# Principles and Values

"If we all come to work each and every day and, just try to do a good job, we will have a chance of being successful."

"If we operate without grandstanding, without prejudice, without selfishness, and carry an open mind, and a willingness to serve, we will create an opportunity to become real professionals."

President - Chief Execute Officer November 12, 1994

"Our greatest assets are the people in the Company Group, and it's their quality of attitude and ability that puts us one cut above our competition. Our people are the driving force."

"I assure you that only the face of the company has changed. Our "Heart" is still the same! We must never forget who we are or how we got here and always remember to take pride in our people. You are the most important part of our company."

Vice President - Chief Operating Officer

August/September 1996, December 1996/January 1997

"The professionalism you've displayed has set an example for others to follow, and has contributed to make us a Leader in our industry."

President - Chief Execute Officer

Vice President - Chief Operating Officer

"People are our greatest resources. We strive to provide career opportunities, not just "jobs". This philosophy goes back to when the company was first formed on the bases of our family values and family involvement. I feel we've maintained the 'family feeling' even though we've grown dramatically in size."

"We firmly believe individuals should try to work themselves out of a job. If they do, and we don't have room for them, it's our responsibility to help find positions for them outside the company so they can continue to expand their talents."

"We place a lot of emphasis on family". "Looking back we feel proud of our accomplishments."

President - Chief Execute Officer

"One of our mottoes is that safety is an attitude, And it's a positive attitude towards safety we want to see in all of our employees, A senior management team that is 100 percent behind safety initiatives is key to the company's impressive safety record and that it has created a culture in which everyone is constantly trying to improve."

"President and CEO, his role is to provide leadership and guidance in setting the strategy and direction for the company into the future."

"There is a lot of history to look back on to be proud of; we've accomplished some major innovations and contributions to the industry. We can look back at our history, take the lessons, we've learned and set the direction for the future."

"We're beginning to see more regulations and even more emphasis on safety by our customers. We always put a cap on the number of hours our drivers can work and have a real focus on safety and quality of life for our people."

"employees are the backbone of the company. Their sense of commitment to customer service and dedication to excellence make this company what it is today -a leader.

"They say you can always count on family...and right they are."

President - Chief Execute Officer

## Principles and Values

<u>August</u>	18, 1994
<b>Subject</b>	
100	
Quote:	"Goals, objective and visions for the future take some effort, but it's each and every one of you who make them happen. Our drivers deserve special recognition and credit at this time. They have supported and co-operated in, our initiative to increase truck utilization, sometimes under some very trying circumstances."
	"I'd like to take this opportunity to acknowledge the tremendous efforts of our administration staff – at the Home Office and within every company. With the added workload on all fronts, they have been bombarded with extra work, but have managed to stay on top. A job well done!
	"Your tremendous response to our program has been phenomenal Since the number and quality of ideas submitted, from every affiliated company, has been nothing less than outstanding!
	Many of your ideas have been implemented, with each one contributing to our efficiency and productiveness. I commend those people who have sent their suggestions to date, and urge every member of our team to send in your valuable ideas."
	"In the meantime, hang on to your positive outlook always being
	"In closing your which you can wear with pride knowing you are a vital and important member of the which you can wear with pride the knowledge of the which you can wear with pride the knowledge of the which you can wear with pride the knowledge of the which you can wear with pride the knowledge of the which you can wear with pride the knowledge of the which you can wear with pride the knowledge of the which you can wear with pride the which you can wear which y
	Thank You for your contributions to the successful start to !!
End of	Quote.
	President

November 10, 1994	
Management	President
Overton	

Quote:

"If we all come to work each and every day and, just try to do a good job, we will have a chance of being successful."

"If we operate without grandstanding, without prejudice, without selfishness, and carry an open mind, and a willingness to serve, we will create an opportunity to become real professionals."

End of Quote.

January 28, 1995

Caught In The Act!

Quote:

"We commend you for going the extra mile" while representing the

"The professionalism you've displayed has set an example for others to follow, and has contributed to make us a leader in our industry."

Congratulations!

End of Quote.

President Vice President

<u>April / May 1995</u>
Quote:
"It is a great pleasure to extend my congratulations to you on being named one of Canada's 50 best managed private companies."
"Please pass on my best wishes for future success to everybody at
End of Quote.
December 1995 / January 1996
INDUSTRY HISTORICAL AWARD
Quote:
"On 1995, was presented with the industry Historica Award at the Annual Conference of Alberta Trucking Association . The award is given to those who have made a significant contribution to the Trucking Industry, sponsored by and the Alberta Trucking Association.
life, the story of and the history of Canada an interviewed on our Alberta Landscape."
with over 500 employees and a strong base in family trust."
"Congratulations from everyone ! You are a very tough, be inspirational and exceptional, act to follow."
"Snowflakes are one of nature's most fragile things But look what they can do whe they stick together!"
"To the Best Team in the fright business! I take this opportunity to wish you and you warm thoughts for a Safe and Happy Christmas, followed by a year that brings yo everything you could possibly hope for."
End of Quote.  Manager

Quote:	
	"We have the gifts that keep on giving OUR PEOPLE!"
	"Happy Holidays and a prosperous, joyous, healthy New Year to each and every one of our 'gifts" and their families! With gratitude and appreciation:
End of	Quote.
	President Vice President
August	t / September 1996
O	PENS DOORS TO CHILDREN'S CURIOSITY AND FUTURE DREAMS
Quote:	
	"Education is not the filling of a pail. It is the lighting of a fire within."
OPER A	ATIONS REPORT
	"Our greatest assets are the people in the and ability that puts us one cut above our competition. Our people are the driving force (no pun intended), and the different types of equipment are the instruments of our trade."
	"Our constant drive is to improve the daily management of our company. We realize that the associated changes that arise from this are sometimes difficult to swallow especially for those who have accumulated gray hairs along the way. However, change is necessary, so we'll just have to grin and bear it
End of	Quote.
	Vice President

## December 1996 / January 1997 Family Affairs OPERATIONS REPORT Change, Change, Change! Ouote: "We have stayed ahead of the transportation "game" by meeting change head-on. But, to stay on the leading edge, we must accept change and adapt to it, we must make it happen, thereby adding value to what we offer to our customers." "I assure you that the only face of has changed. Our "heart" is still the same! We must never forget who we are or how we got here and always remember to take pride in our people. You are the most important part of our company." "It is very gratifying to see people being promoted throughout the and the transition of hands-on management to the younger members of the team. It is the senior members' responsibility to anchor the values that give depth while, at the same time, facilitating change that will keep us a stronger and in high demand to those who need our services." "We can also be proud of our skill in the field. We volunteer the talents of our professional driving crew as of the Road" to conduct educational and thrilling of the Road" to conduct educational and thrilling domain states, loudly and clearly, that we have enormous confidence in their abilities and professionalism." "It is said that in today's world that if you are not riding the wave of change...you'll find yourself beneath it. Our goal has always been to stay on top and ride it out. "With input from all of us in the group, we can be sure that change is not done for the sake of change alone. Rather any alterations made are productive and add value to our most important partner – our customer." "As we come to an end of another year exciting we year and head into a brand new 1997 year filled with new goals and aspirations, I want to take this opportunity to wish everyone in the grant and your families, a joyful holiday season followed by a healthy, happy and prosperous New year!" End of Quote. Vice President

## Yesterday Today & Tomorrow

Quote:	
	We're proud of our heritage as an Alberta company and proud of the 500 Albertans who ork with us."
	was founded in the 1940s and has grown dramatically over the past ears, but we've never lost sight of our original "family' values of respect, integrity, and byalty."
End of Q	uote.
President	
Quote:	
	The quality of our people we had working here provides a wealth of experience and nowledge to draw from to plan a diverse group.
Bu	at it's great because it provides our people with career choices.
	and, as an added bonus, we find we can attract more talented and dedicated individuals of our corporate team.
End of Q	uote. President
Quote:	
"V	Ve believe that the whole of our organization is greater than the sum of all it parts."
End of Q	uote.
P	resident
	provides an in-house talent pool that gives everyone the possibility o work to the best of their abilities. It also acts as a unifying element that pulls us ogether."
	With diversification and the flexibility that gives us to move people rom within, we can provide secure employment to our people year-round."
End of Q	uote.
]	President

#### Quote:

"People are our greatest resources. We strive to provide career opportunities, not just "jobs". This philosophy goes back to when the company was first formed on the bases of our family values and family involvement. I feel we've maintained the 'family feeling' even though we've grown dramatically in size."

"We firmly believe individuals should try to work themselves out of a job. If they do, and we don't have room for them, it's our responsibility to help find positions for them outside the company so they can continue to expand their talents." "We place a lot of emphasis on family". "Looking back we feel proud of our accomplishments." End of Ouote. President Quote: "Over Years ago, the seeds were planted for this thriving company Alberta-based company. Dedication, innovation, and motivation by two generations of the , through good times and bad, have created the as it is today. Long-term business and financial relationships have been developed and maintained throughout, some being in existence since the company was first formed." "Excellence is not a destination for us. It's a process that must be continually improved." We've come a long way based on this philosophy and know that the best is yet to come. We consider change to be in a positive process that, combined with our standards for excellence, our winning team and long-standing relationships will pave the way for many more opportunities and our continuing success. We, the for to the challenges ahead." End of Quote. President REFLECTIONS Quote:

serving the transportation industry and our association with the great company like

, a 100% Canadian owned company proudly looked back over years of

wil bac	1997, another 100% Canadian owned company I also celebrate years of service in the transportation industry. When looks ek over their golden years of success, the team of cialists will be pleased to be a part of their reflections."
	the late 1980s, embarked upon a planned diversification as nethod to make it forward into the 1990's.
	iversification has allowed us to continue promoting growth without sacrificing our ndards and reputation."
Enc	d of Quote.
August 199	<u>97</u>
THE BUSI	NESS RESOURCE FOR CANADA'S TRUCKING INDUSTRY
Doin' It Ri	ght
any	don't think any company can be successful – whether it's in retraining your drivers or y other activity- if you don't have a strong sense of who you are corporately, and here you want to go says the very inventive
dec	ere, every January we have a meeting with all the drivers, where we sit down and cide collectivity what goals and objectives we're going to pursue that year to make the mpany more successful. By the end of that meeting, we've developed a seven or eightge document, which is then finalized and distributed to every single employee."
rec	lext to a well-thought-out corporate culture and philosophy, says that cruiting is the key to ensuring that a fleet acquires talented, motivated and loyal ivers."
"O	our recruiting process begins the moment a potential driver applicant phones us up explains. "We extract a lot more interpretations from that 'routine' inquiry that

#### THE DRIVER RIDDLE

how they handle frustration."

"We never commit to scheduling a face-to-face interview on the first call. That has to be accomplished in a second call from them, and here's the reason: if a person gets frustrated just in having to do that, then seven months down the road and a thousand miles from here, if a customer askes that the driver repositions his truck at the dock a bit,

the caller might suspect - indicators of sincerity, abilities of self-expression, motivation,

"Categories assessed include; top fuel economy; most improved fuel economy; the number of customer complaints; accident-free driving; cargo damage claims, customer compliments; and so on. A driver gets either 100 points in each category or zero, with nothing in between."
"We've designed the system to work effectivity without huge amounts of time having to be spent each month," says. "But if we find errors, we don't just assign a 'zero' and forget about it – we'll counsel that person on the problem and show them what needs to be, done so they can get their hundred points the next time."
"Each driver's points are totaled monthly and added to an 'account'. The company has developed a long list of rewards like a dinner for two at top-quality restaurants, clothing, collectible model trucks, etc., and a driver can cash in some or all of his points at any time. The bills go direct to the driver doesn't have to lay out a cent."
There's also a yearly major award to the driver who's earned the most points; an all-expenses-paid weekend for two at a lodge in
Talking it out
"The goal of continuous education revolves around 'communication meetings' with all the drivers that last for about 4 ½ hours every seven weeks on a Saturday. The company springs for breakfast, and, and each meeting has a specific theme that's advertised in advanced. It's guaranteed that at least two-thirds of the meeting will directly address that theme."
"When we plan special presentations at these communication meetings, the drivers create them themselves."
notes "Whatever the theme is – some aspect of safe operations, often- a driver will be given that assignment well in advance, and they do a great job researching the topic and presenting their findings."
"Another highlight of each meeting is "Acknowledgement", the last agenda item, where we give public recognition to each driver who's received a customer compliment or achieved something else commendable. In advance of the meeting, the individual has already been given a letter of thanks and maybe a hat or jacket of some other kind of gift, but being publicly cited in front of their peers means a lot to them – even if they don't want to let on!"
"Our drivers gross anywhere from to a year," says. As with many things, the exact result depends on individual motivation and ability."
"Wrapping up the whole program in one final observation, says driver turnover has been virtually zero since things settled down after the initial start-up in"
"We'll always be working towards making this operation an even better, more efficient and more pleasurable place a team spirit and recognition system that gives drivers the empowerment and respect they should be getting elsewhere."

#### The Whole Picture

#### Quote:

"WHILE INDIVIDUAL CIRCUMSTANCES will dictate the best driver policies for any given fleet, it's obvious that there are several universal keys to creating loyalty within your driving team."

"Our industry needs much better entry-level apprenticeship and training programs than is that at many carriers. If people start off the right way, they'll be more likely to hang in for the long term. Unfortunately, a lot of fleets seem to feel that if they just pay their drivers well and have a summer picnic and Christmas party that's all they have to do."

"The very last words go to seven of the professional drivers working "

#### Experience:

"The striking thing about their cumulative comments was one common thread: respect."

"In almost every list, one of the reasons to quit" was a comment on how carrier management didn't give drivers respect and appreciation."

"On the flip side the 'reason's to stay' reflected all good things that grow out of mutual respect; things like decent, fair and equal treatment for all; enjoyable co-workers; a healthy, friendly atmosphere, open lines of communication among all staff; consideration of home life; and opportunities for advancement.

"Pay and benefits we mentioned in a few lists, but were clearly not the main motivators."

"That more than of professional driving experience speaking.

"And the message is loud and clear."

End of Quote.

Delivering Responsible Solutions	
Quote:	
"Our Success has always been a result of the same thing-hard work and great people-and that's how we'll continue to find success in the future."	
End of Quote.	
President and CEO	
Quote:	
"The expectations are sometimes higher and you have to earn the respect of the people, I think you have to work harder to earn your stripes."	
"Growing up with this company has been a blessing", "I have learned so many lessons along the way and am now able to mentor the younger people using the knowledge I've gathered over the years."	
"It's not the fact my father was a founder that has had a big impact on me" "It's more that it's a people business and all that comes with that." I love the people; it's the best part about working here. I am very proud to be a part of a company that's succeeded in business for 60 years. There's a lot of history and a very bright future."	
End of Quote.	
Executive Vice President and COO	
QHSE: The ABC's	
Quote:	
Quality, health, safety, and environmental form the foundation of	
QHSE has always been a focus at We had one of the first safety programs back in the old guys had a lot of foresight and I think it's why a lot of people came to	
The trucking business has had a long-time reputation for long hours and hard work. We had restrictions on hours our drivers could work. Safety and quality of life have always been paramount. End of Quote. Executive Vice President and COO	

#### Quality



"Say what you do, do what you say and prove it. It's that simple."

While it may seem simple on the surface, backs its commitment to quality with a major investment in time and resources to ensure it touches everything the company does.

Every new employee is given a quality orientation on what quality means here at

They participate in a two-hour presentation of how that relates to them and how they can expect to see quality in their day - to - days jobs, on avenues to correct deficiencies, performance reporting - it brings it do to base level and shows them exactly what it means to them.

Our intent is to simplify quality so that it's easy to understand what needs to be done.

Because it is a part of who we are.

#### Health

While  $\frac{1}{2}$  offers a top - of - the line health and benefits package, protecting its employees' health wellbeing goes far beyond eye exams and dental coverage.

"We have a number of unique programs in place our employees' health is important to us – not just at work, but in their daily lives.

#### **QHSE Director**

#### Safety

In a marketplace where so many companies pay lip service to safety, is a shining example of an organization whose absolute, the number-one priority is making sure each and every employee and their families are safe at work and at home.

#### **Attitude and Commitment**

One of our mottoes is that safety is an attitude, And it's a positive attitude towards safety we want to see in all of our employees. A senior management team that is 100 percent behind safety initiatives is key to impressive safety record and that it has created a culture in which everyone is constantly trying to improve.

We take our QHSE very seriously here at and have the safety record to prove it. We are proud of our people for being so dedicated to the health and safety of their customers, their coworkers, and of course, themselves.

#### Health, Safety and Environment Policy (HSE)

All of us at seven are responsible to support our Health, Environmental, Safety, and Loss Control programs which are designed to protect people, property, and the environment.

#### We are committed to active safety culture through:

Effective and Committed Leadership

#### The creation of awareness on health and wellness issues

To meet or exceed regulatory requirements and industry-standard practice in the areas in which we operate

Fostering an environment of open two - way communication with our employees and customers

#### A secure working environment for all employees and visitors

Our HSE goals are clear, an injury-free workplace, an incident/accident-free workplace and to cause no harm to the environment.

As individuals, we must support whole-heartedly and participate in all aspects of Health, Safety, and Environmental programs so that, we as members of the many maintain leadership in our industries.

Through effective leadership, teamwork and continues improvement efforts, we will maintain, an important part of our culture – safety.

#### End of Quote President and CEO

#### Safety

Quote.

puts the highest priority on safety and the companies' impressive record reflects the commitment.

It is not easy to achieve and maintain, so we are constantly using checks and balances to ensure we're meeting and exceeding, not only our own standards, as well as industry regulations

Quality, Health, Safety, and Environmental (QHSE) programs include the latest tools, training and dedicated surveillance to ensure the highest stands of safety are met.

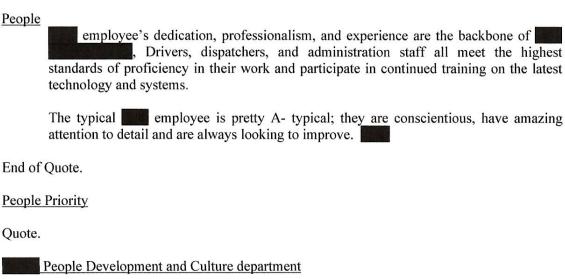
End of Quote.

#### The program includes:

#### Quote.

Comprehensive and ongoing driver training programs
Regularly scheduled safety meetings for all programs
Performance and near-miss—reporting
Behavioral safety programs
Drug and alcohol testing

Occupational health assessments Critical job task inventories and job hazard analysis



1 to pie De l'elopment una contine department

The transformation of the human resources department from a mainly administration division to a group of people dedicated to making a great place to work meant taking a number of existing programs and bring them all together as well as creating some new ones amid at celebrating people.

We had such a rich history to build on and so many programs already in place made it a lot of fun to create this department.

Today, people development and culture department offers a plethora of programs and initiatives that contribute to making an employer of choice.

#### Training and Development

When people are well trained they are able to do their jobs efficiently and safely.

Whether it is in the classroom, online or on the job, we make sure they get the tools they need to do their jobs well.

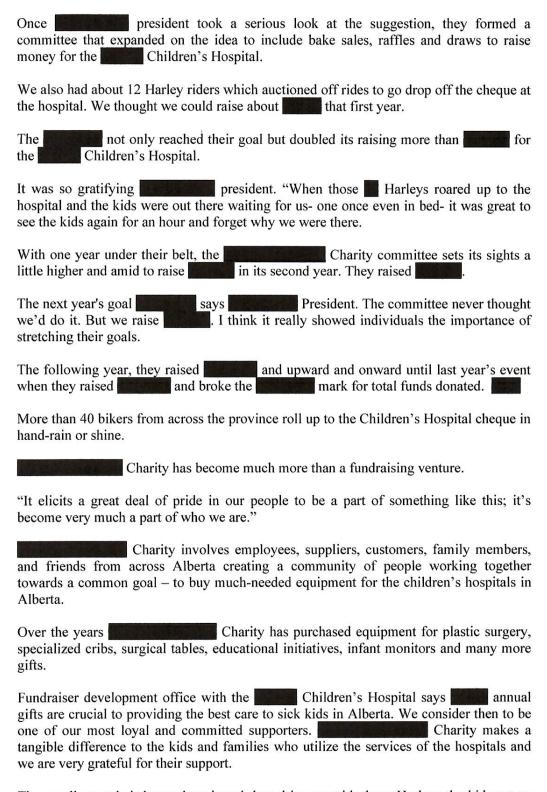
We concentrate on soft skills like communication. We not only want our employees to do well at their jobs, but we also want them to have skills they need to succeed in life.

#### Awards and Recognition

is a strong believer in celebrating its people's success and rewarding them for a job well done. While monetary rewards are certainly part of that, the company goes above and beyond with two major awards night:

A Celebration of our People in the fall and an Evening of Excellence in the spring.

Today, A Celebration of our people recognize employees for their length of service, their community involvement, and retirements.
An Evening of Excellence presents people with peer-nominated awards in numerous categories throughout the organization's various business units
"These are so special because they come from your coworkers. When the people you work with every day think your worthy of recognition, it's a real pat on the back."
Family Involvement
We have always been a family-oriented company, and we fell it's important to include them in our activities.
Family Affairs Newsletter
This bi-monthly newsletter is chock full of stories about employees, company activities, recognition for a job well done and helpful articles about health, safety and life in general.
"Family Affairs" is a great way to keep in touch. Not only does it provide a way to communicate regularly with employees but it keeps employees communicating with each other and is a record of some of the amazing things our people do here.
Flip through the pages and you'll find kudos to drivers for stopping on the highway to help with a car fire and a winning slow-pitch baseball team formed by the
This is an amazing group of people, they work hard and they're clear on where we are taking this company as a team.
End of Quote.
Investing in the Community
for charity and show this company believes in giving back.
We have always believed that we need to make a contribution to the communities we do business in. if we're making a living in a community, we have an obligation to support that community and we're honored to do so.
Charity has become a signature event not only for the Children's Hospital and Children's Hospital as well as numerous staff, family members and bikers from around Alberta.
It's amazing to think how far we've come over the last nine years, we're all proud of



They really put their hearts it to it and they drive up with those Harleys the kids get so excited it's amazing to see.

