatives. For the first several years, fleets were making serious investments in new equipment to improve their environmental footprints, but around 2014 those efforts levelled off – everyone was using trailer skirts, spec'ing for fuel efficiency and a variety of other things that had become standard practice. At that point, we stopped scoring environmental efforts. We still collect that information every year, since the next wave of technology will emerge at some point, we just don't assign scores.

This year, there were several areas that levelled off, including safety technology, military transition programs, and social media usage.

What makes a Best Fleet?

Being named a Best Fleet takes more than high pay and low turnover. Those things are considered but there's a lot more to it.

The corporate questionnaire and interview process show us all the places where the company is making an effort to improve the workplace experience for their drivers and contractors, and driver surveys allow drivers to provide their feedback on those efforts. While not as intense as the corporate questionnaire, the driver survey

does cover a wide area, collecting feedback on specific initiatives, and general sentiment about the company.

We round that out by looking at safety and retention numbers, to see the results the company is getting from its efforts. Only the companies that make significant efforts for their drivers, have drivers that are happy with those efforts, and are showing strong results in safety and driver retention make it through to the Top 20.

On the following pages you'll see the different categories we evaluate, and what each tells us about how the company operates.

Comparing Apples & Oranges

Fleets employing independent contractors operate very differently from those using company drivers, and the evaluation process takes that into consideration. While company driver fleets use employees and have the benefits of traditional HR best practices to help them, contractor fleets are closer to a franchise model - they need their contractors to have independent business success in order to thrive.

Given the differences in the two business models, the Best Fleets program evaluates each separately. There are numerous questions that apply equally to both fleet types, but there are also specific questions that only apply to one configuration or the other. Those differences are noted in the results tables and scoring descriptions.

2018 **Best** Fleets To Drive For

This year's Top 20 are a diverse group, with fleets of all sizes, from all parts of the continent!

Small Carrier Category	Location	Tractors	Consecutive Years
Boyle Transportation (Boyle)	Billerica, MA	65	4
Central Oregon Truck Company, Inc. (COTC)	Redmond, OR	314	5
FTC Transportation, Inc. (FTCT)	Oklahoma City, OK	31	6
Garner Trucking, Inc. (Garner)	Findlay, OH	96	2
Grand Island Express, Inc. (GIX)	Grand Island, NE	134	7
Keller Logistics Group LLC (Keller)	Defiance, OH	120	1
Motor Carrier Service, LLC (MCS)	Northwood, OH	79	8
Smokey Point Distributing (SPD)	Arlington, WA	242	2
TransPro Freight Systems, Ltd. (Transpro)	Milton, ON	110	5
Veriha Trucking, Inc. (Veriha)	Marinette, WI	250	1

Large Carrier Category	Location	Tractors	Consecutive Years
American Central Transport, Inc. (ACT)	Kansas City, MO	325	1
Bison Transport (Bison)	Winnipeg, MB	1456	5
Challenger Motor Freight Inc. (Challenger)	Cambridge, ON	1073	4
Erb Group (Erb)	New Hamburg, ON	657	1
Fremont Contract Carriers, Inc. (FCC)	Fremont, NE	403	8
Halvor Lines, Inc. (Halvor)	Superior, WI	438	6
Maverick Transportation, LLC (Maverick)	North Little Rock, AR	1611	2
Nussbaum Transportation (Nussbaum)	Hudson, IL	355	4
Prime Inc. (Prime)	Springfield, MO	5500	3
TLD Logistics Services, Inc. (TLD)	Knoxville, TN	402	3

Fleets to Watch

In addition to the Top 20, every year we identify five Fleets to Watch, and for 2018 those fleets were:

- **Bennett Motor Express**
McDonough, GA
- **Hoekstra Transportation, LLC**
Kankakee, IL
- **Larway Transportation**
Barrie, ON
- **Load One, LLC**
Taylor, MI
- **Werner Enterprises**
Omaha, NE

Why are we watching them?

The Fleets to Watch are companies that stood out during the evaluation program for one reason or another. It may be particularly creative ideas, such as Load One's innovative new mobile app for drivers. It may also be because they surprised us with how much they're doing, as was the case with Larway Transport, a fleet of 16 trucks that still manages to have a formal new entrant training program, among other things.

In every case, these are fleets that we expect to see great things from in the future!

Compensation

What it tells us

What efforts the company is making to provide a stable, predictable income for drivers (and owner-operators).

Notable developments

2018 saw carriers continuing to expand guaranteed pay programs, with 73% of this year's participants offering some kind of pay guarantee, and 30% offering full guarantees. A new focus area - minimizing payroll errors - showed that the Best Fleets are also working to ensure that pay is predictable and accurate each week as well.

Scoring

1. Is there a range in the starting pay for drivers and/or owner-ops? That is, does everyone doing the same work start at the same base rate, or are there ranges based on experience and/or skill level?

- 1: No range
- 2: Range during/after probation
- 3: Range from day one

2. Do you offer any kind of guaranteed pay for drivers?

- 1: None/detention, layover pay, hourly local
- 2: Student/entry level only/orientation/top ups when necessary
- 3: Transition pay, route-specific
- 4: Full

3. Do you pay drivers/owner-operators for attending orientation. If so, how much?

Company driver/mixed fleets

- 0: Hotel/transportation/meals covered only
- 1: Less than or equal to \$100/day/bonus after time
- 2: Greater than \$100/day (or less than + extras)
- 3: Greater than \$150/day (or less than + extras)

Owner-operator fleets

- 1: No
- 2: Travel (food & hotel)
- 3: 20% bonus on top

4. What programs do you have in place to resolve payroll problems and minimize errors?

- 1: Primarily reactive
- 2: Payroll dept tracking/DM review
- 3: Drivers can access online/email

5. (Owner-Operator fleets only) Do you offer financial incentives, such as bonuses or equipment purchase plans, in addition to base rates?

- 1: Minimal (e.g., clean inspection or safety)
- 2: Some (e.g., clean inspection + safety)
- 3: Multiple comprehensive bonuses, reward programs

Carrier	Q1	Q2	Q3	Q4	Q5	Section score
ACT	3	2	3	2		76.92%
Bison	3	3	2	3		84.62%
Boyle	3	4	3	3		100.00%
COTC	3	4	3	3		100.00%
Challenger	3	3	3	3		92.31%
Erb	3	2	2	2		69.23%
FCC	3	1	2	2		61.54%
FTCT	3	2	2	3		76.92%
Garner	3	4	1	2		76.92%
GIX	3	3	3	3		92.31%
Halvor	3	2	2	2		69.23%
Keller	2	4	2	2		76.92%
Maverick	3	3	3	3		92.31%
MCS	1	4	3	3		84.62%
Nussbaum	3	4	3	3		100.00%
Prime	3	3	3	3		92.31%
SPD	2	4	3	2		84.62%
TLD	3	4	3	3		100.00%
TransPro			3	2	3	88.89%
Veriha	3	4	1	3		84.62%

Benefits / Non-Financial Compensation

What it tells us

How well the company takes care of its drivers/contractors, outside of the workplace.

Notable developments

While the basics of benefits plans haven't changed significantly in recent years, the waiting period for coverage has shifted dramatically. Where it used to be common for drivers to wait upwards of 6 months for eligibility, this year's participants regularly extend coverage after only 30 days of employment.

Profit sharing plans are also becoming more popular, with 13% of participants offering such programs – a seemingly small percent that still represents a large increase over past years.

Scoring

- For company-provided benefits, who pays what portion of the premium? Please note whether the coverage is for the individual or family.
 - Limited/no options, low contribution (up to 50%), employee only
 - Options, large contribution in some areas (51-74%)
 - More options, larger contribution across multiple areas (75%+)
- Does the company offer a pension or retirement savings plan? If there is a pension or retirement plan, and the company matches any contributions, please indicate total percentage of payroll contributed per year.
 - Nothing
 - Available but no company contribution
 - Company contribution
 - Significant contribution/participation, variety of options
- What is the company's policy regarding vacation and other time off requests?
 - No paid time off
 - Basic (e.g., 1 week after 1 year)
 - Basic with accelerated ramp up (e.g., 3 after 5), higher top end
 - Exceeds basic from the beginning
- (Owner-Operator fleets only) Are non company-sponsored health insurance programs available for contractors to participate in? (For instance, life insurance, medical/dental, downtime, tractor)
 - No
 - Yes

Carrier	Q1	Q2	Q3	Q4	Section Score
ACT	2	2	2		66.67%
Bison	2	1	1		44.44%
Boyle	3	2	2		77.78%
COTC	3	3	1		77.78%
Challenger	2	1	1		44.44%
Erb	1	2	2		55.56%
FCC	2	3	1		66.67%
FTCT	2	2	2		66.67%
Garner	2	1	2		55.56%
GIX	2	3	2		77.78%
Halvor	3	3	2		88.89%
Keller	3	2	1		66.67%
Maverick	1	2	2		55.56%
MCS	3	2	1		66.67%
Nussbaum	2	2	1		55.56%
Prime	1	2	1		44.44%
SPD	2	3	2		77.78%
TLD	2	3	1		66.67%
TransPro				2	100.00%
Veriha	2	2	2		66.67%

Performance & Recognition

What it tells us

How effectively the company measures, recognizes, and manages individual performance.

Notable developments

The 2018 Best Fleets continue to expand both the frequency of performance reviews and the number of metrics being measured. 74% of finalists, and 100% of the Top 20, use driver scorecards to share performance data with drivers, with nearly 30% doing it monthly or better.

Scoring

1. How is driver performance evaluated?

- 1: No formal reviews
- 2: Annual/semi-annual review/informal updates
- 3: Scorecard, quarterly/ad hoc communication
- 4: Scorecard, regular driver communication
- 5: Ongoing driver access to performance data

- 3: Few metrics, quarterly or less
- 4: Few metrics, monthly
- 5: Several metrics, on-demand

2. Beyond bonus programs, is there recognition for top performers?

- 1: Driver of the Year/annual award/ad hoc recognition
- 2: Driver of the Year/month/million mile awards only
- 3: Multiple reward types/metrics, some recognition
- 4: Multiple reward types + special reward (trips, events, press)
- 5: Wide range of programs/metrics, regular/ongoing recognition

4. What measures are taken to prevent collisions or infractions before they occur?

- 1: Orientation/1st year only, reactive
- 2: Exception-based coaching or online/classroom/safety reminders
- 3: Coaching, plus regular online/classroom/simulator
- 4: Multiple channels (coaching, simulator, online, safety campaigns, etc.)

3. Is there a benchmarking system in place for top performers and is the information available to drivers?

- 1: None/minimal
- 2: Annual review only

5. Are drivers rewarded or recognized for any other behavior that hasn't been documented in other questions?

- 1: Limited beyond safety and million miler
- 2: Multiple rewards (tenure, biz dev, customer service)
- 3: Multiple, nominations for outside awards, events

Carrier	Q1	Q2	Q3	Q4	Q5	Section Score
ACT	4	5	4	4	3	90.91%
Bison	5	5	5	4	3	100.00%
Boyle	3	1	4	4	1	59.09%
COTC	5	5	5	4	3	100.00%
Challenger	3	2	4	4	3	72.73%
Erb	3	3	3	4	3	72.73%
FCC	3	4	4	4	3	81.82%
FTCT	3	5	4	4	3	86.36%
Garner	3	5	4	4	3	86.36%
GIX	4	4	4	4	3	86.36%
Halvor	5	4	5	4	3	95.45%
Keller	4	3	5	4	2	81.82%
Maverick	5	5	5	3	3	95.45%
MCS	3	1	3	3	3	59.09%
Nussbaum	4	3	5	4	2	81.82%
Prime	4	5	4	3	3	86.36%
SPD	5	3	5	4	3	90.91%
TLD	4	5	4	4	2	86.36%
TransPro	3	4	5	4	3	86.36%
Veriha	4	3	5	4	3	86.36%

Human Resources Strategy

What it tells us

How well the company builds, maintains, and brings new people into its culture.

Notable developments

This category covers a wide area, from traditional HR subjects like onboarding and workplace culture to trucking-specific issues like pet policies and new entrant programs.

One of the most significant developments in this category is the near ubiquity of military recruitment programs. From an emerging trend a few years ago that saw fleets starting to explore ways to support veterans, it's now at a point where nearly everyone is making substantial effort one way or another. Those efforts focus on different things,

Scoring

1. Do you hire entry level drivers? If yes, outline the program and number of participants in a typical year.

- 0: No program
- 1: Program, small participation
- 2: Moderate investment and participation
- 3: Substantial investment; significant participation

2. Do you have annual targets for reduction of driver turnover?

- 1: No target, general improvement every year
- 2: Specific target
- 3: Multiple specific targets, detailed breakdown

3. How does the company ensure its total work environment (i.e. compensation, benefits, professional development programs, policies, etc.) meets the needs of drivers?

- 1: Open door policy/industry reports/outside com-

parisons

2: Informal driver feedback (e.g. Facebook)

3: Annual survey OR committee plus informal feedback

4: Multiple surveys plus committees

5: Actively solicit multiple forms of driver feedback (surveys, committee, formal opportunities to speak with executive)

4. What programs are in place to ensure continued improvement in the quality of your management team?

- 1: Minimal (task or performance focused, informal)
- 2: Occasional, career-focused (associations, some formal external)
- 3: Some internal, career-focused initiatives
- 4: Substantial internal effort and programs

5. Beyond the legal requirements, how do you encourage workforce diversity (non-traditional sources such as women or different ethnic groups)?

Carrier	Q1	Q2	Q3	Q4	Q5
ACT	2	2	5	2	2
Bison	3	2	4	4	4
Boyle	0	2	3	3	2
COTC	3	2	5	3	1
Challenger	2	2	4	4	3
Erb	2	2	3	3	3
FCC	1	2	3	2	4
FTCT	0	2	4	4	1
Garner	3	2	3	2	4
GIX	2	2	5	4	4
Halvor	2	2	5	4	3
Keller	1	2	4	3	3
Maverick	3	3	4	3	4
MCS	0	2	3	2	3
Nussbaum	2	2	5	4	3
Prime	3	2	3	3	3
SPD	2	2	4	2	3
TLD	2	3	3	4	3
TransPro		2	3	3	3
Veriha	3	2	3	2	3

but they've reached the point where we can't reasonably score people on them anymore.

Driver onboarding is another area where fleets are shifting focus, with more attention being paid to post-orientation ramp-up and support efforts. Previously that effort was concentrated on periodic outreach and coaching support, but formal coaching programs and multi-pronged outreach programs consisting of surveys, phone calls, and direct meetings are now more common. Coaching programs are also more prevalent, with 70% of finalists having some kind of post-orientation support on the road, and 18% having comprehensive coaching as well as multi-part outreach programs.

Management development is an area where the Top 20 distinguish themselves from the pack. While only 16% of finalists had substantial internal efforts to improve their management teams, more than a third of the Top 20 received top marks in this area.

- 1: Equal opportunity
- 2: Some effort, association support
- 3: Focused recruiting, direct outreach
- 4: Bilingual staff + accommodations

6. How do you ensure that your drivers are not subjected to, or contributors to, inappropriate, hostile, or toxic work environments?

- 1. Basic, policy and response process
- 3. Formal driver training, proactive effort
- 5. Extensive effort, regular renewal

7. Describe the company's onboarding program after hire.

- 1: Orientation only/90-day review
- 2: Periodic post-orientation check-ins/review
- 3: Frequent post-orientation reviews, surveys, some coaching
- 4: Multiple department reviews, extended coaching, formalized process

8. Is there a driver committee or advisory board at your company?

- 1: Nothing specific
- 2: Periodic/informal/office driven
- 3: Drivers provide input, company committee participation
- 4: Periodic, formal, driver-led
- 5: Ongoing (regular meetings), driver-led, multiple committee representation

9. Does the company provide any reimbursements, subsidies, or giveaways for clothing or PPE?

- 1: Informal, PPE primarily
- 2: Some discounts/vouchers provided, limited freebies
- 3: Substantial discounts, occasional freebies
- 4: Substantial freebies, ongoing

Carrier	Q6	Q7	Q8	Q9	Section Score
ACT	3	3	3	2	64.86%
Bison	3	4	5	2	83.78%
Boyle	1	3	2	4	54.05%
COTC	5	4	5	2	81.08%
Challenger	5	4	5	3	86.49%
Erb	3	4	4	4	75.68%
FCC	5	3	3	3	70.27%
FTCT	3	3	4	3	64.86%
Garner	3	3	4	4	75.68%
GIX	3	3	4	3	81.08%
Halvor	3	3	3	3	75.68%
Keller	5	3	4	3	75.68%
Maverick	1	3	4	3	75.68%
MCS	5	3	4	4	70.27%
Nussbaum	5	4	3	3	83.78%
Prime	3	3	4	2	70.27%
SPD	3	3	4	2	67.57%
TLD	3	3	3	3	72.97%
TransPro	1	3	4		63.33%
Veriha	3	3	4	2	67.57%

Operational Strategy

What it tells us

What the day-to-day working experience is like in the company; what efforts the company is making to continuously improve efficiency.

Notable developments

With all participating fleets implementing modern equipment management best practices, the previous focus on maintenance scheduling was expanded to look more broadly at how fleets minimize downtime for drivers. Automated maintenance scheduling is standard practice across the bulk of the participants, while more than 1/3 have implemented continuous improvement programs that incorporate regular driver feedback, or have cross-department training initiatives.

Both well-maintained equipment and a responsive shop rate highly among drivers. Just as important: having a say in equipment selection and configuration. This year we started looking at how much input drivers have in those equipment decisions, and found some clear patterns. 54% of participating fleets solicit input from their driver

Scoring

- How does the company minimize equipment-related downtime?
 - Satellite comms/planning for driver schedule
 - Loaner trucks/hotels for drivers/mtce goals
 - Continuous improvement initiatives/driver feedback
- Do drivers have input into vehicle specs or selection?
 - No
 - Light/informal/open door/
 - Driver committee/liaison + informal or personalized reward
 - Multiple sources of input, personalized reward
- (Owner-Operator fleets only) What programs does the company provide to assist independent contractors in maintaining their equipment?
 - Some discounts, purchase assistance
 - Several discounts
 - Wide range/concierge
- Do you have annual targets for safety record improvement?
 - Minimal targets (general improvement), unrealistic targets
 - Some specific targets
 - Multiple/detailed targets; action plan

Carrier	Q1	Q2	Q3	Q4
ACT	2	3		3
Bison	3	3		2
Boyle	2	3		3
COTC	3	3		3
Challenger	3	3		3
Erb	3	2		3
FCC	1	3		3
FTCT	2	2		3
Garner	3	2		3
GIX	2	2		3
Halvor	3	3		2
Keller	3	2		3
Maverick	3	3		3
MCS	3	3		1
Nussbaum	3	3		3
Prime	3	3		3
SPD	2	3		3
TLD	3	2		3
TransPro			5	2
Veriha	2	3		2

committees or liaisons before making purchase decisions. Another 31% take that a step further, regularly collecting input from multiple sources in the fleet. Combined, that's a full 85% of participants that give drivers some level of say in the equipment decisions. Both groups also use equipment selection for rewards as well, allowing drivers to spec their own vehicle or choose custom configurations when reaching performance or longevity milestones.

Safety technology is another of those areas where fleets have levelled off so there was nothing reasonable to score. In the 10 years the Best Fleets program has been running, this is the first time that all participating fleets had comparable safety technology – everyone has current satellites (thanks to the ELD mandate), pretty much everyone is moving ahead with dashcams, and there aren't currently any breakthrough products that are ready for adoption.

Efficiency technology, however, has not levelled off, and fleets continue to expand their use of mobile devices and apps. In addition to the custom apps that fleets have been building for the past 4-5 years, most workplace systems now have dedicated mobile apps as well, providing drivers more convenience and productivity on the road.

5. What mechanisms are in place to avoid or resolve problems with shippers (such as excess waiting time, unsafe yards or poor treatment)?

- 1: Formal process, driver pay depends on customer agreement
- 2: Formal process, driver pay after 3 hours
- 3: Formal process, driver pay after 2 hrs
- 4: Carrier proactivity or paid for more time
- 5: Carrier proactivity/metrics/formal driver feedback

3: Formalized program, multiple factors, monitoring of miles, home regularly

4: Automated planning, extensive personalization

5: Automated planning, self-selection, ongoing evaluation

6. How do you determine which drivers get which routes? How do you ensure routing fairness?

- 1: Informal, FIFO or proximity-based, limited choice
- 2: FIFO/seniority/some personalization

7. What technology is provided to help drivers be more efficient? For instance, email, mobile apps, other devices

1: Standard technology (ELD, GPS, toll passes, in-cab scanning)

3: Extensive standard tech, online tools, 3rd party app

5: Custom app/intranet, device provision, company email

Carrier	Q5	Q6	Q7	Section Score
ACT	3	4	1	66.67%
Bison	5	5	5	95.83%
Boyle	4	3	5	83.33%
COTC	5	5	5	100.00%
Challenger	4	4	3	83.33%
Erb	5	3	3	79.17%
FCC	4	4	5	83.33%
FTCT	3	5	5	83.33%
Garner	4	5	3	83.33%
GIX	5	5	5	91.67%
Halvor	4	3	5	83.33%
Keller	5	3	3	79.17%
Maverick	5	3	5	91.67%
MCS	4	2	3	66.67%
Nussbaum	5	5	5	100.00%
Prime	5	4	5	95.83%
SPD	5	3	3	79.17%
TLD	5	3	5	87.50%
TransPro	5	3	3	83.33%
Veriha	5	5	5	91.67%

Development & Career / Business Building

What it tells us

What efforts the company makes to improve driver skill levels and provide growth opportunities; how the company helps its contractors become smarter business owners.

Notable developments

With so many fleets now providing formal coaching programs as part of onboarding, scoring in this section was changed to focus only on coaching or mentoring programs after ramp-up is complete. Even with that narrow focus, fully half of this year's finalists have programs in place for their drivers, many using dashcam footage as the catalyst for coaching activities.

The sharing of best practices among drivers through social media has been growing in past years, but has largely levelled off this year. All finalists are actively using some kind of social media for sharing information within the company, and the platform of choice is invariably Facebook. With its private groups, event management, and live

Scoring

- In what format are professional development activities made available to the driver? (e.g. classroom, one on one/coaching, online training)
 - Basic, classroom focus
 - Variety, basic online
 - Variety, simulator or interactive
 - Extensive, interactive
- How many training days, on average, do drivers get in their first year with the company? How many in subsequent years?
 - Standard/basic, primarily 1st year (1-2 days later)
 - Enhanced, more 2nd year+ (2-4 days later)
 - Extensive opportunities, all years (4+ days later)
- Are drivers compensated for attending or completing training? If yes, how and how much?
 - No pay
 - Points, bonus inclusion, travel
 - Direct pay
- Are there any continuing education opportunities, beyond job-related safety training, provided for drivers? (e.g. tuition reimbursement, grants or scholarships, corporate university, seminars or conferences)
 - Minimal/informal
 - Some options, 3rd party promotion, tuition reimbursement
 - Formal programs, company developed/funded

Carrier	Q1	Q2	Q3	Q4	Q5
ACT	2	1	2	3	2
Bison	4	2	3	5	2
Boyle	3	2	3	5	0
COTC	3	3	3	1	2
Challenger	4	2	3	3	2
Erb	2	3	3	5	2
FCC	3	3	3	3	2
FTCT	3	1	3	5	0
Garner	2	3	3	5	0
GIX	3	3	2	5	0
Halvor	4	2	3	5	0
Keller	2	1	2	5	2
Maverick	2	1	3	3	0
MCS	2	3	3	3	2
Nussbaum	2	2	3	5	2
Prime	3	2	3	5	0
SPD	2	2	3	5	2
TLD	3	2	3	5	2
TransPro	3	2	3	3	0
Veriha	3	1	3	5	2

streaming, plus the fact that many drivers are active users already, Facebook appears to be offering fleets everything they need for social media.

Moving beyond the fleet itself, this year we looked more closely at whether fleets encouraged drivers to participate in other industry associations and activities. While this question has been in the program since the beginning, in previous years most fleets were doing little in this area. Over the past year, however, we've seen an increase in fleets that are promoting active involvement in driving championships, driver of the year contests, and public image campaigns like Wreaths Across America and the Vietnam Veteran's Memorial Fund.

5. Beyond on-boarding and new entrant training, are there any formal coaching or mentoring programs available for drivers? If so, how do they work?

0: No

2: Yes

6. How does the company structure and deliver driver meetings? (Two-way communication, not including messages or documents via satellite)

0: None

1: Infrequent/informal, unidirectional

2: Periodic/formal, bidirectional, live only

3: Bidirectional, multiple delivery formats, recorded/posted

7. What percentage of drivers typically attend or participate in these meetings?

1: Up to 1/3

2: 1/3 - 2/3

3: More than 2/3

8. Are drivers encouraged to join industry associations? (e.g. state or provincial associations, public image groups like Trucker Buddy or WIT)

0: No

1: Some involvement

2: Broad involvement, engagement

Carrier	Q6	Q7	Q8	Section Score
ACT	3	1	2	64.00%
Bison	3	2	2	92.00%
Boyle	1	1	2	68.00%
COTC	3	3	1	76.00%
Challenger	3	1	2	80.00%
Erb	2	3	1	84.00%
FCC	2	3	2	84.00%
FTCT	3	2	2	76.00%
Garner	1	3	2	76.00%
GIX	3	2	1	76.00%
Halvor	2	2	1	76.00%
Keller	3	1	2	72.00%
Maverick	3	1	2	60.00%
MCS	2	3	1	76.00%
Nussbaum	2	3	1	80.00%
Prime	3	2	2	80.00%
SPD	3	3	2	88.00%
TLD	2	3	2	88.00%
TransPro	2	3	2	69.23%
Veriha	2	3	1	80.00%

Work / Life Balance

What it tells us

How the company supports drivers/contractors when they're not driving.

Notable developments

Picking up on some observations from last year, for 2018 we asked fleets directly if they provided any options for drivers to stay in hotels while on the road. 22% of fleets answered in the affirmative, ranging from occasional programs, to discounts available at the driver's discretion, to reliance on it as a fulltime solution (instead of sleeper berths).

Scoring

1. What facilities do you have available at your terminal(s) for drivers? (e.g. showers, laundry, kitchen, Internet access, TV, cafeteria, separate women's facilities)

- 1: Standard – Shower, vending machines, computer/internet, laundry at some locations
- 3: Expanded facilities (e.g. gym, healthcare, free food) at some locations, standard facilities at all
- 5: Expanded facilities at multiple locations, one or more with substantially expanded

2. What facilities do you provide for drivers in the truck or on the road? (e.g. in-cab amenities like fridges, entertainment, high quality beds or seats; hotel or meal allowances)

- 1: Minimal (APU, inverter, upgraded bed)
- 2: Multiple enhancements, some hotel
- 3: Extensive enhancements/upgrades, substantial hotel, home daily

3. What types of support systems are available for drivers or their families? (e.g. EAP, daycare, concierge, emotional support)

- 1: Open door policy, informal support
- 2: Some programs (EAP or equivalent)
- 3: Formal support program (counseling, concierge) beyond EAP

4. Does the company provide health and wellness programs for drivers? (e.g. reimbursed gym memberships, healthy snacks at the terminal, fitness centre onsite, blood pressure monitoring, formal wellness program)

Company driver/mixed fleets

- 1: None/few services
- 2: Education, limited or insurance-provided options
- 3: Some services available (e.g. healthy/free snacks, 3rd party wellness, fitness equipment)
- 4: Moderate range of services and options
- 5: Extensive services and options

Carrier	Q1	Q2	Q3	Q4
ACT	5	1	2	2
Bison	5	3	2	5
Boyle	3	3	2	3
COTC	5	3	3	5
Challenger	3	2	2	4
Erb	3	3	2	3
FCC	3	2	2	5
FTCT	3	2	2	5
Garner	1	2	2	3
GIX	5	2	1	5
Halvor	3	3	3	5
Keller	3	2	2	5
Maverick	1	1	3	4
MCS	5	3	2	5
Nussbaum	3	2	3	4
Prime	5	1	3	5
SPD	5	2	2	5
TLD	1	3	2	3
TransPro	3		1	5
Veriha	3	2	1	4

Wellness programs for drivers are an area approaching a levelling-off point, but not quite there yet. This year, while many fleets offered a similar set of programs, there were still a few exploring new ideas. In most cases, those new options were expansions of existing programs - for instance, offering wellness coaching, diet assistance, and fitness equipment in the truck instead of just one or two of those. However, with 76% of participants scoring a 3 or better on this question (including contractor fleets), it appears that standardization of programs is underway.

Another area continuing to evolve is how fleets and drivers support community or charitable causes. Pretty much every fleet has some kind of formal program in this area, so the differentiators now are the number of programs, and how much input drivers have in the company's efforts. Nearly one third of this year's finalists allow drivers to direct company charitable efforts, a significant increase from past years.

Owner-Operator fleets

- 1: None/few services
- 3: Limited options, education
- 5: 3rd party programs, discounts

5. Do you provide programs that assist drivers with financial or legal issues? If so, does the company pay any portion of the cost?

Company driver/mixed fleets

- 1: Minimal, ad hoc loans, referrals
- 2: EAP only
- 3: Company-sponsored services, multiple options

Owner-Operator fleets

- 1: Minimal, ad hoc loans, referrals
- 2: 3rd party discounts
- 3: Direct support, multiple options

6. How much involvement do drivers have in the company's community work and charitable contributions, and how does the company support the outside interests of drivers?

- 1: Minimal, infrequent, ad hoc
- 2: Formal programs, company directed
- 3: Many formal programs, employee directed

7. What efforts do you make to improve the overall image of the trucking industry?

- 1: Truck appearance policy, driver dress code, limited association involvement or outreach
- 3: Industry association involvement, moderate public appearances/outreach
- 5: Actively engaged in school programs, substantial public services, associations

Carrier	Q5	Q6	Q7	Section Score
ACT	2	2	5	70.37%
Bison	2	3	5	92.59%
Boyle	3	3	3	74.07%
COTC	2	2	5	92.59%
Challenger	2	3	3	70.37%
Erb	2	2	5	74.07%
FCC	3	2	5	81.48%
FTCT	3	3	5	85.19%
Garner	3	3	5	70.37%
GIX	2	3	5	85.19%
Halvor	2	3	5	88.89%
Keller	2	2	5	77.78%
Maverick	3	2	3	62.96%
MCS	3	2	5	92.59%
Nussbaum	2	1	5	74.07%
Prime	3	2	5	88.89%
SPD	3	2	3	81.48%
TLD	3	3	5	74.07%
TransPro	1	2	5	70.83%
Veriha	1	3	5	70.37%

2017 Winners



Best Overall Fleet for Large Carrier Award, sponsored by EpicVue
Garth Pitzel, Bison Transportation (center),
with Jane Jazrawy, CarriersEdge, and Lance Platt, EpicVue



Best Overall Fleet for Small Carrier, sponsored by Bose Ride
Tom Pirnie, Grand Island Express (center),
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