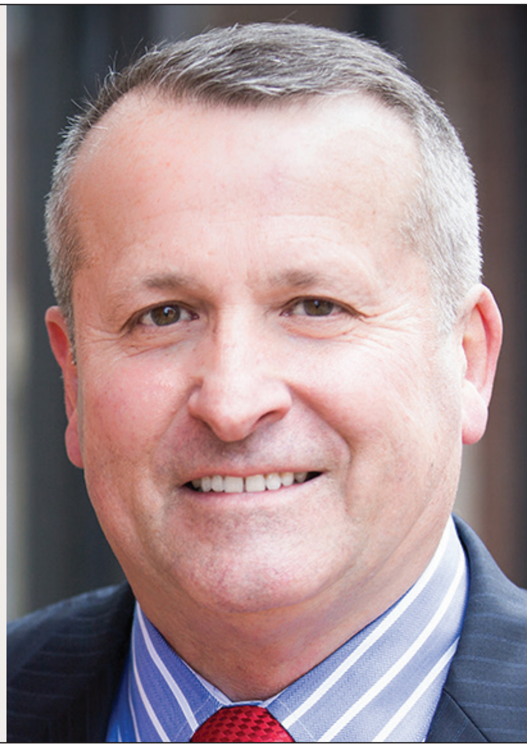
BEST Fleets® TO DRIVE FOR

• 2019 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 2019

Once again, the trucking industry shows its creativity and innovation!

Welcome to the **2019 edition** of **Best Fleets to Drive For®**! As we embark on the second decade of this program, one thing remains clear: the industry's top employers are running at full speed as they work to create better workplace experiences for their drivers.

This 11th edition of the program was bursting at the seams with participants, setting records in a variety of places:

- Most nominations ever (146)
- Most finalists ever (81)
- Most contractor fleet finalists (11)
- Most driver surveys collected (8399)

Those participants brought a wealth of new ideas, and refinements to traditional programs as well, making the process of scoring and determining winners more competitive than ever.

On the following pages you'll see the details of that process, a summary of the trends across various categories, and the detailed scores for the Top 20 in each section. As well, this year we're summarizing the findings from the driver surveys as well, noting overall sentiment as well as places where drivers have specific interests and thoughts.

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 2019 edition of the program, there were 101 questions in the default corporate questionnaire and 92 in the variation for contractor fleets.

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 drivers to complete the survey, and get it all done in a fairly short timeframe at the busiest time of year. It's no wonder that nearly half of the nominated fleets don't make it through to the finals each year!

Recognizing the Finalists

With a record number of finalists this year, the fact that only 20 get named as Best Fleets means that a lot of outstanding companies don't make it onto the list. That does not make them bad companies, though. In fact, quite the opposite. Any company who makes it to the finals has a lot to be proud of. Just making it that far means that they're able to work together as a team, move quickly (even when the fleet is busy with other activities), collect feedback from drivers, and stay organized. That's a significant accomplishment on its own.

Often, it takes fleets a few years of being a finalist before they make it onto the Top 20. That's the time required for the company to figure out its story, and how to tell it, and take that team effort to the next level.

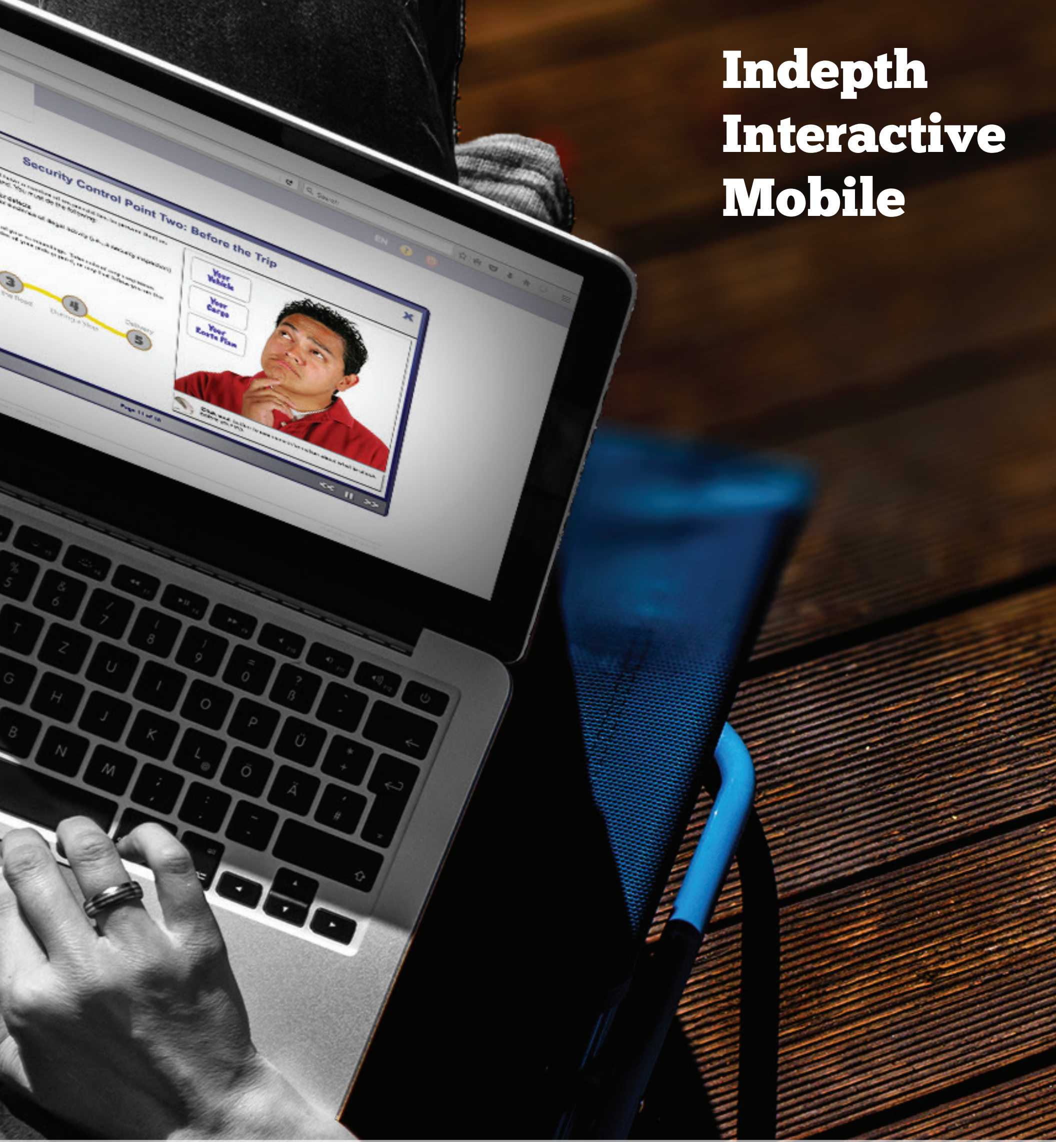
To all the fleets that complete the process year after year, and continue working to break through into the Top 20: keep at it! We see the progress you're making every year and know that you're heading in the right direction.

What the Drivers Say

This year the Best Fleets program collected nearly 8400 surveys from company drivers and independent contractors alike. While there are certainly differences from one fleet to another, there was also commonality among responses across all fleets.

In general, drivers and owner-operators completing the survey were pretty happy with their current carriers. 82.1% were likely or very likely to recommend their current company, and a similar number would like to stay there for the rest of their career.

Drivers didn't indicate significant dissatifaction with their pay. The Best Fleets finalists have



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traditionally been competitive with pay but not at the top of the industry range, and this year was the same. Drivers, in general, weren't unhappy with that: 88.9% felt that the company's pay model was working for them, and 88.1% felt that they were compensated fairly. Considering the amount of attention paid to compensation in the industry over the past year, this was a surprising result.

Drivrers do, however, have a clear interest in profit sharing or stock option programs. Perhaps a result of an increase in media stories over the past year, or perhaps because of other drivers talking about it: whatever the reason, drivers are thinking about the issue. Survey respondents expressed more interest in having a company profit sharing program than receiving increased bonuses or other rewards.

Opportunities for Improvement

There were three areas where fleets across the board scored lower, relative to other responses.

The first is a question asking whether drivers feel the company has a fair method of determining routes. This question has always produced responses that are less positive than other questions, and this year's results are no different. 20.9% neither agreed nor disagreed, a much higher level of indecision than seen in others. Supporting comments from drivers suggest that there's significant uncertainty among drivers about how companies determine routes and decide who's doing what. What makes this more notable is that the majority of evaluated fleets have very similar processes in this area: assigning loads based on proximity, available hours, driver preferences, and several other variables. Fleet efforts were consistent enough that we didn't score it (not enough differences to generate a scoring matrix), but all fleets were taking significant steps to ensure driver preferences were accommodated and loads were assigned fairly. This would seem to be primarily be a disconnect in communications, but it's a consistent disconnect across all participants.

The second area with generally lower scores from drivers is a question about whether they have ample opportunity to provide input into business decisions affecting them. This is a place where fleets are investing significant effort (as noted in the pages to follow), so it's expected that scores in this area will improve in the coming years.

The third weaker area is the issue of company meetings, and whether drivers feel they're effective. Here, the results from fleet to fleet vary considerably, depending on whether the company is using modern meeting tools or relying on in-person events, but overall the response is less positive than in other areas. As with the point above, it's an area where fleets are starting to make significant changes so the responses will likely improve in the near future.

It should be noted that the Best Fleets Top 20, and indeed all this year's finalists, did not score poorly in these areas, just that the feedback from drivers was less positive than in other areas. On their own, these scores were perfectly acceptable (and enviable in many cases), but they were weaker than others on a relative level, indicating opportunities for growth in the future.

And finally, one statistic shows an opportunity for all fleets to improve engagement among drivers: 76.5% of respondents report being active social media users, but only 58% actually follow their own company on social media.

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.

2019 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	Years in Top 20	
American Central Transport, Inc. (ACT)	Kansas City, MO	300	2	
Boyle Transportation (Boyle)	Billerica, MA	65	5	(Consecutive)
Central Oregon Truck Company, Inc. (COTC)	Redmond, OR	330	6	(Consecutive)
FTC Transportation, Inc. (FTCT)	Oklahoma City, OK	31	7	(Consecutive)
Garner Trucking, Inc. (Garner)	Findlay, OH	86	3	
Grand Island Express (GIX)	Grand Island, NE	131	8	(Consecutive)
Motor Carrier Service, LLC (MCS)	Northwood, OH	71	9	(Consecutive)
Nussbaum Transportation (Nussbaum)	Hudon, IL	400	5	(Consecutive)
Thomas E. Keller Trucking Inc. (TKeller)	Defiance, OH	136	2	
Transpro Freight Systems (Transpro)	Milton, ON	102	6	(Consecutive)

Large Carrier Category				
Bennett Motor Express (Bennett)	McDonough, GA	626	1	
Bison Transport (Bison)	Winnipeg, MB	1453	9	(6 Consecutive)
Crete Carrier Corp (Crete)	Lincoln, NE	5381	1	
Epes Transport System, Inc. (Epes)	Greensboro, NC	1346	1	
Erb Group (Erb)	New Hamburg, ON	788	7	
Halvor Lines, Inc. (Halvor)	Superior, WI	475	7	(Consecutive)
Landstar System, Inc. (Landstar)	Jacksonville, FL	10155	7	
Maverick Transportation, LLC (Maverick)	North Little Rock, AR	1650	3	
Prime Inc. (Prime)	Springfield, MO	7200	5	
TLD Logistics Services, Inc. (TLD)	Knoxville, TN	449	4	

Fleets to Watch

In addition to the Top 20, every year we identify five Fleets to Watch, and for 2019 those fleets were:

- **Fortigo Freight Services Inc.**
  Etobicoke, ON
- **Leavitt's Freight Service**
  Springfield, OR
- **Liberty Linehaul**
  Ayr, ON
- **Roehl Transport, Inc.**
  Marshfield, WI
- **TransLand**
  Strafford, MO

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, because they surprised us with something they're doing, or because we've seen the progress they're making and know they're on their way to the Top 20.

Each year, there are companies previously named as Fleets to Watch who make it onto the Top 20, so it's definitely worth paying attention to these fleets: there's greatness in their 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

2019 saw carriers increasing compensation across a variety of areas. Guaranteed pay plans spread, and the average weekly amounts increased as well. Programs that reward drivers for company success (such as profit sharing or stock options) are starting to grow as well, with 21% of all finalists offering some form of compensation in this area.

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/orientation/only some positions, transition
   3: Full guarantee, many requirements, $1000 or less
   4: Full guarantee, lower requirements
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
   4: $200/day or greater
   Owner-operator fleets
   0: No
   2: Travel (food & hotel)
   4: Pay, signing bonus
4. Do you offer any profit sharing or stock options?
   0: No
   2: Yes
5. What programs do you have in place to resolve payroll problems and minimize errors?
   1: Primarily reactive
   2: Payroll staff review
   3: Multiple staff review, driver access to stub
   4: Online portal and multiple review systems, salary
6. (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: Clean inspection, safety, discounts, rewards
   4: Additional bonuses

Company	Q1	Q2	Q3	Q4	Q5	Q6	Section Score
ACT	3	3	4	0	4		87.50%
Bennett			4		4	3	91.67%
Bison	1	1	1	0	4		43.75%
Boyle	1	4	4	0	4		81.25%
COTC	1	4	4	0	4		81.25%
Crete	3	1	1	2	4		68.75%
Epes	3	4	2	0	1		62.50%
Erb	2	2	2	2	1		56.25%
FTCT	3	2	2	0	4		68.75%
Garner	3	3	1	0	3		62.50%
GIX	3	3	4	2	4		100.00%
Halvor	3	2	2	0	4		68.75%
Landstar			2		4	4	83.33%
Maverick	3	4	4	0	4		93.75%
MCS	1	3	3	2	4		81.25%
Nussbaum	3	4	3	2	4		100.00%
Prime			2		3	4	75.00%
TKeller	3	3	2	0	4		75.00%
Transpro			4		3	4	91.67%
TLD	1	3	3	0	3		62.50%

Benefits / Non-Financial Compensation

What it tells us

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

Notable developments

Time-to-eligibility for benefits continues to shrink, with an increasing number of fleets offering covering after 30 days, and some starting on day one. Company contributions to retirement plans showed a wide range this year, with some fleets contributing less than 1% of total payroll to such programs, while several others were in excess of 5%.

Scoring

1. **(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)**
   0: No
   2: Yes
2. **For company-provided benefits, who pays what portion of the premium? Please note whether the coverage is for the individual or family.**
   1: Limited/no options, low contribution (up to 50%), employee only
   2: Options, large contribution in some areas (51-74%)
   3: More options, larger contribution across multiple areas (75%+)
3. **How long does it take to qualify for benefits?**
   1: After 90 days
   2: After 60 days
   3: After 30 days
   4: Immediately
4. **Does the company offer a pension or retirement savings plan? If so, and the company matches any contributions, please indicate total percentage of payroll contributed per year.**
   0: Nothing
   1: Available but no company contribution
   2: Company contribution
   3: Significant contribution and/or participation, variety of options
5. **What is the company's policy regarding vacation and other time off requests?**
   0: No paid time off
   1: Basic (e.g., 1 week after 1 year)
   2: Basic with accelerated ramp up (e.g., 3 after 5), higher top end
   3: Exceeds basic from the beginning
6. **(Owner-Operator fleets only) Does the company offer any other types of non-financial compensation?**
   0: No
   2: Yes

Company	Q1	Q2	Q3	Q4	Q5	Q6	Section Score
ACT		3	2	2	2		69.23%
Bennett	2			2		2	100.00%
Bison		2	1	1	1		38.46%
Boyle		3	2	3	1		69.23%
COTC		2	2	2	1		53.85%
Crete		3	3	3	1		76.92%
Epes		3	1	2	1		53.85%
Erb		1	1	3	2		53.85%
FTCT		2	3	3	3		84.62%
Garner		3	3	2	2		76.92%
GIX		3	3	3	1		76.92%
Halvor		2	2	2	2		61.54%
Landstar	2			0		2	66.67%
Maverick		3	2	2	2		69.23%
MCS		3	4	3	2		92.31%
Nussbaum		2	2	3	2		69.23%
Prime	2			2		2	100.00%
TKeller		2	3	2	2		69.23%
Transpro	2			2		2	100.00%
TLD		3	2	3	3		84.62%

Performance & Recognition

What it tells us

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

Notable developments

Driver performance management has largely stabilized around scorecards that show individual numbers and benchmarking comparisons across multiple categories. With more tools available to automate scorecard creation, fleets are updating them frequently. Most are provided monthly, if not weekly. A new scoring dimension this year tracked fleet response after a driver has a collision or incident: whether the efforts were disciplinary vs. educational, and how much they incorporate the increasingly pervasive dash cam footage.

Scoring

1. How is driver performance evaluated?
   1: Less than monthly performance communication
   2: Scorecard weekly or monthly, focus on performance improvements
   3: Scorecard, kudos, driver involvement, on-demand
2. Beyond bonus programs, is there recognition for top performers?
   1: Driver of the Year, annual award, adhoc 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 (more than 5 things)
3. Is there a benchmarking system in place for top performers and is the information available to drivers?
   1: Few metrics, fuel/MPG
   2: Some metrics, regular basis
   3: Several metrics, on-demand
4. What happens once a driver has had a collision or infraction?
   1: Training/disciplinary action focused
   2: Coaching/training, disciplinary emphasis, lessons learned
   3: Analysis, coaching/training with camera, more behavior/education emphasis

Company	Q1	Q2	Q3	Q4	Section Score
ACT	3	5	3	3	100.00%
Bennett	2	4	2	2	71.43%
Bison	2	5	3	3	92.86%
Boyle	2	1	3	2	57.14%
COTC	2	5	3	3	92.86%
Crete	3	5	3	3	100.00%
Epes	2	4	3	1	71.43%
Erb	2	3	3	3	78.57%
FTCT	3	5	2	2	85.71%
Garner	3	5	2	2	85.71%
GIX	2	4	2	3	78.57%
Halvor	3	4	3	3	92.86%
Landstar	2	5	2	3	85.71%
Maverick	2	5	3	3	92.86%
MCS	3	4	3	2	85.71%
Nussbaum	3	4	3	2	85.71%
Prime	3	5	3	2	92.86%
TKeller	3	4	3	2	85.71%
Transpro	1	5	2	3	78.57%
TLD	3	5	2	3	92.86%

Human Resources Strategy

What it tells us

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

Notable developments

As trucking continues to grapple with a significant labor crunch, this year's Best Fleets have stepped up their efforts to attract a wider pool of applicants. New entrant programs continue to grow in popularity, sophistication, and suc-

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 % participants
   2: Moderate investment, small participants
   3: Increasing investment; participants <10% of total drivers
   4: Substantial investment, sponsorships, certified programs, participants >10% of total
2. **How does the company ensure its total work environment (i.e. compensation, benefits, professional development programs, policies, etc.) meets the needs of drivers?**
   1: Outside comparisons, informal driver feedback
   2: Annual survey, staff or retention committee, informal driver feedback
   3: Moderate effort to gather driver feedback (surveys, exec calls, ridealongs, meetings)
   4: Moderate effort with measurement tools (4DX, ISO) or some staff development
   5: Intensive effort (environmental design, driver evaluations of staff, specific staff training/programs)
3. **What programs are in place to ensure continued improvement in the quality of your management team?**
   1: Minimal (task/performance focused, informal, internal)
   2: Occasional, association involvement
   3: Internal, formal 3rd party training
   4: Substantial internal effort, ongoing development program, driver-focused programs
4. **Beyond the legal requirements, how do you encourage workforce diversity? How are those efforts reflected in your committees, management teams?**
   0: Equal opportunity, no effort
   1: Associations OR bilingual staff
   2: Recruiting efforts OR management representation
   3: Bilingual staff, some representation, results
   4: Strong documented inclusion programs, investment + results
   5: Two of Ethnic/disability/gender inclusion + results

Company	Q1	Q2	Q3	Q4
ACT	4	3	2	4
Bennett		5	4	4
Bison	3	4	4	4
Boyle	2	3	4	4
COTC	4	5	2	2
Crete	3	3	4	5
Epes	4	5	4	3
Erb	3	4	4	3
FTCT	0	3	4	2
Garner	4	4	3	5
GIX	4	3	4	2
Halvor	4	5	4	4
Landstar		5	4	2
Maverick	4	3	4	3
MCS	0	3	4	2
Nussbaum	4	5	4	3
Prime		5	4	5
TKeller	4	3	3	2
Transpro		4	4	2
TLD	3	5	4	4

cess rates, and efforts to attract greater ethnic and gender diversity are showing positive results.

Communication efforts have also shifted significantly. Periodic driver surveys have now become standard practice, and this year's Best Fleets have focused on supplementing those surveys with a variety of live feedback collection tools, including townhalls, ride alongs, and outreach calls. The combination of high- and low-tech tools gives fleets a broader perspective on driver sentiment, and more meaningful data to work with. The effects of that feedback are visible in changes to committee structures, equipment specs, and even things as small as the snacks available in the lounge.

5. **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
   2. Policy covered in orientation, DAB, shipper focus
   3. Truckers Against Trafficking, terminal-based programs (only at orientation) OR customer score card
   4. Harassment training with refresher or TAT plus customer score card
   5. Proactive reporting (app, macro or phone number), recurring harassment training
6. **Describe the company's onboarding program after hire.**
   1: Orientation only, ad hoc followup
   2: Periodic post-orientation check-ins/review
   3: Check-ins or surveys, ad hoc coaching OR expectation exchange/new drivers mentors/special dispatch
   4: Special dispatch or mentoring (all drivers) AND expectations exchange OR surveys/exec followup
   5: Pre-orientation communications or mentor program, feedback on orientation, swag, EE/multiple reviews
7. **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, social media
   4: Periodic, formal, driver-led, multiple committees, variety of experience levels
   5: Ongoing (regular meetings) or multiple committees, diverse committee representation
8. **Does the company provide any reimbursements, subsidies, or giveaways for clothing or PPE?**
   1: Informal, PPE primarily
   2: Some discounts/vouchers provided, limited freebies (orientation, DAW) OR extra (under $50)
   3: Company store discounts, occasional freebies, anniversary gifts and extra (under $50)
   4: Substantial, full uniform AND boot/clothing allowance ($100-200)

Company	Q5	Q6	Q7	Q8	Section Score
ACT	5	5	5	3	83.78%
Bennett	3	5	4	4	93.94%
Bison	3	4	4	3	78.38%
Boyle	4	4	5	4	81.08%
COTC	5	5	4	3	81.08%
Crete	3	5	3	2	75.68%
Epes	4	5	4	3	86.49%
Erb	2	4	4	4	75.68%
FTCT	3	4	4	3	62.16%
Garner	4	4	5	3	86.49%
GIX	5	5	4	3	81.08%
Halvor	4	5	2	4	86.49%
Landstar	1	4	3	2	96.97%
Maverick	4	4	4	3	78.38%
MCS	4	5	4	3	67.57%
Nussbaum	4	5	3	3	83.78%
Prime	4	4	5	4	93.94%
TKeller	5	5	4	3	78.38%
Transpro	2	4	4	3	87.88%
TLD	5	4	4	3	86.49%

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 continously improve efficiency.

Notable developments

Operational strategy developments this year include a heightened focus on improving driver efficiency and eliminating disruptions that waste time. Central to that is vehicle maintenance, with many of this year's participants offering robust programs to support drivers when their trucks are out of commission for maintenance or repair. To better gauge the effectiveness of those programs, scoring tracked how many hours drivers are typically down for planned and unplanned maintenance. The best performers schedule maintenance for nights or weekends so drivers don't lose any productive time while it's happening.

Fleets have been embracing technology to improve driver efficiency for years, and the growth of mobile apps in sup-

Scoring

1. **(Owner-Operator fleets only) What programs does the company provide to assist independent contractors in maintaining their equipment?**
   1: Inspections, some options
   3: More options, services
   5: Wide range, dedicated services
2. **How does the company minimize equipment-related downtime?**
   1: Basic/light processes, some fallbacks
   2: Standard structures/processes, multiple fallbacks
   3: Extensive tracking, cross training, PMs during driver off-time
3. **Do drivers have input into vehicle specs or selection?**
   0: No
   1: Light/informal/reactive
   2: Formal proactive process
   3: Multiple formal processes, personalized reward
4. **Do you have annual targets for safety record improvement?**
   1: General/non-specific target
   2: Some specific targets
   3: Multiple specific targets, action plan
5. **What mechanisms are in place to avoid or resolve problems with shippers (such as excess waiting time, unsafe yards or poor treatment)?**
   1: Informal process, occasional pay, longer wait
   2: Formal process, pay @ 2 hours

Company	Q1	Q2	Q3	Q4
ACT		2	3	3
Bennett	3			3
Bison		3	3	1
Boyle		3	2	2
COTC		3	3	3
Crete		2	2	2
Epes		2	2	2
Erb		2	2	3
FTCT		2	2	3
Garner		2	2	1
GIX		3	2	3
Halvor		2	2	3
Landstar	5			2
Maverick		2	2	2
MCS		3	2	2
Nussbaum		2	3	3
Prime	5			3
TKeller		2	3	2
Transpro	3			2
TLD		3	2	2

port of that continues. More fleets are supplementing those apps by providing handheld devices or company email addresses, but these companies are still in the minority.

With the growth of technology tools to help drivers, a new question this year looked at how fleets decide on which technologies are right for them. Most of this year's participants use a collaborative process that includes drivers in the decision-making (further evidence of the feedback collection processes noted in the HR Strategy section), but only a few make a point of comparing multiple vendor solutions during the evaluation.

Building on the theme of collaboration, a new question this year looked at whether drivers have access to the facilities their work pays for. A large block of this year's participants allowed access to most areas, but a few innovators have made concerted efforts to not only open up the terminal but find ways to get everyone interacting as a unit.

In a post-ELD world, fleets have also changed how they handle shipper delays. Gone are the days when drivers would regularly wait 3 or 4 hours before getting paid for their waiting time, with most now paying in 2 hours or less. A healthy number start paying after an hour, and a few of this year's participants pay for all of it, starting the clock as soon as the driver arrives.

3: Pay @ 90 minutes, proactive program, driver feedback process
4: Pay @ 1 hr, proactive program(s), driver feedback process
5: Pay for all, special structures

6. **Do drivers have the same access to company facilities as non-driving staff?**
   1: Limited, segregated access
   2: Open access to most areas
   3: Open shared spaces, specific efforts to integrate

7. **What technology is provided to help drivers be more efficient? For instance, email, mobile apps, other devices**
   1: Limited technology
   3: Standard tech tools, 3rd party app(s)
   5: Custom app/intranet, device provision, company email

8. **What is your process for evaluating and selecting new technology?**
   1: Limited collaboration
   2: Collaborative process or multi-vendor review
   3: Multi-vendor and collaborative process

Company	Q5	Q6	Q7	Q8	Section Score
ACT	3	3	3	2	79.17%
Bennett	1		3	3	61.90%
Bison	2	3	5	2	79.17%
Boyle	3	2	5	3	83.33%
COTC	4	3	5	2	95.83%
Crete	2	1	3	2	58.33%
Epes	2	2	3	2	62.50%
Erb	3	1	3	3	70.83%
FTCT	2	2	5	3	79.17%
Garner	2	2	3	2	58.33%
GIX	3	3	3	3	83.33%
Halvor	2	2	5	3	79.17%
Landstar	3		5	2	80.95%
Maverick	2	2	5	2	70.83%
MCS	4	2	3	2	75.00%
Nussbaum	4	2	5	3	91.67%
Prime	3		5	2	85.71%
TKeller	3	2	3	2	70.83%
Transpro	5		5	2	80.95%
TLD	3	3	3	2	75.00%

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

Professional development options for drivers have largely standardized, with this year's participants typically using some combination of classroom, online, and in-cab training for drivers. What's also remaining consistent is the amount of training drivers receive each year - while there are variations in the 1st year totals depending on fleet structure and business focus, numbers for 2nd year and beyond remaining in the 2-4 day range. The number of outliers offering more than that is increasing, but is still small.

One training-related area that is evolving significantly is on-road coaching. While many of this year's participants offer it during the onboarding process, an increasing number of fleets are making it standard practice for all drivers

Scoring

1. **In what format are professional development activities made available to the driver? (e.g. classroom, one on one/coaching, online training)**
   1: Limited, classroom focus
   2: Basic online
   3: Simulator or interactive online
   4: Simulator and interactive
2. **How many training days, on average, do drivers get in their first year with the company? How many in subsequent years?**
   1: Standard/basic, primarily 1st year (1-2 days later)
   2: Enhanced, more 2nd year+ (2-4 days later)
   3: Extensive opportunities, all years (4+ days later)
3. **Are drivers compensated for attending or completing training? If yes, how and how much?**
   1: No direct compensation, onboarding only
   2: Points, company bucks, travel covered
   3: Direct pay
4. **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)**
   0: None
   1: Occasional options, association focus
   3: Some options, tuition reimbursement
   5: Formal company-developed/funded programs

Company	Q1	Q2	Q3	Q4
ACT	1	1	1	5
Bennett	2	2	2	3
Bison	4	2	3	5
Boyle	3	3	3	5
COTC	3	3	3	0
Crete	1	1	2	5
Epes	3	3	3	3
Erb	2	2	3	5
FTCT	3	2	1	3
Garner	2	2	2	5
GIX	4	3	2	5
Halvor	4	3	3	3
Landstar	3	3	3	5
Maverick	2	2	3	3
MCS	3	2	3	1
Nussbaum	3	3	2	5
Prime	3	2	3	5
TKeller	2	1	2	3
Transpro	3	2	3	3
TLD	4	3	3	5

as an ongoing activitiy. Most of those are taking advantage of dash cams as a basis for remedial work, but this year's top scorers go beyond that with proactive coaching for all drivers on a formal schedule (typically once or twice per year).

One area that has been changing slowly over the past few years, but is now accelerating, is company meeting formats. In the past, participants focused almost exclusively on live, in-person meetings, with only a few using technology to enable virtual meetings. That's shifted in the past 2 years, with more companies using conference calls and internet-based tools to make meeting attendance possible regardless of driver location. Facebook Live has emerged as the platform of choice for this - half of all fleets using online meeting tools are using it as their default. The results are noticeable, with 55% of this year's finalists reaching 75% or more of their fleet on a regular basis. For comparison, last year 39% of finalists managed to reach 67% of their fleet, so this year's reach is higher, with more participants getting there.

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: None, new hires only
   1: Occasional, remedial, informal
   2: Ongoing, proactive, formal
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, collaborative online
7. **What percentage of drivers typically attend or participate in these meetings?**
   1: Under 40%
   2: 40-75%
   3: 75%+
8. **Are drivers encouraged to join industry associations? (e.g. state or provincial associations, public image groups like Trucker Buddy or WIT)**
   0: Not specifically encouraged
   1: Aware, encouraged
   2: Direct support, multiple groups

Company	Q5	Q6	Q7	Q8	Section Score
ACT	2	1	3	2	64.00%
Bennett	1	3	3	2	72.00%
Bison	1	2	1	2	80.00%
Boyle	2	2	3	1	88.00%
COTC	2	3	2	1	68.00%
Crete	1	3	2	1	64.00%
Epes	1	2	2	2	76.00%
Erb	2	2	3	1	80.00%
FTCT	0	2	3	2	64.00%
Garner	0	2	3	2	72.00%
GIX	0	3	2	2	84.00%
Halvor	2	3	2	1	84.00%
Landstar	2	3	2	1	88.00%
Maverick	0	3	1	1	60.00%
MCS	1	2	3	1	64.00%
Nussbaum	2	1	2	0	72.00%
Prime	2	2	3	1	84.00%
TKeller	2	3	2	1	64.00%
Transpro	2	2	3	2	80.00%
TLD	2	3	3	2	100.00%

Work / Life Balance

What it tells us

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

Notable developments

Company efforts to improve a driver's life on the road continue, with an expanding range of options for in-cab amenities. 55% of this year's finalists scored a 1 or 2 on this questions, indicating a clear "industry standard" for in-cab equipment, but 21% are pushing the envelope with multiple enhancements and significant hotel options.

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: Standard (APU, inverter, fridge)
   2: Minimal enhancement (sat radio, upgraded seats) (1 extra thing)
   3: Some enhancements
   4: Several enhancements, hotel options
   5: Multiple enhancements, substantial hotel, home daily
3. **(Owner-Operator fleets only) What types of support systems are available for the families of independent contractors? (e.g. daycare, concierge, emotional support)**
   1: Limited, informal support
   2: Some programs (Facebook, open door)
   3: Formal support program (counseling, concierge)
4. **Does the company provide health and wellness programs for drivers?**
   1: None/few services
   2: 3rd party offerings/discounts
   3: 3rd party offerings + some dedicated services/programs
   4: Extensive/enhanced dedicated programs

Company	Q1	Q2	Q3	Q4
ACT	5	2		2
Bennett	3		3	2
Bison	5	3		3
Boyle	5	5		2
COTC	5	4		3
Crete	3	1		3
Epes	5	2		4
Erb	3	4		3
FTCT	3	3		3
Garner	3	5		2
GIX	5	3		3
Halvor	3	4		4
Landstar	3		3	3
Maverick	3	3		3
MCS	3	4		3
Nussbaum	5	3		4
Prime	5		3	4
TKeller	5	5		3
Transpro	3		3	3
TLD	1	3		2

Wellness programs underwent major changes over the past year, with a large number of fleets relying on tools and support offered by their insurance providers. Some are supplementing those offerings with internal efforts, but there's a clear decline in the number of fleets designing and running large scale wellness programs in-house.

Company social activities were scored for the first time this year, and the results were illuminating. While 72% of participants have multiple social events throughout the year, the majority take place at the company's head office, often causing attendance challenges. 27% of this year's participants are breaking the mould, however, conducting social activities in multiple locations, organizing different types of group outings (e.g. baseball games, NASCAR races) and taking the events into the field so drivers can participate, wherever they are.

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
   0: No
   1: Minimal, ad-hoc loans, referrals
   2: EAP or equivalent
   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. **What kinds of social events does the company have for drivers?**

   1: Minimal (1-2, DAW primarily)
   2: Multiple events, single focus area
   3: Multiple events and focus areas, multiple locations

7. **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: Employee directed, company paid

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

   1: Equipment, light association or outreach
   2: Multiple programs, some investment
   3: Significant programs, substantial investment

Company	Q5	Q6	Q7	Q8	Section Score
ACT	2	2	2	2	65.38%
Bennett	2	2	3	3	75.00%
Bison	2	3	2	3	80.77%
Boyle	2	1	3	3	80.77%
COTC	3	3	2	3	88.46%
Crete	1	3	2	3	61.54%
Epes	2	2	2	3	76.92%
Erb	2	3	3	3	80.77%
FTCT	2	1	2	3	65.38%
Garner	2	1	2	3	69.23%
GIX	1	3	3	3	80.77%
Halvor	2	1	2	3	73.08%
Landstar	3	2	3	2	79.17%
Maverick	2	2	2	3	69.23%
MCS	2	3	2	3	76.92%
Nussbaum	3	2	2	3	84.62%
Prime	3	2	2	2	87.50%
TKeller	2	2	2	3	84.62%
Transpro	2	2	2	3	75.00%
TLD	1	3	3	3	61.54%

2018 Winners

Best Overall Fleet for Small Carrier Award, sponsored by EpicVue
Rick Williams, Central Oregon Truck Company (center),
with Jane Jazrawy, CarriersEdge, and Lance Platt, EpicVue

Best Overall Fleet for Large Carrier, sponsored by Northbridge Insurance
Garth Pitzel, Bison Transport (right),
with Jane Jazrawy, CarriersEdge, and Ziad Bashi, Northbridge Insurance.