



# Safety Systems Management Report

Carrier

T.P.T. Systems Inc. A/O  
Transpro Freight Systems  
Ltd.

Advisor

Albert Zimbalatti

Evaluation Date

17 June 2011

## Markel is pleased to present you with your new Safety System Management Report.

As part of our overall commitment to being a trusted and respected business partner, we are sharing with you the results of our recent review of your company's Safety Management Systems.

The detailed analysis in this report is a result of our knowledge of your operations, based upon our ongoing relationship with you, as well as our in-depth annual review.

Markel Safety and Training Services are committed to working with you to identify your unique risks and opportunities. At your request, we will suggest training priorities or other solutions which can help you take advantage of potential opportunities to improve your operations.

**We look forward to continuing to work with you.**

## Summary



Overall Score

### Score

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**4.8**

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Driver Retention

# How to Read your Safety Systems Management Report

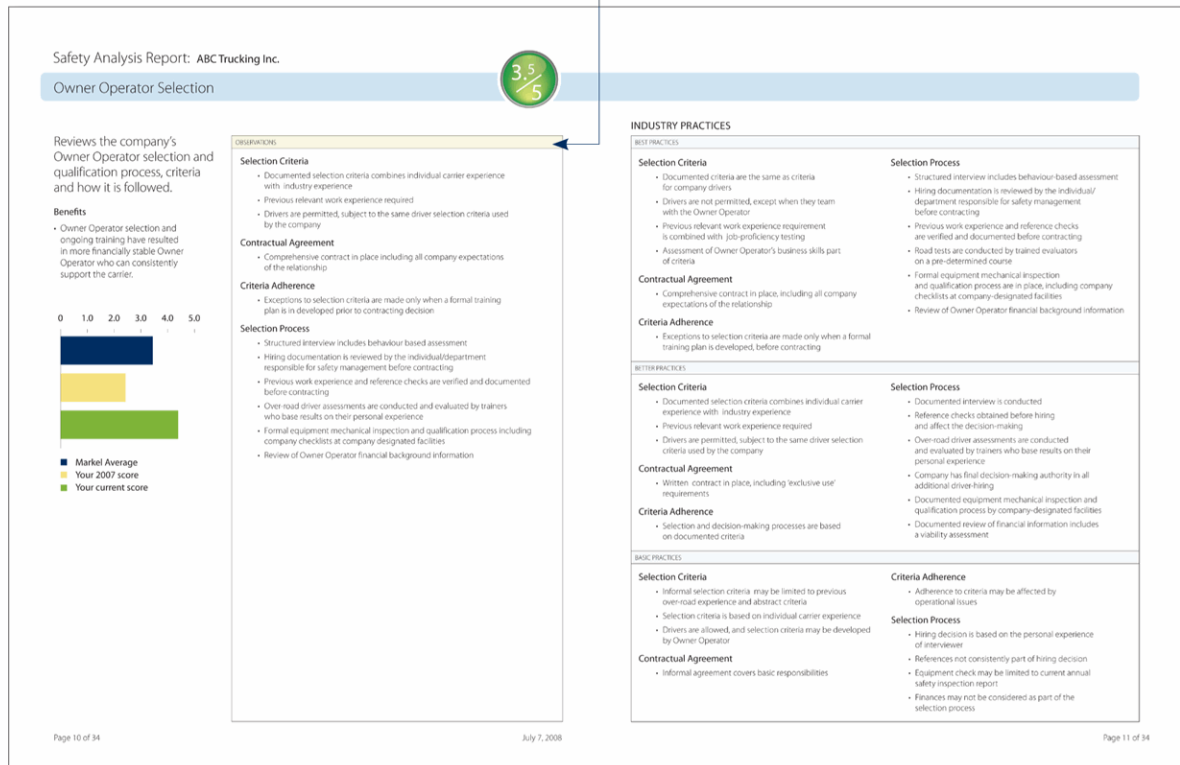
**Description** - Outline of the processes that are measured in the reported area.

**Benefits** - Areas of business improvement/payback resultant from methods used. Areas defined have been shown in trucking businesses to deliver results in cost savings, reliability and capacity increases to the overall business stability and profitability.

**Observed Practices** - Outline of evaluation results from information collected through interview and observation of documented processes.

**Best Practices** - Company processes are well-developed and continue to be updated based on internal benchmarks, industry experience and customer specific requirements. These processes are structured and consistently applied across the organization.

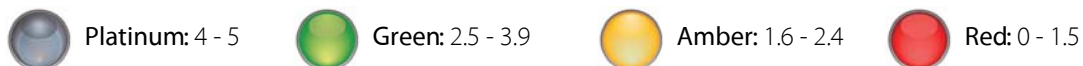
**Better Practices** - Company has a number Safety Management processes in place, which are developed using a combination of the company's experience and industry information. Most of these processes are documented and show a level of consistency in application.



**Graph** - Objective numerical measure of results from evaluation.

**Markel Average** - Average result of approximately 1400 evaluations conducted by Markel on Canadian Trucking Fleets.

**Basic Practices** - Company is in the course of developing Safety Management processes, which are developed and implemented based on the company's experience.

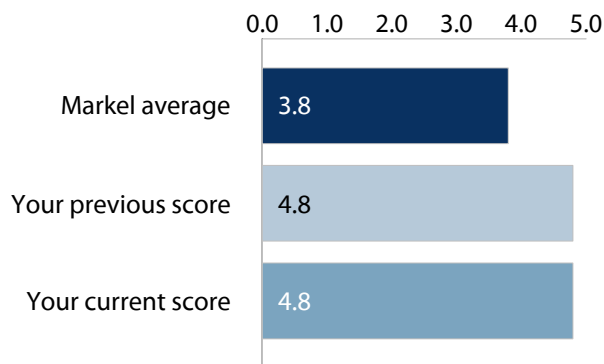




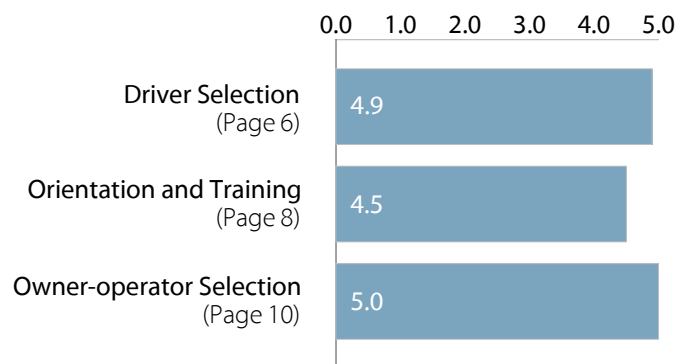
# Driver Management

Driver management encompasses the selection process for company drivers as well as owner-operators. It also reviews processes of orienting and training staff to their new position as well as ongoing training of existing staff.

Driver Management Profile



Profile Breakdown



**HIGHLIGHTS**

**Driver Selection**

- Prefer clean MVR and CVOR abstracts. No more than 3 demerits accepted.

**Orientation and Training**

- Remedial training includes Market FACTS defensive driving.

**Owner-operator Selection**

- Follows same selection criteria as company drivers.

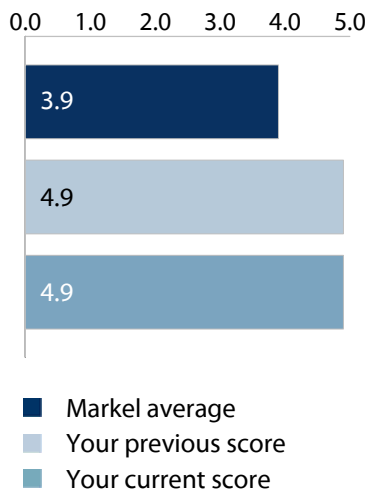


## Driver Selection

Reviews the company's selection and qualification process and how its criteria are followed.

### Benefits

- Carriers with a well-established selection process have greater flexibility in hiring drivers with varied experience, and may develop a training program to support the driver's long-term success.
- Behaviour-based hiring processes are able to better identify drivers at risk of future crashes and other safety-adverse behaviours.



### OBSERVATIONS

#### Selection Criteria

- BEST Documented selection criteria combines carrier, industry experience with behavioral analysis
- BEST Previous relevant equipment experience is combined with job proficiency skills testing

#### Criteria Adherence

- BEST Selection and decision-making processes are based on documented criteria; exceptions to criteria are made only when a formal training plan is in place

#### Selection Process

- BEST Structured interview including behaviour-based assessment is conducted
- BEST Hiring decision is approved by safety department or third party, combining documented criteria, behavioural assessment, and all other qualification file information
- BEST Previous experience and reference checks are verified and form part of hiring decision
- BEST Over-the-road assessments are conducted by trained evaluators, based on pre-determined criteria and road course

## INDUSTRY PRACTICES

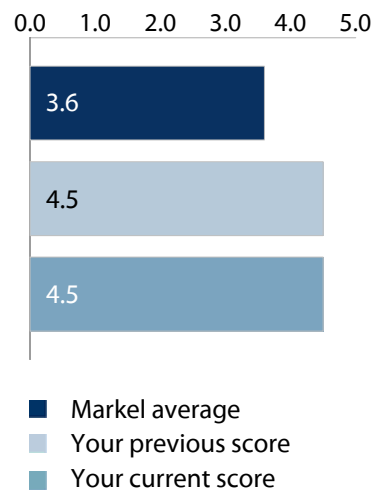
BEST PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Documented selection criteria combines carrier, industry experience with behavioral analysis</li> <li>• Previous relevant equipment experience is combined with job proficiency skills testing</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Selection and decision-making processes are based on documented criteria; exceptions to criteria are made only when a formal training plan is in place</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Structured interview including behaviour-based assessment is conducted</li> <li>• Hiring decision is approved by safety department or third party, combining documented criteria, behavioural assessment, and all other qualification file information</li> <li>• Previous experience and reference checks are verified and form part of hiring decision</li> <li>• Over-the-road assessments are conducted by trained evaluators, based on pre-determined criteria and road course</li> </ul>
BETTER PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Documented selection criteria combines individual carrier experience with industry experience</li> <li>• Previous relevant equipment experience required</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Exceptions to driver selection criteria are made on a case-by-case basis with an informal training plan developed</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Documented interview is conducted</li> <li>• Hiring decision is made based on the documented criteria</li> <li>• Reference checks are obtained pre-hire and considered part of the hiring decision</li> <li>• Over-the-road assessments are conducted and evaluated by trainers; evaluations based on trainers' experience</li> </ul>
BASIC PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Informal selection criteria may be limited to previous over-the-road experience and abstract criteria, and is based on individual carrier experience</li> <li>• Previous relevant equipment experience may not be considered</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Exceptions to driver selection criteria are made on a case-by-case basis with no training plan developed</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Informal Interview is conducted</li> <li>• Hiring decision made based on experience of interviewer</li> <li>• References are not consistently part of hiring decision</li> <li>• Over-the-road assessments are inconsistently documented</li> </ul>



Includes new-hire orientation training, mentoring, refresher training and remedial programs for existing staff.

### Benefits

- Carriers with a highly developed training program have a lower overall collision rate, resulting in lower internal costs and better on-time service.
- Training-benchmarking processes provide an opportunity to develop specific programs targeted at eliminating repetition of costly errors.



### OBSERVATIONS

#### Orientation Training

- BEST Documented orientation includes driver testing and follow-up assessments at regularly scheduled intervals
- BEST Orientation training is completed before driver commences duties
- N/A Not applicable

#### Refresher Training

- BEST Topical issues are monitored, and specific training programs are provided to all affected employees
- BEST More than two annual safety meetings are scheduled to accommodate all drivers; may include knowledge verification for topics covered
- FOR REVIEW Please consult your STS Advisor
- BEST Ongoing monitoring, including documented annual performance review

#### Remedial Measures

- BEST Incidents, violations and crashes are tracked and measured against established benchmarks
- BEST Remedial training includes reassessment of driver qualifications to hiring criteria after violation or incident

## INDUSTRY PRACTICES

BEST PRACTICES	
<p><b>Orientation Training</b></p> <ul style="list-style-type: none"> <li>• Documented orientation includes driver testing and follow-up assessments at regularly scheduled intervals</li> <li>• Orientation training is completed before driver commences duties</li> <li>• Mentoring programs for specialized operations are provided by qualified trainers with consistently documented progress reports</li> </ul> <p><b>Refresher Training</b></p> <ul style="list-style-type: none"> <li>• Topical issues are monitored, and specific training programs are provided to all affected employees</li> <li>• More than two annual safety meetings are scheduled to accommodate all drivers; may include knowledge verification for topics covered</li> </ul>	<ul style="list-style-type: none"> <li>• Critical check rides are provided for all drivers based on established performance benchmarks, or on a regularly scheduled basis</li> <li>• Ongoing monitoring, including documented annual performance review</li> </ul> <p><b>Remedial Measures</b></p> <ul style="list-style-type: none"> <li>• Incidents, violations and crashes are tracked and measured against established benchmarks</li> <li>• Remedial training includes reassessment of driver qualifications to hiring criteria after violation or incident</li> </ul>
BETTER PRACTICES	
<p><b>Orientation Training</b></p> <ul style="list-style-type: none"> <li>• Documented orientation combines policy and procedure information with safety expectations</li> <li>• Orientation checklist is used to facilitate consistency</li> <li>• General mentoring provided by experienced drivers with inconsistently documented progress reports</li> </ul> <p><b>Refresher Training</b></p> <ul style="list-style-type: none"> <li>• Topics are expanded to include regulatory and safety issues</li> </ul>	<ul style="list-style-type: none"> <li>• Up to two annual safety meetings with mandatory minimum attendance</li> <li>• Critical check rides are provided post-crash</li> <li>• Documented annual performance review</li> </ul> <p><b>Remedial Measures</b></p> <ul style="list-style-type: none"> <li>• Incidents, violations and crashes are monitored but benchmarks may not be established</li> <li>• Violations are identified, with follow-up based on established benchmarks</li> </ul>
BASIC PRACTICES	
<p><b>Orientation Training</b></p> <ul style="list-style-type: none"> <li>• Review of company expectations, policies and procedures; focus on completed paperwork and basic operational needs</li> <li>• Orientation program is delivered informally, with inconsistent process for sign-off of topic completion</li> <li>• Mentoring programs are used inconsistently; progress may not be documented</li> </ul> <p><b>Refresher Training</b></p> <ul style="list-style-type: none"> <li>• Topics are reactive to recent company experiences and regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one discussions or an annual meeting with optional attendance</li> <li>• Non-critical check rides are provided post-crash</li> <li>• Driver performance is reviewed on an incidental basis, as required</li> </ul> <p><b>Remedial Measures</b></p> <ul style="list-style-type: none"> <li>• No formal tracking process for incidents, violations and crashes; relies on personal experience or subjective information from other sources</li> <li>• Remedial training is provided only post-crash</li> </ul>

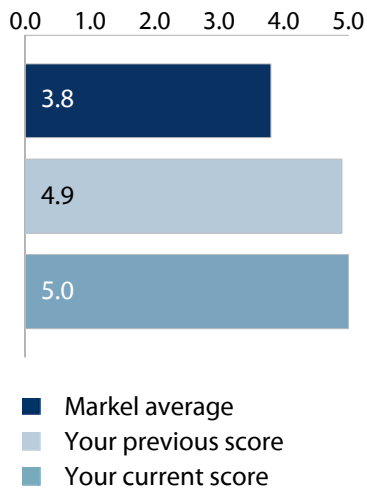


## Owner-operator Selection

Reviews the company's owner-operator selection and qualification process, criteria and how it is followed.

### Benefits

- Owner-operator selection and ongoing training have resulted in more financially stable owner-operator who can consistently support the carrier.



### OBSERVATIONS

#### Selection Criteria

- BEST Documented selection criteria combines carrier and industry experience with behavioral analysis; same criteria used for company drivers
- BEST Relevant work experience is combined with job-skills testing
- BEST Owner-operator drivers are hired by safety department to company standards for the Owner-operator; company controls hiring process

#### Contractual Agreement

- BEST Comprehensive written contract in place, including all company expectations of the relationship

#### Criteria Adherence

- BEST Exceptions to selection criteria are made only after a formal training plan is developed prior to contracting decision

#### Selection Process

- BEST Structured interview includes behaviour-based assessment
- BEST Hiring decision is approved by safety department or third party, combining documented criteria, behavioural assessment, and all other qualification file information
- BEST Over-the-road assessments are conducted by trained evaluators on pre-determined criteria and road course
- BEST Owner-operator drivers are subject to the same selection process as company drivers
- BEST Formal equipment mechanical inspection and qualification process at company-designated facilities, using company checklists
- BEST Review of financial information, including business-skills assessment

## INDUSTRY PRACTICES

BEST PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Documented selection criteria combines carrier and industry experience with behavioral analysis; same criteria used for company drivers</li> <li>• Relevant work experience is combined with job-skills testing</li> <li>• Owner-operator drivers are hired by safety department to company standards for the Owner-operator; company controls hiring process</li> </ul> <p><b>Contractual Agreement</b></p> <ul style="list-style-type: none"> <li>• Comprehensive written contract in place, including all company expectations of the relationship</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Exceptions to selection criteria are made only after a formal training plan is developed prior to contracting decision</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Structured interview includes behaviour-based assessment</li> <li>• Hiring decision is approved by safety department or third party, combining documented criteria, behavioural assessment, and all other qualification file information</li> <li>• Over-the-road assessments are conducted by trained evaluators on pre-determined criteria and road course</li> <li>• Owner-operator drivers are subject to the same selection process as company drivers</li> <li>• Formal equipment mechanical inspection and qualification process at company-designated facilities, using company checklists</li> <li>• Review of financial information, including business-skills assessment</li> </ul>
BETTER PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Documented criteria combines individual carrier experience with industry experience</li> <li>• Relevant work experience required</li> <li>• Owner-operator drivers permitted, subject to the same driver selection criteria used by the company</li> </ul> <p><b>Contractual Agreement</b></p> <ul style="list-style-type: none"> <li>• Written contract in place, including "exclusive use" requirements</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Selection and decision-making processes are based on documented criteria</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Documented interview is conducted</li> <li>• Reference checks obtained pre-hire and form part of the hiring decision</li> <li>• Over-the-road assessments are conducted and evaluated by trainers; evaluations based on trainers' experience</li> <li>• Company has final decision-making authority on the hiring of all additional Owner-operator drivers</li> <li>• Documented equipment mechanical inspection and qualification process at company-designated facility</li> <li>• Documented review of financial information includes a viability assessment; business skills may not be formally assessed</li> </ul>
BASIC PRACTICES	
<p><b>Selection Criteria</b></p> <ul style="list-style-type: none"> <li>• Informal criteria may be limited to previous over-the-road experience and abstract criteria</li> <li>• Relevant equipment experience may not be considered</li> <li>• Owner-operator drivers are allowed, though selection criteria may be developed by Owner-operator</li> </ul> <p><b>Contractual Agreement</b></p> <ul style="list-style-type: none"> <li>• Informal agreement covers basic responsibilities</li> </ul> <p><b>Criteria Adherence</b></p> <ul style="list-style-type: none"> <li>• Adherence to criteria may be affected by operational issues</li> </ul>	<p><b>Selection Process</b></p> <ul style="list-style-type: none"> <li>• Informal interview process, with the hiring decision based on the interviewer's own experience</li> <li>• Reference checks are not consistently part of the hiring decision</li> <li>• Over-the-road assessments may occur, but are inconsistently documented</li> <li>• Owner-operator driver hiring decision is determined by the Owner-operator</li> <li>• Equipment informally checked; may be limited to current annual safety inspection</li> <li>• Finances and business skills may not be considered as part of the selection process</li> </ul>

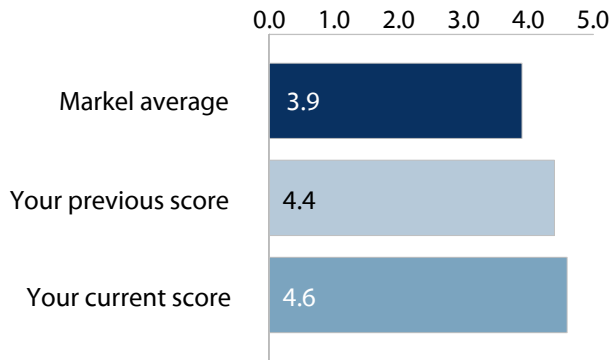




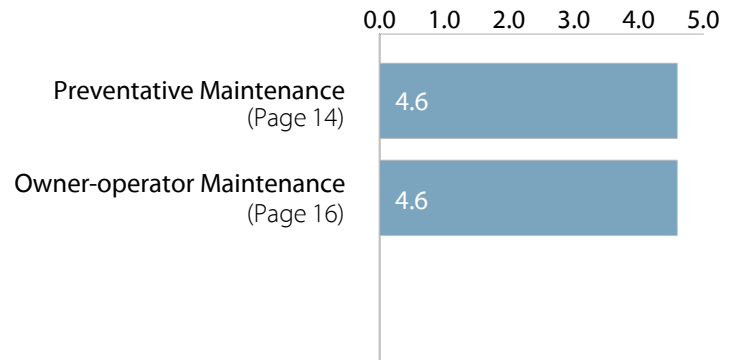
# Equipment Management

Equipment management process reviews the application of Preventative Maintenance programs for company and owner-operator equipment.

### Equipment Management Profile



### Profile Breakdown



#### HIGHLIGHTS

##### Preventative Maintenance

- In-house maintenance shop that utilizes PM inspection check lists.

##### Owner-operator Maintenance

- Initial inspection done by in-house shop with periodic check twice yearly. Monthly reporting in place with supporting documentation.



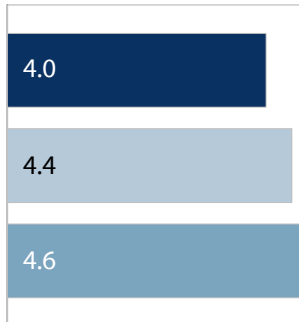
## Preventative Maintenance

Review includes scheduling and tracking program measurement to company policies, as well as the management of driver inspections of company and non-owned equipment.

### Benefits

- Carriers operating with an effective maintenance program have a competitive advantage by reducing on-road service failures; in turn, reducing overall repair costs and higher on-time delivery service.
- Maintenance-tracking programs can help to successfully recover warranty and defective repair costs.
- Carriers operating equipment that is well-maintained report greater fuel mileage, improved tire wear and an increased residual value.

0.0 1.0 2.0 3.0 4.0 5.0



- Market average
- Your previous score
- Your current score

### OBSERVATIONS

#### Policies

- BETTER Preventative maintenance schedule and inspection criteria are based on carrier experience, combined with manufacturer's recommendations
- BETTER Preventative maintenance schedules are coordinated with operations to ensure timely completion
- BEST Responsibility for final decision on completion of repairs is based on documented maintenance standards

#### Scheduling and Tracking

- BETTER Preventative maintenance tracking is done through a stand-alone system and not integrated into operations systems
- BEST Preventative maintenance checks are documented; service schedule can be confirmed through a structured tracking system
- BEST Preventative maintenance checklists that include unique equipment needs are consistently used, including drive-through inspection lanes whenever equipment is at terminal

#### Daily Vehicle Inspection Process

- BEST Separate Daily Vehicle Inspection Report files are maintained
- BEST Follow-up repair documentation is cross-referenced to individual Daily Vehicle Inspection Reports
- BEST Repair records are reviewed and measured against pre-established benchmarks; preventative maintenance checks are updated as necessary

#### Non-owned Equipment

- BEST Inspection criteria for non-owned equipment is documented
- BEST Prior repair agreement in place with the equipment owner; specifies repair decision-making authority and requires all equipment to be in safe operating condition

## INDUSTRY PRACTICES

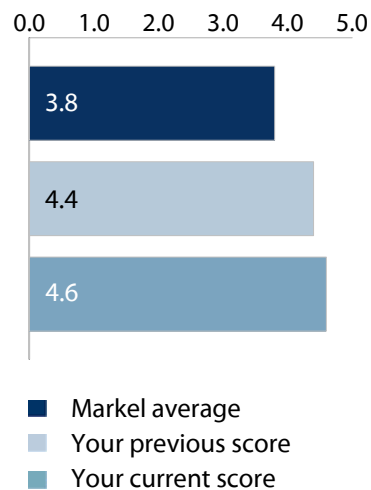
BEST PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance schedule and inspection criteria are developed combining carrier experience, manufacturer recommendations, and equipment usage and/or commodity being hauled</li> <li>Documented preventative maintenance schedule that requires operations to be accountable for preventative maintenance on all vehicles</li> <li>Responsibility for final decision on completion of repairs is based on documented maintenance standards</li> </ul> <p><b>Scheduling and Tracking</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance tracking is integrated into operations' systems to ensure timely completion</li> <li>Preventative maintenance checks are documented; service schedule can be confirmed through a structured tracking system</li> </ul>	<ul style="list-style-type: none"> <li>Preventative maintenance checklists that include unique equipment needs are consistently used, including drive-through inspection lanes whenever equipment is at terminal</li> </ul> <p><b>Daily Vehicle Inspection Process</b></p> <ul style="list-style-type: none"> <li>Separate Daily Vehicle Inspection Report files are maintained</li> <li>Follow-up repair documentation is cross-referenced to individual Daily Vehicle Inspection Reports</li> <li>Repair records are reviewed and measured against pre-established benchmarks; preventative maintenance checks are updated as necessary</li> </ul> <p><b>Non-owned Equipment</b></p> <ul style="list-style-type: none"> <li>Inspection criteria for non-owned equipment is documented</li> <li>Prior repair agreement in place with the equipment owner; specifies repair decision-making authority and requires all equipment to be in safe operating condition</li> </ul>
BETTER PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance schedule and inspection criteria are based on carrier experience, combined with manufacturer's recommendations</li> <li>Preventative maintenance schedules are coordinated with operations to ensure timely completion</li> <li>Responsibility for final decision on completion of repairs is defined in a documented policy</li> </ul> <p><b>Scheduling and Tracking</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance tracking is done through a stand-alone system and not integrated into operations systems</li> <li>Preventative maintenance checks are documented and the service schedule can be confirmed</li> </ul>	<ul style="list-style-type: none"> <li>Preventative maintenance checklists are used but may not identify individual equipment needs</li> </ul> <p><b>Daily Vehicle Inspection Process</b></p> <ul style="list-style-type: none"> <li>Separate Daily Vehicle Inspection Report files are maintained</li> <li>Follow-up repair documentation is cross-referenced to individual Daily Vehicle Inspection Reports</li> <li>Repair records are reviewed for trends; preventative maintenance schedule may not be updated</li> </ul> <p><b>Non-owned Equipment</b></p> <ul style="list-style-type: none"> <li>Inspection criteria for non-owned equipment is documented</li> <li>Carriers manage and conduct follow-up with equipment owner</li> </ul>
BASIC PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance schedule and inspection criteria are based on carrier's experience</li> <li>Preventative maintenance schedules may be interrupted by operational issues</li> <li>Responsibility for final decision on completion of repairs is undefined</li> </ul> <p><b>Scheduling and Tracking</b></p> <ul style="list-style-type: none"> <li>Preventative maintenance service schedule is tracked informally</li> <li>Preventative maintenance information may be blended with equipment repair information</li> </ul>	<ul style="list-style-type: none"> <li>Generic preventative maintenance checklists are used inconsistently for equipment checks</li> </ul> <p><b>Daily Vehicle Inspection Process</b></p> <ul style="list-style-type: none"> <li>Daily Vehicle Inspection Reports are maintained; record storage may be blended with other maintenance records</li> <li>Follow-up repair documentation may be blended with regular maintenance records</li> <li>Repair records may not be reviewed for trends</li> </ul> <p><b>Non-owned Equipment</b></p> <ul style="list-style-type: none"> <li>Inspection criteria for non-owned equipment is undefined</li> <li>Drivers are expected to manage issues based on personal experience</li> </ul>



Review includes scheduling and tracking program measurement for owner-operator equipment to company policies, scheduling and tracking, equipment qualification as well as the management of daily inspections.

### Benefits

- Adequately specified equipment consistently operates at lower costs, including higher fuel mileage efficiency, increased payload capacity and longer lifecycle expectancy.



**OBSERVATIONS**

**Policies**

BETTER Preventative maintenance schedule is based on carrier requirements combined with manufacturer's recommendations

**Scheduling and Tracking**

BEST Monthly maintenance summary reports, along with all supporting documentation, are consistently submitted

BEST Documentation is reviewed to confirm preventative maintenance schedule; includes drive-through inspections whenever equipment is at terminal

**Daily Vehicle Inspection Process**

BEST Daily Vehicle Inspection Reports are cross-referenced with work orders by designated safety management

BEST Follow-up repair documentation is cross-referenced with individual Daily Vehicle Inspection Reports by safety management

**Equipment Qualification Standards**

BETTER Documented criteria considers age and current condition of the equipment

BETTER Equipment standards may not be included as part of Owner-operator contract

## INDUSTRY PRACTICES

### BEST PRACTICES

#### Policies

- Preventative maintenance schedule is based on carrier requirements, manufacturer's recommendations, equipment usage and commodities handled

#### Scheduling and Tracking

- Monthly maintenance summary reports, along with all supporting documentation, are consistently submitted
- Documentation is reviewed to confirm preventative maintenance schedule; includes drive-through inspections whenever equipment is at terminal

#### Daily Vehicle Inspection Process

- Daily Vehicle Inspection Reports are cross-referenced with work orders by designated safety management
- Follow-up repair documentation is cross-referenced with individual Daily Vehicle Inspection Reports by safety management

#### Equipment Qualification Standards

- Documented criteria considers age and current and prior usage of the equipment
- Equipment standards are included as part of Owner-operator contract

### BETTER PRACTICES

#### Policies

- Preventative maintenance schedule is based on carrier requirements combined with manufacturer's recommendations

#### Scheduling and Tracking

- Monthly maintenance reports are submitted; supporting documentation may be limited
- Informal review of maintenance records to confirm preventative maintenance schedule

#### Daily Vehicle Inspection Process

- Daily Vehicle Inspection Reports are submitted to, and maintained by, the carrier
- Follow-up repair documentation is submitted; may be blended with maintenance files

#### Equipment Qualification Standards

- Documented criteria considers age and current condition of the equipment
- Equipment standards may not be included as part of Owner-operator contract

### BASIC PRACTICES

#### Policies

- Preventative maintenance schedule is determined by Owner-operator

#### Scheduling and Tracking

- Repair invoices received; preventative maintenance inspection not always documented
- Limited tracking of preventative maintenance activity to ensure adherence to schedule

#### Daily Vehicle Inspection Process

- Daily Vehicle Inspection Reports maintained by the Owner-operator
- Limited information available on follow-up repairs to identified defects

#### Equipment Qualification Standards

- Equipment criteria is informal and based on the carrier's experience
- Informal equipment standards may not be documented

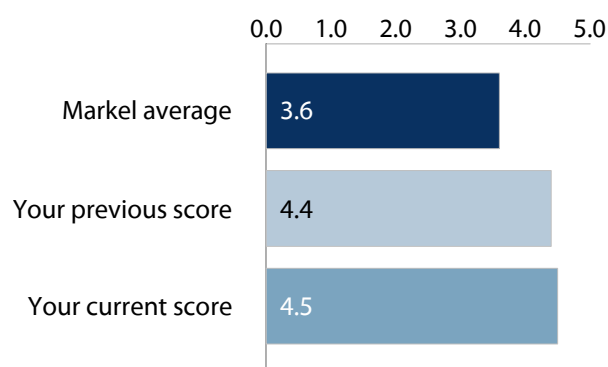




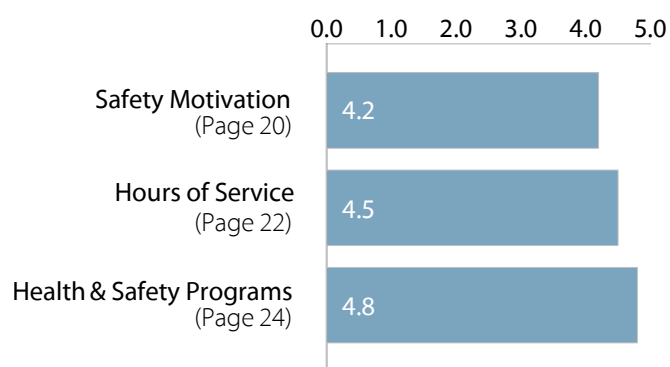
# Safety Management

Review includes information on management of safety management processes, along with hours of service and safety motivation programs within the company.

### Safety Management Profile



### Profile Breakdown



#### HIGHLIGHTS

##### Safety Motivation

- Safety Incentive program in place. Drivers receive \$50 dollars for every clean inspection at scale.

##### Hours of Service

- Using TDSM log scanning software to complete monthly audits of all drivers. Remedial training and driver sign-off sheets in place.

##### Health & Safety Programs

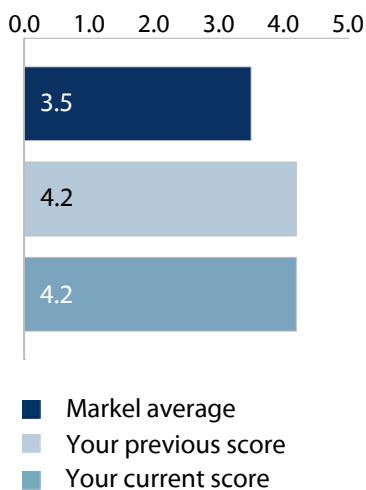
- Carrier profile monitored and benchmarked on a monthly basis. Drivers with issues are flagged for follow-up and remedial training as required.



Review includes incentive program design and monitoring, as well as the internal responsibility system for management and change of programs.

### Benefits

- Safety motivation programs can directly benefit the carrier's bottom-line, through savings and focused reward programs such as a Fuel Mileage Challenge, Idle Reduction and Route Optimization Programs.
- A well-communicated and well-implemented incentive program can help a company retain its employees. CTHRC reports that the cost of replacing a fully qualified driver is \$8,000.



### OBSERVATIONS

#### Incentive Programs

**BEST** Safety motivation designed to reward specific goals relating to safe performance

#### Monitoring

**BEST** Measurements include internal and external sources of information, as well as in-cab technologies

#### Benchmarking & Reporting

**FOR REVIEW** Please consult your STS Advisor

**BEST** Results of individual and team performance are communicated frequently

#### Organizational Involvement

**BEST** Safety motivation programs are in place for all staff to encourage individual responsibility for the actions of the team

## INDUSTRY PRACTICES

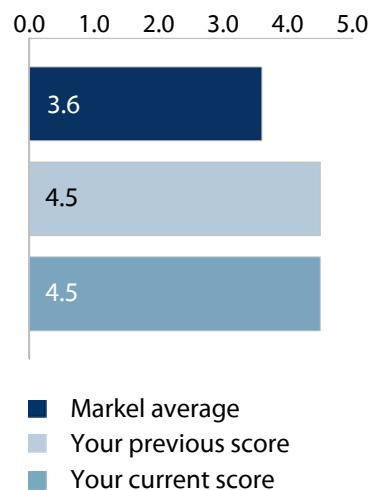
BEST PRACTICES	
<p><b>Incentive Programs</b></p> <ul style="list-style-type: none"><li>• Safety motivation designed to reward specific goals relating to safe performance</li></ul> <p><b>Monitoring</b></p> <ul style="list-style-type: none"><li>• Measurements include internal and external sources of information, as well as in-cab technologies</li></ul>	<p><b>Benchmark &amp; Reporting</b></p> <ul style="list-style-type: none"><li>• Performance is benchmarked for individual and team performance to facilitate planning for training opportunities</li><li>• Results of individual and team performance are communicated frequently</li></ul> <p><b>Organizational Involvement</b></p> <ul style="list-style-type: none"><li>• Safety motivation programs are in place for all staff to encourage individual responsibility for the actions of the team</li></ul>
BETTER PRACTICES	
<p><b>Incentive Programs</b></p> <ul style="list-style-type: none"><li>• Incentive program monitors incidents combined with external safe-behaviour indicators</li></ul> <p><b>Monitoring</b></p> <ul style="list-style-type: none"><li>• Monitored information is expanded to include external sources, including industry data</li></ul>	<p><b>Benchmark &amp; Reporting</b></p> <ul style="list-style-type: none"><li>• Performance is tracked; may not be used for developing future training</li><li>• Individual results communicated on quarterly basis</li></ul> <p><b>Organizational Involvement</b></p> <ul style="list-style-type: none"><li>• Safety motivation programs are in place for drivers and safety managers; may not include operations or other staff</li></ul>
BASIC PRACTICES	
<p><b>Incentive Programs</b></p> <ul style="list-style-type: none"><li>• Incentive program is incident-based (no violations and/or crashes)</li></ul> <p><b>Monitoring</b></p> <ul style="list-style-type: none"><li>• Measurements include operational records and annual MVR/Abstract check</li></ul>	<p><b>Benchmark &amp; Reporting</b></p> <ul style="list-style-type: none"><li>• Informal tracking with individual feedback in response to incidents</li><li>• Formal feedback provided to everyone annually</li></ul> <p><b>Organizational Involvement</b></p> <ul style="list-style-type: none"><li>• Safety motivation programs are driver-focused</li></ul>



Review includes analysis of how driver fatigue issues are managed through monitoring, scheduling, audits, and operational control systems.

### Benefits

- Carriers with a Fatigue Management program integrated into their Hours of Service management system report a decrease in overall crash rates, including catastrophic fatigue-related incidents.
- An Hours of Service tracking program will maximize driving resources and increase on-time service deliveries.



### OBSERVATIONS

#### Training

- BEST Comprehensive review of the company's Hours of Service management programs , including fatigue recognition factors
- BEST Ongoing driver training based on both individual results and overall team performance
- BEST Violation follow-up includes both remedial training and progressive discipline
- BEST Post-training knowledge testing is used to confirm understanding

#### Policies

- BETTER Documented policy mandates that operations staff are responsible for Hours of Service management
- BEST Documented fatigue program includes additional job factor recognition (hand loading, chaining, tarping) and additional time allowance
- BEST New hires have frequent Hours of Service audits during their probation period

#### Audit Process

- BEST All driver logs are audited monthly, and violation reports are reviewed and signed off by drivers
- BEST Audit process checks for violations, falsification and 'form and manner' issues

#### Operational Controls

- BETTER Drivers are required to track and recap hours available
- BETTER Prior to assigning loads, operations staff review available Hours of Service with the driver
- BEST Operations staff designate weekly operating cycles for drivers

## INDUSTRY PRACTICES

BEST PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Comprehensive review of the company's Hours of Service management programs , including fatigue recognition factors</li> <li>• Ongoing driver training based on both individual results and overall team performance</li> <li>• Violation follow-up includes both remedial training and progressive discipline</li> <li>• Post-training knowledge testing is used to confirm understanding</li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Documented policy mandates that operations staff are responsible for managing Hours of Service, as well as fatigue issues</li> <li>• Documented fatigue program includes additional job factor recognition (hand loading, chaining, tarping) and additional time allowance</li> </ul>	<ul style="list-style-type: none"> <li>• New hires have frequent Hours of Service audits during their probation period</li> </ul> <p><b>Audit Process</b></p> <ul style="list-style-type: none"> <li>• All driver logs are audited monthly, and violation reports are reviewed and signed off by drivers</li> <li>• Audit process checks for violations, falsification and 'form and manner' issues</li> </ul> <p><b>Operational Controls</b></p> <ul style="list-style-type: none"> <li>• Operations uses daily tracking, recording and recapping to monitor driver's Hours of Service</li> <li>• Drivers are only dispatched if they have sufficient hours available to legally complete runs</li> <li>• Operations staff designate weekly operating cycles for drivers</li> </ul>
BETTER PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• All employees receive in-depth review of Hours of Service requirements, including company policies</li> <li>• Refresher training provided on an annual basis</li> <li>• Violation follow-up includes remedial training or discipline</li> <li>• Training comprehension is assessed orally, and based on the instructor's experience</li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Documented policy mandates that operations staff are responsible for Hours of Service management</li> <li>• Documented fatigue policy places management responsibility on drivers and operations</li> </ul>	<ul style="list-style-type: none"> <li>• New hires with minimal experience have Hours of Service records reviewed informally by safety management staff</li> </ul> <p><b>Audit Process</b></p> <ul style="list-style-type: none"> <li>• Driver logs are audited; follow-up may be inconsistent</li> <li>• Audit process includes spot-checks for falsification</li> </ul> <p><b>Operational Controls</b></p> <ul style="list-style-type: none"> <li>• Drivers are required to track and recap hours available</li> <li>• Prior to assigning loads, operations staff review available Hours of Service with the driver</li> <li>• Drivers select operating cycles with input from operations</li> </ul>
BASIC PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Drivers are provided with a review of Hours of Service regulatory requirements in the orientation process</li> <li>• Refresher training may be provided informally on an incidental basis</li> <li>• Violation follow-up is limited to a discussion of the regulations</li> <li>• Drivers are assumed to understand requirements based on previous experience and training</li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Documented policy places responsibility for Hours of Service compliance on the driver</li> <li>• General fatigue information available; drivers expected to exercise their judgment</li> </ul>	<ul style="list-style-type: none"> <li>• New hires may not have any reviews conducted of their Hours of Service records</li> </ul> <p><b>Audit Process</b></p> <ul style="list-style-type: none"> <li>• Audit criteria is based on reviewer's own experience; may not include documented results</li> <li>• Audit focus is limited to cycle and 'form and manner' issues</li> </ul> <p><b>Operational Controls</b></p> <ul style="list-style-type: none"> <li>• Drivers are responsible for managing hours available</li> <li>• Drivers are responsible for managing available hours to complete runs</li> <li>• Drivers are responsible for selecting operating cycles</li> </ul>



Review includes analysis of company health and safety policies including staff and management responsibilities.

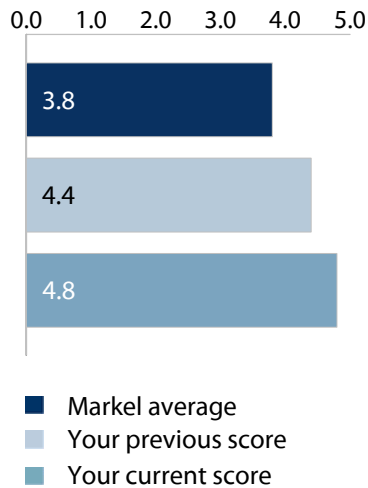
**OBSERVATIONS**

**Policies**

- BEST Company safety manual combines carrier-specific, industry and customer-related information with behaviour-based safety information
- BEST Company policies are formed based on job-hazard analyses of key functions
- BETTER Company policies are updated annually by management
- BEST All incidents are investigated for root-cause determination, regardless of severity; incident information is used to plan future staff training

**Application**

- BEST All staff have specific accountabilities for safe work practices
- BEST Employees who violate policy are provided with remedial training and/or discipline, based on documented company guidelines



## INDUSTRY PRACTICES

BEST PRACTICES	
<b>Policies</b> <ul style="list-style-type: none"><li>• Company safety manual combines carrier-specific, industry and customer-related information with behaviour-based safety information</li><li>• Company policies are formed based on job-hazard analyses of key functions</li><li>• Policies are updated continuously and may include input from third-party subject matter experts</li><li>• All incidents are investigated for root-cause determination, regardless of severity; incident information is used to plan future staff training</li></ul>	<b>Application</b> <ul style="list-style-type: none"><li>• All staff have specific accountabilities for safe work practices</li><li>• Employees who violate policy are provided with remedial training and/or discipline, based on documented company guidelines</li></ul>
BETTER PRACTICES	
<b>Policies</b> <ul style="list-style-type: none"><li>• Company safety manual combines carrier-specific information with industry and customer-related information</li><li>• Procedures are developed and written based on carrier's experience</li><li>• Company policies are updated annually by management</li><li>• Documented policy requires all incidents to be reported, tracked and investigated, regardless of severity</li></ul>	<b>Application</b> <ul style="list-style-type: none"><li>• Drivers and safety managers are held accountable for safe work practices</li><li>• Employees who violate policy are provided with remedial training and/or discipline, based on the manager's experience</li></ul>
BASIC PRACTICES	
<b>Policies</b> <ul style="list-style-type: none"><li>• Company safety manual is focused on carrier's operations</li><li>• Procedures are inconsistently documented</li><li>• Company policies are updated irregularly and driven by regulatory changes</li><li>• Incident reporting is required; investigations are inconsistently documented</li></ul>	<b>Application</b> <ul style="list-style-type: none"><li>• Drivers are held accountable for safe work practices</li><li>• Follow-up on policy violation is usually verbal; may be affected by customer demands</li></ul>

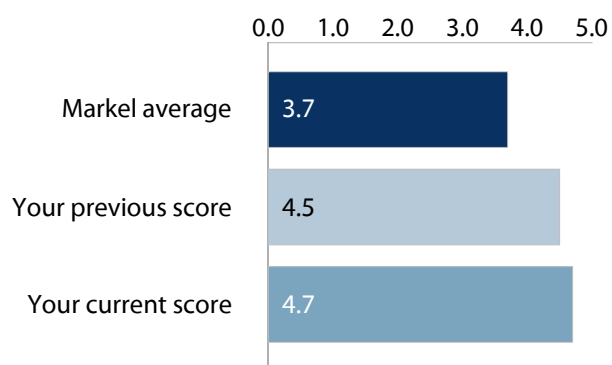




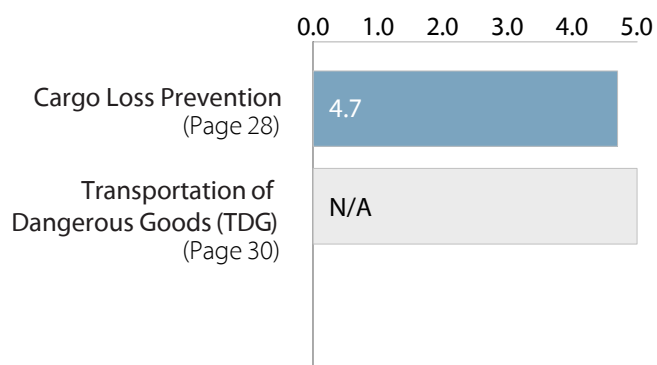
## Cargo Management

A cargo management program includes specified training for load securement and dangerous goods handling. Units are equipped with specific equipment and devices based on commodities handled.

Cargo Management Profile



Profile Breakdown



### HIGHLIGHTS

#### Cargo Loss Prevention

- Specific load securement training in place for dry van freight. Replacement policy in place for cargo securement devices.

#### Transportation of Dangerous Goods

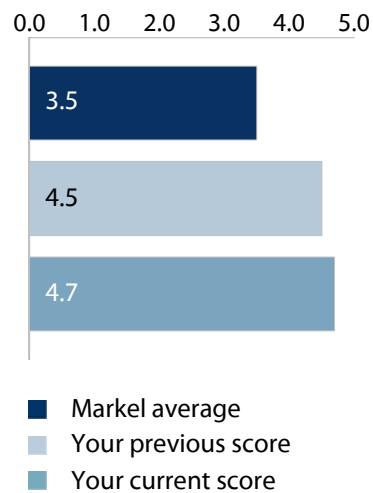
- N/A.



Review includes analysis of load securement and handling practices, as well as load retention practices and terminal security systems.

### Benefits

- A comprehensive load securement program will increase the number of on-time and damage-free deliveries.



### OBSERVATIONS

#### Training

- BEST Cargo-specific load securement training is provided, includes hand-out material
- BETTER Instruction uses a combination of theory and demonstrations
- N/A Not applicable

#### Documented Policies

- BEST Documented in-transit load checks are required based on customer needs and regulatory requirements
- BETTER Specified types and quantities of load securement devices, including load securement device inspection schedule

#### Theft Prevention

- BEST Documented theft prevention program includes input from shippers, carrier and security agencies
- BEST Load tracking uses satellite / GPS for all loads
- N/A Not applicable
- BEST Loads may only be staged at a company-approved, secure facility
- BEST All drivers and cargo-handling staff receive federal criminal background checks

## INDUSTRY PRACTICES

BEST PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Cargo-specific load securement training is provided, includes hand-out material</li> <li>• Instruction uses a combination of theory and practical training with drivers involved in hands-on exercises</li> <li>• Major customers are consulted and specific load securement procedures are developed and integrated into training</li> </ul> <p><b>Documented Policies</b></p> <ul style="list-style-type: none"> <li>• Documented in-transit load checks are required based on customer needs and regulatory requirements</li> <li>• Specified types and quantities of load securement devices required, including inspection schedule and a defined minimum condition of equipment</li> </ul>	<p><b>Theft Prevention</b></p> <ul style="list-style-type: none"> <li>• Documented theft prevention program includes input from shippers, carrier and security agencies</li> <li>• Load tracking uses satellite / GPS for all loads</li> <li>• High-value loads are teamed or travel together and never left unattended; dispatch is organized to minimize theft opportunities</li> <li>• Loads may only be staged at a company-approved, secure facility</li> <li>• All drivers and cargo-handling staff receive federal criminal background checks</li> </ul>
BETTER PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Load securement training is provided, includes hand-out material</li> <li>• Instruction uses a combination of theory and demonstrations</li> <li>• Company-designed training is provided for specialized loads</li> </ul> <p><b>Documented Policies</b></p> <ul style="list-style-type: none"> <li>• In-transit load checks are required based on regulatory requirements</li> <li>• Specified types and quantities of load securement devices, including load securement device inspection schedule</li> </ul>	<p><b>Theft Prevention</b></p> <ul style="list-style-type: none"> <li>• Theft prevention program included in policy manual; based on carrier experience and industry practices</li> <li>• Load tracking policy requires drivers to call in at scheduled intervals</li> <li>• High-value loads are tracked daily and goods are delivered as timely as possible to minimize retention</li> <li>• Loads may be staged at secured facilities with shared yards</li> <li>• Specific drivers receive criminal background checks</li> </ul>
BASIC PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Driver manual may provide general information, or hands-on training is provided</li> <li>• Theory-based instruction only where specifically provided; no load securement knowledge through previous experience is assumed</li> <li>• Senior driver or safety manager observes first load tie-down; no specific documented procedures for specialty loads</li> </ul> <p><b>Documented Policies</b></p> <ul style="list-style-type: none"> <li>• In-transit load checks are encouraged but may not be required or documented</li> <li>• Carrier provides load securement devices; device maintenance and upkeep is left for driver to manage</li> </ul>	<p><b>Theft Prevention</b></p> <ul style="list-style-type: none"> <li>• General information on theft prevention provided in policy manual</li> <li>• Load tracking is done informally, requiring drivers to call in daily</li> <li>• High-value loads are informally tracked; drivers are expected to manage timely delivery</li> <li>• Loads may be staged at public facilities; drivers may be allowed to take loads home without specific security reviews by facility</li> <li>• Company may conduct criminal background checks for drivers</li> </ul>

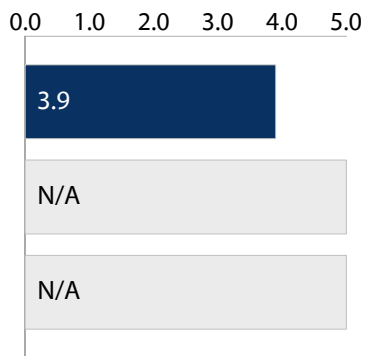


## Transportation of Dangerous Goods (TDG)

Review includes training, response planning, incident management, equipment design and selection.

### Benefits

- A TDG management program benefits the carrier by eliminating human error hazards, including accidental product incompatibility and mishandling issues.
- TDG management program also develops quick and tactical response processes that mitigate exposure to financial losses in case of a crash or spill.



- Market average
- Your previous score
- Your current score

### OBSERVATIONS

#### Training

- N/A Not applicable
- N/A Not applicable

#### Incident Management

- N/A Not applicable
- N/A Not applicable
- N/A Not applicable

#### Policies

- N/A Not applicable
- N/A Not applicable

#### Equipment

- N/A Not applicable
- N/A Not applicable

## INDUSTRY PRACTICES

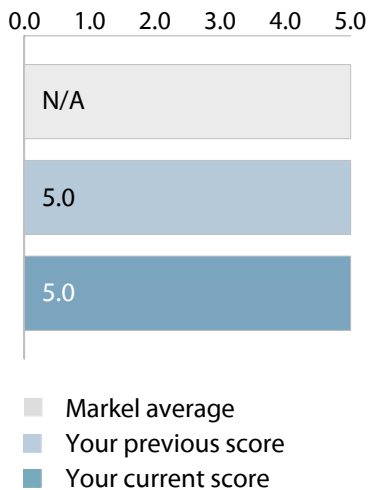
BEST PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Transportation of Dangerous Goods training combines regulatory and product-specific customer requirements</li> <li>• Documented process for certification tracking and refresher training programs is provided</li> </ul> <p><b>Incident Management</b></p> <ul style="list-style-type: none"> <li>• All incidents are recorded in a register, including defined reporting and tracking of regulatory requirements</li> <li>• All incidents are investigated for root cause, regardless of severity</li> <li>• Documented analysis for possible process improvements to avoid future incidents</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Load-specific spill response procedures provided for individual shipments</li> <li>• Contracted spill / emergency procedures in place with environmental contractor</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• Equipment is designed and maintained based on product-specific requirements</li> <li>• Spill kits provided for all units handling Dangerous Goods</li> </ul>
BETTER PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Transportation of Dangerous Goods training provided to all staff, based on regulatory requirements and company experience</li> <li>• Re-certification training is provided, but refresher training is provided inconsistently</li> </ul> <p><b>Incident Management</b></p> <ul style="list-style-type: none"> <li>• Incidents are reported as required by regulations</li> <li>• Level of investigation determined by severity of the incident</li> <li>• Documented root-cause analysis for major spills</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Standard spill / emergency response procedures contained in driver's manual</li> <li>• Shipper provides spill / emergency procedures on a load-by-load basis</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• Equipment maintenance driven by product requirements</li> <li>• Spill kits provided for specified units</li> </ul>
BASIC PRACTICES	
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• General Transportation of Dangerous Goods training provided to all drivers, as per regulations</li> <li>• Re-certification training is provided, as per the regulations</li> </ul> <p><b>Incident Management</b></p> <ul style="list-style-type: none"> <li>• Incident reporting is informal; no defined requirements</li> <li>• Incident management and investigation are informal</li> <li>• Analysis of incidents is based on individual experience; may not be documented</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Informal spill response procedures with requirement to report to management</li> <li>• Spill response procedures are assumed to be managed by shipper</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• No special equipment or maintenance in place</li> <li>• No spill kits provided</li> </ul>



Includes company policies, training and follow-up as well as internal information management, reporting and benchmarking.

### Benefits

- Carriers indicate that a well-managed compliance program ensures uninterrupted operations, due to regulatory interventions.
- Carrier profiles that show well-managed results can be used as a competitive advantage in contract-bid processes.



### OBSERVATIONS

#### Policies

- BEST Comprehensive policy manual provides detailed information with illustrative examples on issues
- BEST Drivers required to report all events, including clean inspections at time of occurrence

#### Training & Follow-up

- BEST Drivers and other responsible staff receive follow-up instruction or discipline for each incident

#### Information Management

- BEST Compliance responsibility is assigned to one key management position
- BEST Carrier profiles are regularly checked against company records for accuracy

#### Benchmarking and Reporting

- BEST Violations and inspections are benchmarked to update company procedures, including operations
- BEST Annual review for all drivers; additional reviews with drivers with multiple incidents

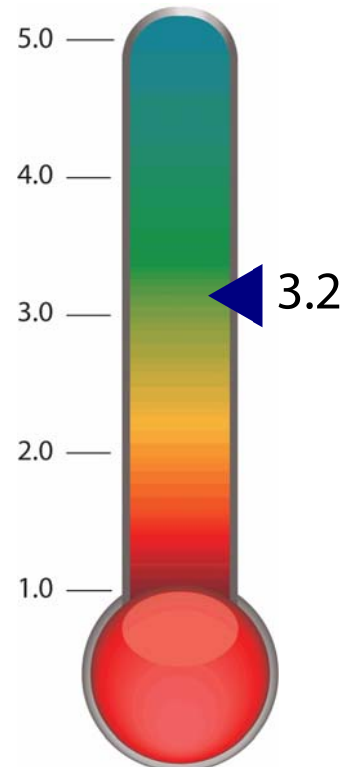
## INDUSTRY PRACTICES

BEST PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"><li>• Comprehensive policy manual provides detailed information with illustrative examples on issues</li><li>• Drivers required to report all events, including clean inspections at time of occurrence</li></ul>	<p><b>Information Management</b></p> <ul style="list-style-type: none"><li>• Compliance responsibility is assigned to one key management position</li><li>• Carrier profiles are regularly checked against company records for accuracy</li></ul>
<p><b>Training and Follow-Up</b></p> <ul style="list-style-type: none"><li>• Drivers and other responsible staff receive follow-up instruction or discipline for each incident</li></ul>	<p><b>Benchmarking and Reporting</b></p> <ul style="list-style-type: none"><li>• Violations and inspections are benchmarked to update company procedures, including operations</li><li>• Annual review for all drivers; additional reviews with drivers with multiple incidents</li></ul>
BETTER PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"><li>• Policy manual outlines compliance expectations; written information on some compliance issues (Hours of Service, Pre-trips, etc.)</li><li>• Drivers are required to report all violations and inspections on a trip-by-trip basis</li></ul>	<p><b>Information Management</b></p> <ul style="list-style-type: none"><li>• Compliance responsibility is given to more than one person as a secondary responsibility to their regular duties</li><li>• Informal information checks are periodically completed for carrier profiles</li></ul>
<p><b>Training and Follow-Up</b></p> <ul style="list-style-type: none"><li>• Drivers receive documented follow-up instruction or discipline</li></ul>	<p><b>Benchmarking and Reporting</b></p> <ul style="list-style-type: none"><li>• Violations and inspections are monitored for trends</li><li>• Annual review of all violations and inspections with individual drivers</li></ul>
BASIC PRACTICES	
<p><b>Policies</b></p> <ul style="list-style-type: none"><li>• Informal, undocumented policy or individual bulletins enforcing basic compliance</li><li>• Drivers are required to report violations; other events are left to the driver's discretion to report</li></ul>	<p><b>Information Management</b></p> <ul style="list-style-type: none"><li>• Compliance responsibility is not specifically assigned to management</li><li>• Carrier profiles are obtained; may not be checked against company records for accuracy</li></ul>
<p><b>Training and Follow-Up</b></p> <ul style="list-style-type: none"><li>• Follow-up with driver may be inconsistently documented</li></ul>	<p><b>Benchmarking and Reporting</b></p> <ul style="list-style-type: none"><li>• Violations and inspections are reviewed on a case-by-case basis</li><li>• Annual reviews may be inconsistently documented</li></ul>

Appendix A : Driver Retention Results

Driver Retention measures turnover within the company over the past three and 12 months, as well as new-hire retention.

What was the average number of drivers in the last 12 months?	92
How many drivers left in the last 12 months?	34
<b>Annual Turnover</b>	<b>37%</b>
What was the number of New Hires in the last 12 months?	33
How many of those hired have left?	2
<b>New Hire Retention</b>	<b>94%</b>
What is the average number of drivers in the last 3 months?	92
How many drivers have left in the last 3 months?	6
<b>3 Month Turnover</b>	<b>7%</b>



Studies conducted on the Trucking Industry have identified an escalating shortage of qualified commercial truck drivers across Canada. Canadian trucking companies continuously identify recruiting of qualified drivers as becoming more difficult, and competition for their current experienced drivers is increasing. CTHRC studies show that the hiring process for a new driver costs between \$7,000 and \$11,000, including hiring, training and on-the-job learning, making the hiring and retention of qualified drivers exceptionally important.

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