

BEST Fleets[®] TO DRIVE FOR

2023 Final Results

15th
ANNIVERSARY





Jim Ward - PRESIDENT
Truckload Carriers Association

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The challenge of finding, training, and retaining professional drivers remains as difficult as ever. It's been said by many industry leaders that a carrier's brand is reflected in the way it develops, informs, and values its employees, which directly impacts its customer service.

Motor carriers who are committed to creating the most productive, efficient, and rewarding driving jobs are recognized by the Best Fleets to Drive For program. The Best Fleets to Drive For winners feel an immense pride for this accomplishment and we're proud to honor them.

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ONGOING DRIVER SHORTAGE

CONTINUING EVOLUTION

Welcome to the 2023 edition of Best Fleets to Drive For®! With data collected through the fall of 2022, the 15th anniversary edition of this program set new records for participation and driver feedback, showing an industry committed to change and innovation as it continues to fight the ongoing driver shortage.



STATISTICS

Drivers nominated 165 companies this year, 20% less than the high of 207 last year, but up from the previous year's 150 nominations. We conducted 109 interviews, with 95 fleets becoming Finalists and entering the scoring phase. The number of driver surveys rose significantly, up 11% from 2022's previous record year, to 9,434 completed.

THE EVALUATION

Best Fleets to Drive For is open to all for-hire fleets operating 10 tractor-trailers in the United States or Canada. For this program, a for-hire company must be purely for-hire. If a fleet hauls any of its own products, it's considered a private fleet. However, for-hire carriers wholly owned by other companies (e.g., manufacturers) are currently eligible. 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 2023 edition of the program, there were 107 questions in the default corporate questionnaire and 93 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.

SCORING

The scoring period starts as surveys close, analyzing answers of finalists who have completed all evaluation stages. Fleets are scored across 3 categories – the programs they offer their drivers, the satisfaction level of those drivers, and the results the company is seeing in terms of safety and retention. The scoring process is detailed, slow, and time-consuming. For the 2023 edition, there were over 5,300 distinct answers that needed to be scored in the programs section alone – a team of six worked full-time for nearly two weeks to complete it all.

Scoring the programs

The scoring team starts by reviewing the data collected and determining which questions can be scored. (Some questions are purely for segmentation purposes or trend analysis, while others may not have enough meaningful data to be scored.) Contractor-only fleets have a separate questionnaire focused more on how they help their contractors build successful businesses, so their scorable question list looks

different.

Once the set of scorable questions is determined, scorers go through and score each question individually. All responses to that one question are reviewed to define the matrix of points and criteria, then all responses are scored against that matrix. The process continues for each scorable question. Once all questions are scored, a program score for the carrier is calculated.

Measuring driver satisfaction

The driver survey has 53 questions that track trends and sentiment, with responses fed into a formula that measures satisfaction at the company across various parameters and segments.

Calculating the results

The safety performance of each finalist is determined by tracking preventable and non-preventable DOT-reportable accidents per million miles. The retention score of each company is calculated with a custom formula that includes several data point inputs and controls for various factors that can skew results - for instance, whether a fleet operates in Canada or the US, or whether they have a new entrant program. Both safety performance and retention score are combined to generate the final results score.

THE SCHEDULE

The 2023 edition followed its traditional schedule with nominations opening after Labor Day and closing on Halloween. After being nominated, each participating fleet completed the questionnaire, filling out details of their business across HR, dispatch, safety, management, recruiting, and more. After submitting the questionnaire, a 60-90 minute interview was conducted with representatives from each fleet to clarify and explore their answers. Interviews happened throughout November and into mid-December. The driver surveys were collected from mid-November until New Year's Eve to complete the final stage of evaluations.

Fleets had a short window to complete these extensive steps during the busiest time of the year, so making it to the scoring stage was an accomplishment of its own for finalists.

MILESTONES

Several fleets hit milestones in the program in this year. Most notably, Bison Transportation, Central Oregon Truck Company, and TransPro Freight

Systems all celebrate 10 consecutive years as a Best Fleet. All three are in the Hall of Fame now.

We also welcome three new companies to the list this year: C.A.T., PGT Trucking, and Nick Strimbu.

HALL OF FAME

Studying Best Fleets participants for 15 years, there are definite behavioral patterns evident every year.

One of those behavioral traits is that fleets who repeatedly make the Top 20 tend to continue performing at that level - they have an operating model that enables them to stay there. These fleets continue to push forward, meeting the ever-increasing requirements to make the Top 20.

At the same time, with increasing participation in the program, there are more than 20 fleets that demonstrate stellar performance year after year. In many cases, the difference between the fleet at #20 and the fleet at #21 may be 1% or less in final scoring.

The Hall of Fame was created to recognize those consistently high performing fleets who have made it into the Top 20 for 10 consecutive years, or 7 consecutive years plus an overall award.

However, to ensure the industry keeps moving forward, and the best fleets don't rest on their laurels, the existing Hall of Fame inductees have to requalify every year to maintain their place, continuing to demonstrate excellence in their programs and driver satisfaction scores. There were 8 fleets in the inaugural Hall of Fame and they all did just that - they continued to improve their programs, introduce fresh perspectives, and constantly step up. Every one of our initial 8 Hall of Fame inductees stayed at the top of their game and kept their status as a Hall of Fame winner. In addition, 2 new fleets have hit the threshold to be inducted into the Hall. Here are some of the reasons why these new fleets stand out and are joining our Hall of Fame.

Garner Trucking, Inc.

Everyone has responsibility for improvement.

Garner has the distinction of being in the Top 20 every year since they started participating. With an approach of learning what programs the winners have, considering what they do better, and gaining insight into what they needed to do differently, Garner was determined to get on the Top 20 list and waited until they felt they were ready before starting the process. With a "don't rest on what you've done, keep collaborating, and listen to your drivers" approach, it's no wonder they have been a Top 20 for seven consecutive

years, and won the Best Overall Small Carrier category in 2022, before joining the Hall of Fame.

TransPro Freight Systems Limited

Are we living up to the commitments we made?

From being a Fleet to Watch in 2013, to 10 consecutive years on the list, TransPro has earned their spot in the Hall of Fame through continual improvement and a driver-centric culture. They celebrate every holiday that their drivers do, invite all current and past drivers to appreciation events, offer free truck inspections, and get drivers home when they want to be, maximizing home time as much as work time.

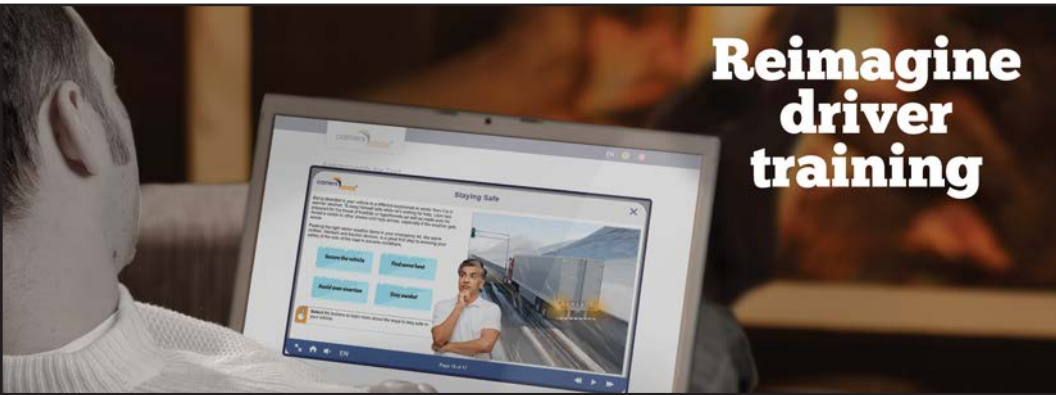
OBSERVATIONS

With the driver shortage being felt from coast to coast, carriers are finding new ways to entice potential drivers into the market, and onto their payroll. From opening driving schools to partnering with local schools, new entrant

programs are becoming commonplace. Sign-on bonuses might get drivers in the door, but fleets are ensuring they keep them with upgraded terminals, minimized maintenance downtime, pet and passenger programs, and coaching to help keep people connected and make assistance available at all times.

For their part, drivers were notably less satisfied this year than in the past. After 2 years of pandemic-related special treatment, the return to normal operations has created greater restlessness than we've seen since the Great Recession. While Best Fleets finalists and winners continue to have strong driver satisfaction overall, it's lower than it was a year or two ago.

In the following pages, we break out the questions and scores from this year's evaluation, and detail some additional observations in each category.



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2023 BEST Fleets TO DRIVE FOR[®]

This year's Top 20 include 5 companies who weren't on the list last year. Of those 5 new names, 2 are returning, having made the list in prior years.

SMALL CARRIER CATEGORY	LOCATION	DRIVERS / OWNER-OPS	YEARS IN TOP 20
American Central Transport (ACT)	Kansas City, MO	265	6 Consecutive
Chief Carriers, Inc. (Chief)	Grand Island, NE	68	3
Jetco Delivery a GTI Company (Jetco)	Houston, TX	139	
K & J Trucking, Inc. (K&J)	Sioux Falls, SD	90	2
Kriska Holdings Limited (Kriska)	Prescott, ON	306	1
Nick Strimbu, Inc; (NStrimbu)	Brookfield, OH	112	1
Thomas E. Keller Trucking Inc. (TKeller)	Defiance, OH	276	6 Consecutive
Transland	Strafford, MO	202	2
Veriha Trucking, Inc. (Veriha)	Marinette, WI	189	3 (2 Consecutive)
Wellington Group of Companies (WGC)	Aberfoyle, ON	85	4

LARGE CARRIER CATEGORY	LOCATION	DRIVERS / OWNER-OPS	YEARS IN TOP 20
C.A.T. Inc. (CAT)	Coteau-du-Lac, QC	485	1
Challenger Motor Freight, Inc. (Challenger)	Cambridge, ON	1089	7 (4 Consecutive)
Continental Express, Inc. (Continental)	Sidney, OH	488	2
Decker Truck Line, Inc. (Decker)	Fort Dodge, IA	494	2
Erb Transport (Erb)	New Hamburg, ON	979	11 (3 Consecutive)
Fortigo Freight Services, Inc. (Fortigo)	Etobicoke, ON	366	4
Fremont Contract Carriers, Inc. (FCC)	Fremont, NE	394	13 (4 Consecutive)
Leonard's Express (Leonard's)	Farmington, NY	707	2
PGT Trucking, Inc. (PGT)	Aliquippa, PA	750	1
TLD Logistics Services, Inc. (TLD)	Knoxville, TN	388	7 (2 Consecutive)

2023 Fleets to Watch[™]

In addition to the Top 20, every year we identify five fleets who caught our eye.

Crete Carrier Corporations and its Shaffer Trucking Division - Lincoln, NE

Mill Creek Motor Freight LTD - Ayr, ON

Skelton Truck Lines - Sharon, ON

Steve's Livestock Transport - Blumenort, MB

USXL - Foristell, MO

WHY WE'RE WATCHING THEM

The Fleets to Watch are companies that stood out during the evaluation for one reason or another. It may be particularly creative ideas, something noteworthy that surprised us, 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!

2023 BEST Fleets[®] TO DRIVE FOR HALL OF FAME

The Hall of Fame includes 10 companies who have been named Best Fleets for 10 consecutive years, or 7 years plus an overall award.

HALL OF FAME	LOCATION	DRIVERS / OWNER-OPS	YEARS IN HOF
Bison Transport Inc. (Bison)	Winnipeg, MB	2364	2
Boyle Transportation (Boyle)	Billerica, MA	156	2
Central Oregon Truck Company, Inc. (COTC)	Redmond, OR	285	2
FTC Transportation, Inc. (FTCT)	Oklahoma City, OK	22	2
Garner Trucking, Inc. (Garner)	Findlay, OH	94	1
Grand Island Express (GIX)	Grand Island, NE	138	2
Halvor Lines, Inc. (Halvor)	Superior, WI	699	2
Nussbaum Transportation Services, Inc. (Nussbaum)	Hudson, IL	476	2
Prime Inc. (Prime)	Springfield, MO	9572	2
TransPro Freight Systems Limited (TransPro)	Milton, ON	85	1



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SCORING RESULTS





COMPENSATION

WHAT IT TELL US

What efforts the company is making to provide a stable, predictable income for drivers (and owner-operators), and how they are paid for extras, such as orientation.

NOTABLE DEVELOPMENTS

This year saw a shift in how fleets calculate starting pay for drivers. Offering a pay range based on previous experience, for all new hires, is the default now (53% of participants), with fewer fleets offering no range at all.

Pay for orientation continues to climb, with the average rate now \$213/day. More of that orientation is moving online, and there's still a split between fleets who pay for that and those who don't.

Profit sharing continues to be offered only by a minority of participants (27%), but it is slowly climbing.

TOP 20	Q1	Q2	Q3	Q4	Q5	Q6
ACT	3	2	4	1	-	-
CAT	3	2	3	1	-	-
Challenger	2	2	3	0	-	-
Chief	2	2	3	0	-	-
Continental	3	1	3	0	-	-
Decker	3	2	3	0	-	-
Erb	2	2	3	2	-	-
Fortigo	-	-	3	-	3	3
FCC	3	2	4	2	-	-
Jetco	2	0	3	0	-	-
K&J	-	-	3	-	3	2
Kriska	0	2	2	1	-	-
Leonards	3	2	1	0	-	-
NStrimbu	2	2	3	0	-	-
PGT	3	2	1	0	-	-
TKeller	2	2	2	0	-	-
TLD	3	2	3	0	-	-
Transland	3	2	4	2	-	-
Veriha	3	3	1	1	-	-
WGC	3	2	3	2	-	-

HALL OF FAME	Q1	Q2	Q3	Q4	Q5	Q6
Bison	3	2	1	0	-	-
Boyle	2	0	4	0	-	-
COTC	3	0	3	0	-	-
FTCT	1	3	2	0	-	-
Garner	3	2	2	0	-	-
GIX	2	2	3	2	-	-
Halvor	2	2	4	0	-	-
Nussbaum	3	2	2	2	-	-
Prime	-	-	2	-	2	3
TransPro	-	-	3	-	2	2

1. What programs do you offer to provide drivers consistency in pay? (e.g., guaranteed pay, weekly minimum, split loads, salary)

- 0: None/layover pay/flexible dispatch
- 1: Split loads/hourly/bonus or other
- 2: Pay guarantee
- 3: Pay guarantee + other and/or split loads/hourly/bonus

2. Is there a range in the starting pay for drivers and/or owner-ops? (i.e., Does everyone doing the same work start at the same base rate, or are there ranges based on experience and/or skill level?)

- 0: No range
- 1: Occasional range/exceptions
- 2: Range based on experience
- 3: Range based on experience + extras

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

- 0: Nothing/travel only
- 1: Less than \$150/day
- 2: \$150-199/day
- 3: \$200-\$399/day
- 4: \$400/day or greater

Owner-Operator fleets

- 0: None
- 1: Travel/Accommodations only
- 2: Pay under \$100/day
- 3: Pay \$100+/day

4. Do you offer ESOP, profit sharing, stock options, or any other kind of program that rewards drivers/contractors for company prosperity? If so, how does it work?

- 0: No
- 1: Ad hoc / informal revenue share
- 2: Profit Sharing, ESOP, or other regular, formal plan

5. Do you offer financial incentives in addition to base rates? (Examples include performance or longevity bonuses, recruiting or sign-on bonuses, or purchase/leasing plans for equipment.)

- 1: Minimal (e.g., clean inspection, safety)
- 2: Some (e.g., safety + discounts)
- 3: Additional bonuses or incentives

6. What programs do you have in place to resolve payroll problems and minimize errors? If you have a program that lets drivers see their settlements in advance or allows them to split loads, please provide details.

- 1: Primarily reactive
- 2: Advance access, online portal
- 3: Advance access with detailed breakdown



BENEFITS/NON-FINANCIAL COMPENSATION

WHAT IT TELL US

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

NOTABLE DEVELOPMENTS

For the first time ever, we didn't score contractor fleets in this section. With all participating fleets offering comparable options in this category, there was nothing reasonable to score.

For fleets using company drivers, or a combination, benefits offerings continue to improve. The qualifying period continues to shorten, with more and more fleets requiring 30 days or less to qualify.

For companies offering retirement savings options (401k or RRSP) the average contribution is 1.6%.

Paid time off is also shifting. While nearly half of participants (42%) continue to offer a "basic" plan, the increasing amounts of vacation offered by the other half are starting to widen the chasm between the two groups.

1. **How long does it take to qualify for benefits?**
(e.g. 90 days, 1st of the month following 60 days)

1: After 90+ days
2: After 60 days
3: After 30 days
4: Immediately

2. **Does the company offer a pension or retirement savings plan? If so, please indicate how long before employees can participate.**

0: Nothing offered
1: Program offered
2: Program offered, 6+ month waiting period
3: Program offered, 1-3 month waiting period
4: Program offered immediately on hire

3. **If the company matches any portion of employee contribution to the retirement plan, what is the total contribution in the past year, as a percent of the total payroll?**

0: No match
1: Up to 1%
2: Up to 2%
3: Over 2%

4. **What is the company's policy regarding paid time off (including vacation)?**

1: Basic (e.g., 1 week after 1 year, CA - CLC), lower top end or longer ramp up
2: Earlier access or faster ramp-up
3: Faster ramp-up, additional options
4: Faster ramp-up + additional top-end or options

TOP 20	Q1	Q2	Q3	Q4
ACT	2	2	2	3
CAT	3	3	3	1
Challenger	4	1	2	2
Chief	3	4	2	4
Continental	2	2	3	4
Decker	2	3	2	3
Erb	4	4	2	2
Fortigo	-	-	-	-
FCC	3	3	2	1
Jetco	3	4	2	3
K&J	-	-	-	-
Kriska	4	4	3	1
Leonards	3	2	2	2
NStrimbu	2	2	3	3
PGT	2	3	3	1
TKeller	3	3	2	2
TLD	2	3	2	2
Transland	2	2	3	3
Veriha	2	3	1	3
WGC	4	4	3	1

HALL OF FAME	Q1	Q2	Q3	Q4
Bison	1	2	1	3
Boyle	3	3	1	3
COTC	3	2	2	1
FTCT	3	3	3	4
Garner	4	1	0	4
GIX	3	2	1	2
Halvor	2	2	2	3
Nussbaum	2	4	1	4
Prime	-	-	-	-
TransPro	-	-	-	-



PERFORMANCE AND RECOGNITION

WHAT IT TELL US

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

NOTABLE DEVELOPMENTS

Benchmarking has become commonplace, with drivers receiving more recognition for being top performers. Camera incidents, both good and bad, are creating opportunities for ongoing coaching, continual improvement, and regular human interaction.

Post-crash investigations are starting to shift more positively toward driver support. In addition to performance coaching, post-incident action plans are beginning to include EAP referrals, counselling, and emotional support as well.

1. Is driver/ independent contractor performance evaluated? How is it done, and how often?

- 1: Management tracking or annual review only
- 2: Scorecard only + coaching
- 3: Scorecard plus annual review
- 4: Scorecard, multiple reviews OR objectives

2. Is there a benchmarking system in place for top performers? If so, is this information available to drivers? Is it used in performance evaluations?

- 0: Nothing
- 1: Nothing formal / not visible to driver/
- 2: Few metrics or infrequent + Visible to drivers, scorecard or App
- 3: Multiple metrics for individuals + review/ coaching, App, Scorecard

3. Beyond bonus programs, is there recognition for top performers? If so, what is it and when does it happen?

- 1: Minimal, social media only
- 2: DOM/DOY programs only
- 3: DOM/DOY + some extras
- 4: Multiple reward types, association nominations, OR driver involvement
- 5: Wide range of programs + news/video/podcast and driver involvement

4. Does the company include any driver-related/ contractor-related metrics when evaluating dispatcher (or fleet manager) performance? If so, please provide details.

- 0: None
- 1: Performance only
- 2: Performance + turnover, few metrics
- 3: Driver home time or satisfaction, scorecard
- 4: Variety, regular review, satisfaction or home time
- 5: Substantial variety, satisfaction AND home time

Owner-operator fleets

- 0: No metrics
- 1: Set goals with dispatchers
- 3: Feedback from contractors OR metrics only
- 5: Feedback + metrics

5. What metrics does the company use to measure the success of recruiters and recruiting efforts?

- 0: Few metrics, nothing formal
- 1: Formal metrics, primarily hiring focus
- 2: Formal metrics, some retention focus
- 3: Formal metrics, primarily retention focus

6. What happens once a driver/ independent contractor has had a collision or infraction?

- 1: Minimal response
- 2: Investigative focus, some coaching/training
- 3: Investigative focus, coaching/training + committee involvement
- 4: Driver development plan, camera use, done "with" the driver OR peer involvement/appeals
- 5: Coaching, empathy, development plan + peer involvement/appeals process

TOP20	Q1	Q2	Q3	Q4	Q5	Q6
ACT	4	3	5	2	2	5
CAT	4	3	4	3	1	5
Challenger	2	5	4	1	1	5
Chief	4	3	4	3	2	4
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Decker	4	5	5	3	1	5
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PGT	4	3	4	3	2	3
TKeller	2	3	4	3	1	5
TLD	3	5	4	3	2	5
Transland	4	3	4	3	1	4
Veriha	4	3	4	2	2	4
WGC	2	3	4	2	3	4

HALL OF FAME	Q1	Q2	Q3	Q4	Q5	Q6
Bison	4	5	4	5	2	5
Boyle	4	3	3	2	3	5
COTC	2	5	5	5	1	4
FTCT	4	5	5	2	1	4
Garner	4	5	5	3	2	5
GIX	3	3	3	2	2	3
Halvor	4	3	4	2	1	5
Nussbaum	4	5	4	3	3	4
Prime	2	3	4	3	2	4
TransPro	4	2	4	5	1	5



HUMAN RESOURCES STRATEGY

WHAT IT TELL US

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

NOTABLE DEVELOPMENTS

With the driver shortage continuing to strain the industry, more effort is being invested in onboarding and retaining drivers than ever before.

The bulk of participants offer some kind of pet program now, with a security deposit typically set at \$500.

New entrant programs continue to grow in scope and scale, with significant numbers of fleets partnering with schools and offering tuition reimbursements.

Orientation is more and more becoming a multi-phase undertaking, starting with online content before drivers arrive, and continuing with mentoring and regular check-ins after the formal orientation is complete.

When drivers do leave, most fleets have a formal program to stay in touch and encourage returns.

1. Do you have a program to assist new entrants to the industry? (e.g. partner with CDL school, finishing program, apprenticeship, operating CDL school)

- 0: No program
- 1: School involvement OR mentoring OR tuition program
- 2: School involvement + tuition OR government program
- 3: School involvement + some programs
- 4: Heavy school involvement + multiple programs

2. How many of those exits returned during the past year? If you take specific actions or have a program to encourage those returns, please include those details as well.

- 0: Don't follow-up/no program
- 1: Informal connection (no set plans)
- 2: Planned connection - limited contact
- 3: Details, formal plan to connect routinely

3. In what ways does the company get feedback from drivers/independent contractors on the programs it offers? How does the company use that feedback? (In other words, looking at all the programs you offer, how do you know you've got the right combination for your drivers?)

- 1: Informal, light efforts
- 2: Some formal process, results noted
- 3: Additional channels and/or frequency, results

- 4: Multiple channels, frequency, collaboration
- 5: Substantial channels, frequency, collaboration and results

4. Beyond the legal requirements (such as Equal Employment), how does the company encourage workforce diversity? How are those efforts reflected in your committees, management teams, and other organizational groups?

- 0: Equal opportunity, no effort
- 1: Association membership, bilingual staff, minimal effort
- 2: Targeted recruiting efforts OR management representation (no distinct results)
- 3: Bilingual support staff, representation management: some hiring
- 4: Inclusion programs/training, representation at all levels (trainers too)
- 5: Full ethnic/disability/gender/sexuality inclusion, appreciation, support/input

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

- 0: Policy or response process
- 1: Basic, training only at orientation
- 2: Orientation training and other (e.g. hotline)
- 3: Orientation and/or recurring training
- 4: Regular training + app/phone/macro, TAT

Owner-operator fleets

- 1. Basic, policy and response process, focused on shippers
- 3. TAT, terminal based programs, only at orientation OR customer score card
- 5. Proactive reporting (app, macro or phone number) and recurring harassment training

6. Do you have a pet policy? If so, what is it?

- 0: Pets not allowed
- 1: Fee or deposit over \$500, size/breed restrictions
- 2: Fee of deposit \$500 or less, few size/breed restrictions
- 3: Pet-specific investments and/or facilities

Owner-operator fleets

- 0: Not allow
- 1: Pets allowed
- 2: Pet-specific facilities

7. Do you have a military recruitment program? If so, please describe how it works and how many vets you have hired as a result of the program.

- 1: None/limited
- 2: Informal or recognition/support (wraps, decals)
- 3: Formal or recognition/support
- 4: Formal + multiple methods of recognition/support

8. Describe the company's onboarding program after hire. Outline the key components of orientation and any post-orientation ramp-up programs.

- 0: Nothing
- 1: Informal Post Orientation Checkin + Mentor/Coaching

HUMAN RESOURCES STRATEGY



- 2: Informal Post Orientation Checkin + Mentor/ Coaching + Formal Checkin
- 3: Informal Post Orientation Checkin + Mentor/ Coaching + Formal Checkin + Expectations Exchange + Multi Department Involvement
- 4: Informal Post Orientation Checkin + Mentor/ Coaching + Formal Checkin + Expectations Exchange + Multi Department Involvement + Exec Involvement + Pre Orientation Training Modules

9. Is there a driver committee/advisory board/ independent contractor committee at your company? Include details on makeup, selection of participants, and meeting frequency. If you there are no formal committees, include details of informal or ad hoc groups.

- 0: Nothing
- 1: Informal, occasional
- 2: Formal, safety-focused or company committee participation
- 3: Formal driver-led
- 4: Multiple committees or substantial process
- 5: Multiple committees and substantial process

Owner-operator fleets

- 0: Nothing
- 1: Informal, occasional

- 2: Formal driver-led
- 3: Multiple committees or substantial process

10. Does the company provide any reimbursements, subsidies, or giveaways for clothing or PPE (beyond regulatory requirements)? If so, how much and how often?

- 0: Nothing/PPE
- 1: Informal, orientation only
- 2: Shirt/hat summer giveaways
- 3: Frequent OR one significant item
- 4: Substantial OR full uniform OR clothing OR boot allowance
- 5: Full uniform/over \$250/year/boots

Owner-operator fleets

- 0: Nothing/PPE only
- 1: Informal, orientation only
- 2: Shirts/hats, occasionally giveaways
- 3: Subsidies/giveaways, jackets, milestones
- 4: Substantial, full uniform, clothing allowance
- 5: Full uniform + boots + extras

TOP 20	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
ACT	4	2	4	3	2	1	4	4	4	3
CAT	4	2	4	4	2	3	3	3	2	4
Challenger	4	0	4	4	3	2	2	2	4	4
Chief	3	2	5	4	2	2	4	3	3	4
Continental	3	2	3	5	4	2	4	3	3	5
Decker	3	3	4	5	3	3	2	3	3	2
Erb	3	2	4	3	4	2	1	3	4	5
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FCC	2	2	5	5	1	3	3	4	5	3
Jetco	1	2	2	3	0	2	2	3	3	4
K&J	-	2	4	3	3	1	2	3	1	5
Kriska	4	2	3	4	1	3	3	1	2	3
Leonards	3	3	3	5	3	2	4	3	3	4
NStrimbu	4	3	5	3	3	3	3	2	4	5
PGT	3	3	4	5	0	1	3	3	5	4
TKeller	3	2	3	4	4	2	2	4	3	4
TLD	3	2	2	4	1	2	2	1	4	4
Transland	3	2	4	4	4	3	4	3	4	3
Veriha	2	3	3	4	1	2	4	4	1	3
WGC	2	2	2	4	3	2	3	3	2	4
HALL OF FAME	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Bison	4	2	5	4	4	2	4	2	5	3
Boyle	2	2	4	2	2	3	2	3	3	5
COTC	3	3	5	4	4	0	4	3	5	4
FTCT	2	2	3	4	1	2	2	3	2	3
Garner	4	3	5	5	4	2	4	4	5	4
GIX	4	2	5	4	2	2	3	3	3	3
Halvor	3	2	5	5	3	3	1	3	3	3
Nussbaum	4	3	4	4	2	3	3	3	3	4
Prime	-	2	5	5	5	2	4	3	3	4
TransPro	-	3	5	4	3	1	2	2	2	4



OPERATIONAL STRATEGY

WHAT IT TELL 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

The vast majority of fleets are removing maintenance downtime inconvenience for drivers or paying them for their time. Only 18% do not pay or make accommodations.

In the world of safety technology, almost 100% of fleets use cameras as part of their safety programs, with side cameras emerging as the next major area for enhancement. Disc brake use is increasing as well, and for trailers as much as tractors.

More companies are involving drivers in the decision-making process for operational technology enhancements, with task forces and pilot programs conducted before rolling out major changes.

1. Do drivers have input into vehicle specs or selection?

- 0: No input
- 1: Light/mgmt focused/Orientation
- 2: Track preferences/ad hoc input
- 3: DAB, meetings, formal input, upgrades
- 4: Pilot/focus groups, OEM visits, rewards

2. How do you minimize equipment-related downtime for drivers? (Please include scheduling, contingencies, impact on driving time)

- 0: No formal PM accommodations/pay, some downtime
- 2: PM accommodations/pay, no real downtime

3. What programs does the company provide to assist independent contractors in maintaining their equipment?

- 1: Basic support, escrow accounts
- 3: Discounts/escrow plus additional programs
- 5: Extensive programs, options

4. Do you have annual targets for safety record improvement? If so, what are the targets for the current year?

- 0: No targets
- 1: General/non-specific target
- 2: Some specific targets
- 3: Multiple specific targets, action plan

Owner-operator fleets

- 1: Minimal targets (general improvement)
- 2: Some specific targets
- 3: Multiple/detailed 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)? If you pay contractors for waiting time, please specify when it kicks in and whether it's contingent on the company recouping from customers.

- 1: Informal process, occasional pay, longer wait
- 2: Formal process, pay @ 2 hours
- 3: Pay @ 90 mins; proactive program, feedback
- 4: Pay @ 1 hr; drop/hook, proactive program(s), driver feedback process/app
- 5: Pay for all, special structures

Owner-operator fleets

- 1: Handle case by case, paid after company recoups
- 3: Formal process, contractors paid after 2 hrs
- 5: Proactive ongoing work with shippers, drivers paid after 1 hr or less

6. Does the company have a policy for handling operations during natural disasters? If so, please provide details.

- 0: Per case, drivers decide
- 1: Ops/Comm plan OR weather monitoring, rerouting
- 2: Remote work options OR some driver supports
- 3: Office-oriented plans only
- 4: Plans + multiple driver support systems
- 5: Plans + dedicated crisis teams + driver inclusion

7. Does the company have a policy for protecting against cyber attacks? If so, please provide details.

- 0: No policy or protection
- 1: IT dept instruction, policy and/or basic 3rd party
- 2: Some systems, policies and ad hoc training
- 3: Some systems, policies, regular training for staff
- 4: Some protection and driver training
- 5: Extensive protection and driver training

Owner-operator fleets

- 1: IT dept instruction, policy and/or basic 3rd party
- 2: Some systems, policies and ad hoc training
- 3: Some systems, policies, regular training for staff
- 4: Extensive protection, regular office training and/or driver training

8. How do you pair drivers/owner operators and fleet managers/dispatchers? (e.g., new driver board and then move to permanent, personality tests or other matching tools, etc.)

- 1: Ad-hoc / basic
- 2: Skill or experience / driver board
- 3: Personality test or match
- 4: Personality test or match + other controls

9. How do you minimize problems related to parking availability for drivers on the road? Do you pay or reimburse them for parking-related costs?

- 1: Some efforts and/or reimbursement
- 2: Reimbursement and some driver assist
- 3: Paid program, multiple terminals/locations, additional effort
- 4: Dedicated, fully managed, paid + other options

OPERATIONAL STRATEGY



10. Do you offer any programs to help contractors minimize problems related to parking availability or associated costs? If so, please provide details.

- 1: Minimal, informal efforts
- 2: Some effort, support programs
- 3: Substantial programs, support

11. When drivers do get home, what is the target number of days off they should get before heading back out again? (e.g., are they home for a reset then back out again, home for a weekend, or something longer?)

- 1: 1 day per 7 or 34 hours
- 3: 34-48 hours
- 5: 48 or more, daily or multiple per week

12. How does the company ensure contractors get home when they need to? Are there performance targets in this area? (e.g., are they home for a reset then back out again, home for a weekend, or something longer?)

- 1: Contractor's responsibility
- 2: System to assist (app, planning, special lanes)
- 3: System + track success in downtime targets

13. What technology is used to improve fleet safety? (e.g. driving simulators, in-cab cameras, anti-rollover devices)

- 1: Minimal tech
- 2: Some safety tech
- 3: Standard safety tech

- 4: Multiple standard tech, some advanced items
- 5: Extensive truck tech, multiple advanced items

Owner-operator fleets

- 1: Camera system only
- 3: Camera + simulator
- 5: Camera + simulator + other technology

14. What technology is provided to help independent contractors be more efficient? (e.g. email, mobile apps, other devices)

- 1: In-cab device-based
- 2: Basic fuel, routing assistance features
- 3: Multiple features
- 4: Substantial features + financial view

15. Beyond truck-related equipment, what is your process for evaluating and selecting new technology? (e.g. driver scorecards, HR systems, mobile apps)

- 1: Informal process, no driver trials, one option, some driver input
- 2: Pilot program/drivers more involved, multiple options, informal process
- 3: Formal process, product comparisons, pilots/trials, focus on drivers' use/needs/feedback

Owner-operator fleets

- 1: Informal, management focus
- 2: Pilot process, drivers involved
- 3: Extensive process, formal criteria, comparisons

TOP 20	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
ACT	3	2	-	3	3	3	3	1	1	-	3	-	5	-	2
CAT	3	2	-	2	4	3	4	4	4	-	5	-	4	-	2
Challenger	2	2	-	2	4	5	3	2	1	-	3	-	5	-	3
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HALL OF FAME	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
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Prime	-	-	5	2	5	3	2	4	-	3	-	2	5	4	3
TransPro	-	-	5	2	5	4	4	3	-	3	-	3	5	3	2



DEVELOPMENT & CAREER / BUSINESS BUILDING

WHAT IT TELL 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

This section saw the fewest changes to scoring levels of any category, indicating professional development efforts largely in line with last year.

Driver training continues to be overwhelmingly focused on 1st year activities, with training in 2nd year and beyond dramatically curtailed.

Management development programs have grown, though, with more reference to formal education programs beyond industry conferences.

Social media use is slowly maturing, but 42% of this year's finalists still use it primarily for marketing.

1. After the first year, how many training hours, on average, are completed by drivers or by contractors (or their drivers) per year?

- 0: None
- 1: Single method AND up to 1 hr/mth
- 2: Multiple methods OR up to 2 hrs/mth equiv
- 3: Multiple methods, 2+ hrs/mth, OR sim
- 4: Multiple methods with simulator, more than 2 hrs/mth

Owner-operator fleets

- 1: Single method, less than 10hrs/yr equiv
- 2: Some methods, up to 20 hrs/yr equiv
- 3: Multiple methods, more than 20 hrs/yr, sim

2. Are participants compensated for training? If yes, how and how much?

- 0: No, orientation only
- 1: Pay for some, indirect compensation for all
- 2: Direct pay

Owner-operator fleets

- 0: No
- 1: Occasionally, indirect
- 2: Direct compensation, indirect + extras

3. Are there any continuing education opportunities, beyond job-related safety training, provided for drivers/ independent contractors and their drivers? (e.g. tuition reimbursement, grants or scholarships, corporate university, seminars or conferences)

- 0: Nothing
- 1: Light, occasional
- 2: Tuition or CDL reimbursement, additional options

- 3: Tuition reimbursement + multiple formal programs

Owner-operator fleets

- 0: Nothing
- 1: Minimal
- 2: 3rd party only
- 3: Formal program, scholarship

4. Do you have any programs to help drivers/ contractors complete supplemental industry certifications? (e.g. hazmat endorsement, FAST or TWIC)

- 0: No
- 1: Offer assistance
- 2: Offer Assistance + Pay/reimburse

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

- 0: No program
- 1: Gap/Need Based or Driver Initiated
- 2: Proactive coaching process, regular review for coaching opportunities for all drivers
- 3: Formal, proactive program + mentor/trainer/ coach qualifications, competency, development opportunities, compensation

6. What education or professional development programs are in place to continue improving the quality of your management team?

- 1: Occasional, association involvement
- 2: More frequent, association involvement + other activities
- 3: Association + formal programs
- 4: Formal internal & external programs, regular opportunities
- 5: Substantial internal effort, multiple formal programs

7. How does the company encourage the sharing of best practices among drivers/contractors?

- 0: None/minimal
- 1: Company newsletter, light interaction
- 2: Moderate opportunities (private groups/meetings, DAB)
- 3: Substantial opportunities (private groups/ meetings + DAB, podcast, other)

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

- 0: Nothing formal
- 1: Yes to meetings
- 2: Meeting Frequency (Quarterly or More) + 1
- 3: Multiple Delivery Formats +1,2
- 4: Recording Made Available + 1,2,2

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

- 0: No meetings
- 1: Under 40%

DEVELOPMENT & CAREER / BUSINESS BUILDING



2: 40-75%
3: 75%+

10. How does the company use social media to engage with drivers/contractors?

- 1: Marketing focus
- 2: Driver engagement activities on public page
- 3: Private/Spouse/driver FB groups OR other events
- 4: Private/spouse groups + other events
- 5: Driver-generated content (driver TikTok/YouTube channels)

11. Are drivers/contractors actively encouraged to join industry associations or participate in association activities? (e.g. joining Trucker Buddy or WIT, participating in truck driving championships, attending conferences)

- 0: Nothing Promoted
- 1: Informal, light
- 2: Direct support, limited contribution
- 3: Active involvement with direct contributions/support
- 4: Active involvement with direct contributions, multiple organizations

Owner-operator fleets

- 0: Nothing Promoted
- 1: Informal, light
- 2: Direct support, limited contribution
- 3: Active involvement with direct contributions/support

TOP 20	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
ACT	2	2	3	3	2	5	3	3	1	3	2
CAT	3	2	1	3	3	5	3	4	3	5	4
Challenger	3	2	0	3	3	5	3	2	3	3	2
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HALL OF FAME	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Bison	3	2	2	2	3	5	3	2	3	3	2
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Garner	3	2	3	3	3	4	3	3	1	4	2
GIX	3	2	3	2	3	5	2	3	2	4	2
Halvor	3	2	3	3	2	4	3	3	2	3	2
Nussbaum	4	2	3	3	3	5	3	2	0	3	2
Prime	2	2	3	3	3	4	2	4	1	4	2
TransPro	2	2	3	3	2	5	2	1	3	2	2



WORK / LIFE BALANCE

WHAT IT TELL US

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

NOTABLE DEVELOPMENTS

Terminal facilities are expanding, with more fleets offering enhanced services such as on-site healthcare, fitness amenities, and expanded recreation options like fishing ponds.

For in-cab amenities, APUS, inverters, and fridges have become standard for OTR fleets, along with upgraded seats and mattresses. Temperature controlled seats are the new must-have luxury item.

With an increasing awareness of mental health issues in the industry, more fleets have added support for that, through EAPs and separately.

In-person social events are back in full swing, and companies are finding creative ways to involve most, or all, of their drivers. This can include charity or community elements, as well as traditional parties and group outings.

- 1. What facilities do you have available at your terminal(s) for drivers/contractors?** (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 (1 or 2 amenities)
 - 2: Standard (APU, inverter, fridge)
 - 3: Standard + a few enhancements
 - 4: Standard + several enhancements
 - 5: Multiple enhancements, free TV/radio, home daily
- 3. What types of support systems are available for drivers or their families/ families of independent contractors?** (e.g. EAP, daycare, concierge, mental health, emotional support)
 - 0: none
 - 1: EAP or equivalent
 - 2: EAP + additional options

Owner-operator fleets

- 0: none
- 1: EAP equivalent
- 2: Multiple options

- 4. Does the company offer health and wellness programs for drivers/independent contractors?** (e.g. discount gym memberships, healthy snacks at the terminal, fitness centre onsite, blood pressure monitoring, formal wellness program)
 - 0: No offerings
 - 1: Basic only: healthy snacks, BP machine, sharing resources
 - 2: Limited services: basic + Gym/wellness program
 - 3: Some services: Gym/wellness program + additional 3rd party or dedicated program
 - 4: Considerable services: wellness program + onsite physician/health coach, in-cab equipment, smoking cessation or other special programs
 - 5: Extensive services: many significant 3rd party and dedicated services
- 5. Do you offer any programs to help drivers stay safe when not driving?** (e.g. self-defense training, panic buttons)
 - 0: Nothing
 - 1: Limited, ad hoc, TAT
 - 2: Training, C-TPAT, panic button, parking, dispatch OR call number/app
 - 3: Formal program, multiple options

Owner-operator fleets

 - 0: Nothing
 - 1: Limited, ad hoc, TAT
 - 2: Orientation, C-TPAT, parking, dispatch, call number/app
 - 3: Multiple aids
- 6. Do you provide programs that assist drivers with financial or legal issues? If so, does the company pay any portion of the cost?**
 - 0: None
 - 1: Minimal, i.e. ad-hoc loans, referrals or EAP/other service only
 - 2: EAP plus minimal (e.g. subscription service)
 - 3: Company-sponsored services, multiple options

Owner-operator fleets

 - 0: Nothing formal
 - 1: Some options
 - 2: Education, loans or access to legal
 - 3: Discounts on programs, access to legal services
- 7. What kinds of social events does the company have?** (e.g. BBQ, party for Christmas or other significant holidays, sports tournaments, sports pools, planned outings)
 - 0: Nothing
 - 1: Minimal effort: BBQs, Xmas/Thanksgiving, DAW primarily
 - 2: Multiple events, some extras
 - 3: Substantial efforts, variety, offsite activities

Owner-operator fleets

 - 1: Minimal (1-2, DAW primarily)

WORK / LIFE BALANCE



- 2: Multiple events, single focus area
- 3: Multiple events and focus areas, multiple locations

8. What percentage of drivers attend or participate in these social events?

- 1: Limited, unknown, under 40%
- 2: Good participation (40-75%)
- 3: Large participation, or everyone reached across the year

9. How much involvement do drivers/ independent contractors have in the company's community work and charitable contributions?

- 0: No programs
- 1: Participation in company, some ad hoc
- 2: Participation in company, driver request process
- 3: Multiple events, some employee influence
- 4: Large employee influence, multiple events

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

- 0: Minimal, equipment/driver focus
- 1: Association membership or light outreach
- 2: Association plus outreach
- 3: Association plus significant programs, investment

11. What efforts are you making to improve the company's environmental impact?

- 1: Spec'ing or recycling
- 2: Spec'ing and recycling
- 3: Emphasis on either vehicle or terminal
- 4: Significant effort both on the vehicle and in the terminal/Smartway
- 5: Multiple certifications, significant investment (e.g, electric, solar)

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Nussbaum	5	4	2	4	2	1	3	2	4	3	4
Prime	5	-	2	5	3	3	3	3	3	3	4
TransPro	3	-	1	3	2	2	2	3	3	3	4

BEST FLEETS THROUGH THE YEARS













2022 BEST Fleets TO DRIVE FOR



Best Overall Fleet for Small Carrier, sponsored by Eleos
Tim Chruslki, Garner Transportation (center), with Jane Jazrawy, CarriersEdge,
and Wes Pollock, Eleos



Best Overall Fleet for Large Carrier, sponsored by TruckRight
Jim Peoples, Challenger Motorfreight (center), with Jane Jazrawy, CarriersEdge,
and Dirk Kubar, TruckRight



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to the 2023 *Best Fleets to Drive For* winners.



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Recruiting | Onboarding | Compliance | Online Training

The logo for eleost, with the word "eleost" in a lowercase, orange, sans-serif font. The background of the entire lower half of the page features a dark blue grid of icons including a truck, a smartphone, a laptop with a wrench, a location pin, a clock, a gear, a bar chart, and a skull, all connected by thin white lines.

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Congratulations

to all of this year's **Best Fleets to Drive For** finalists and winners.

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CONGRATULATIONS

TO THE

2023 BEST FLEETS TO DRIVE FOR

FROM THE TCA STAFF!

Located in Alexandria, Virginia, TCA is the only trade association whose sole focus is the truckload segment of the motor carrier industry. The association represents dry van, refrigerated, flatbed, tanker, and intermodal container carriers operating throughout North America. Founded in 1938, the TCA represents operators of nearly 210,000 trucks, which collectively produce revenue of more than \$38 billion in annual truckload revenue.

www.truckload.org