Con-way Freight

Safety Incentive Program



Introductory Letter

As we continue on our world class Safety journey and adapt Lean principles, it is imperative to put our employees and their safety first. In order to create the safety culture shift we want in our company and send every employee home safely, we listened to the voice of the employee.

Feedback was the previous incentive program lacked recognition for employees' safety accomplishments and there was difficulty knowing when an award was achieved. As a result, we updated our incentive program and added a Quarterly Service Center Recognition Day to help drive safe behavior. These updates make the goals more achievable and increase peer recognition.

To reach our safety goals, it is necessary for all employees to embrace our Safety Principles and be leaders at their locations. Only when all employees put safety first will all Con-way Freight employees return home safely.

★SAFETY. ALWAYS.

Robert Petrancosta Vice President, Safety

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Revised Safety Incentive Program Overview

	Individual Award	Clean Roadside Inspection	Team Award	Special Recognition Award	Distinguished Recognition Award
Description	Employees earn reward points for every consecutive 30-day calendar period without a preventable crash or injury	Reward points given for all clean roadside inspections in a Commercial Motor Vehicle	Shortened time period for each class location to earn an award Quarterly celebrations to recognize team achievements Company-wide announcement recognizing Service Centers and Shops	 Awards earned for consecutive years of safe driving and working Awards can be earned at 5, 10, 15, 20, 25 and 30 year milestones Employees are delayed a year from accruing time if they have a preventable accident or injury 	 There are now one, two and three-million consecutive miles of safe driving milestones Drivers will receive awards for each consecutive million miles of safe driving
Eligibility	All full-time Conway Freight Service Center and Shop employees	All Conway Freight employees with a CDL license who operate Commercial Motor Vehicles under Department of Transportation (DOT) operating authority	All Con-way Freight employees assigned to a Service Center or Shop location	An active DSR who is preventable vehicular crash or injury free for one consecutive year or longer	An active DSR driving one, two or three- million consecutive miles or working 25,000/ 50,000/ 75,000 consecutive hours, without a preventable crash
Reward Points Earned	 Reward Points are earned by job function DSR= 300 Mechanic/Dock worker= 200 All other eligible employees= 100 	Regular inspection= 8,000 June Roadcheck inspection= 16,000 See page 8 in the Safety Incentive Program manual for more details	N/A Service Centers and Shop locations will receive a team celebration for earning an award	 15 years= 45,000 20 years= 50,000 25 years= 101,000 30 years= 106,000 	One-million consecutive miles= 57,500 Two-million consecutive miles= 100,000 Three-million consecutive miles= 300,000 or a trip for two
When the award is celebrated	 Quarterly Service Center Recognition Day 	Quarterly Service Center Recognition Day	Upon receiving award	Quarterly Service Center Recognition Day	Upon receiving award

Note: All reward points can be redeemed at the Con-way Rewards site via Employee Portal \rightarrow Con-way Rewards.

Summary

Reward Points Redemption

In the Safety incentive program, employees may be awarded reward points for driving safe behaviors, living the safety principles and ensuring the safety of others.

When Safety reward points are achieved, employees may redeem reward points for awards of his/her choice from the Con-way Rewards page on the Employee Portal. There is a wide assortment of awards to choose from, with something for everyone at various reward point levels.

- Reward points are redeemable for merchandise items such as: power tools, camping and fishing gear, electronics and more.
- The Con-way Rewards page features travel packets and Con-way Freight branded merchandise.







Quarterly Service Center Recognition Day

The Quarterly Service Center Recognition Day is a quarterly event held to recognize employees who have earned awards at their Service Center.

- A quarterly report will be sent to Service Center Managers listing all employees to be recognized.
- All awards achieved during the quarter should be present to employees at this time.

Contact Information

For more information about the incentive program contact your Safety Manager or Kalen Gaujanian at Gaujanian.kalen@con-way.com or 734.757.1346.

Individual Award

How to earn award reward points

All eligible employees earn reward points for every consecutive 30-day calendar period worked without a preventable crash and injury, including forklift crashes. Reward points are calculated using the following formula:

"Employee Classification Factor" x 100 = "Total Reward Points Earned"

Eligibility

Every full-time Con-way Freight Service Center and Shop employee is eligible to participate in the Individual Recognition Awards safety program. Supplemental and part-time employees are not eligible.

Employee classification factor

•	Driver Sales Representatives	3
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- Mechanics, dock workers
- All other eligible employees 1

Example:

- Driver Sales Representative
 - \circ 3 x 100= 300 reward points
- Mechanic
 - o 2 x 100= 200 reward points
- CSR
 - 1 x 100= 100 reward points

Preventable crash or injury

Every preventable crash or injury will result in an employee not receiving individual point awards for one year from the date of the crash or injury regardless of safety performance.

• During that one-year period, reward points are not awarded for individual performance.

What to do when an employee earns an award

Employees will automatically receive reward points for their award. Service Center Managers can follow the steps below for recognizing employees:

- 1. Review quarterly FCB for the Quarterly Service Center Recognition Day
- 2. Search by SIC for your employees
- 3. Recognize employees with an Individual award at Quarterly Service Center Recognition Day.
- 4. For questions, e-mail Kalen Gaujanian at Gaujanian.kalen@con-way.com.
 - a. Subject line should state: 'EMP Name & ID, Request Description'
 - b. Body of request to include: Detailed information and/or questions

Clean Roadside Inspections Award

How to earn award reward points

Award reward points will be given for all clean roadside inspections in a Commercial Motor Vehicle. Inspections, however, cannot be as a result of another violation (i.e. traffic violations).

 Drivers must turn in all inspections to their manager or supervisor immediately. The manager or supervisor must then fax or email a copy of the inspection to the Safety Department at the Conway Field Support Center (CGO) at:

o Email: RSI2@con-way.com

o Fax: 866.820.0554

Eligibility

All Con-way Freight employees with a CDL license who operate Commercial Motor Vehicles under Department of Transportation (DOT) operating authority.

Who performs Roadside Inspections?

Roadside inspections are performed by qualified safety inspectors following the guidelines of the CVSA North American Standard.

- An inspection is conducted by a DOT authorized inspector. These are often times law
 enforcement officers, but not all law enforcement officers are DOT inspectors. DOT inspectors
 complete Driver/Vehicle Examination Reports. The results ultimately create our company's CSA
 scores.
- Most roadside inspections by the states are conducted under the Motor Carrier Safety Assistance Program (MCSAP), a grant program administered by the FMCSA.

Reward points

- 8,000 reward points awarded for each clean inspection on any level.
- 16,000 reward points awarded during the annual CVSA Roadcheck in June.

Roadcheck

Roadcheck is an inspection campaign coordinated by DOT which takes place over a 72 hour period in June and can affect our CSA score.

 Approximately 14 trucks or buses will be inspected every minute by thousands of certified inspectors across the country.

What to do when an employee earns reward points

Employees will automatically receive reward points for their award. Service Center Managers can follow the steps below for recognizing employees:

- 1. Review quarterly FCB for the Quarterly Service Center Recognition Day.
- 2. Search by SIC for your employees.
- 3. Recognize employees with clean roadside inspections at Quarterly Service Center Recognition Day.

- For questions, e-mail rsi2@con-way.com.
 - Subject Line should state: 'RSI Question'
 - o Body of request to include: EMP Name & ID
 - o Detail issue and/or questions

Team Recognition Award

How to earn a team celebration

All employees assigned to a location can earn a team celebration for working periods of time (calendar days) where the entire team has no preventable crashes and injuries, including forklift crashes. A Service Center with a shop facility is considered a single location.

- When a period is reached, all active eligible employees on the date of achievement within the single location will earn a team celebration.
- The Field Support Center Safety department will communicate with the Service Center Manager and provide the vendor information to order necessary supplies.
- Service Center Managers will receive a Team Recognition package with all needed supplies other than food for the team celebration.
- The Service Center is financially responsible for the team celebration.

Eligibility

Every regular, associate, supplemental and part time Con-way Freight Service Center and Shop employee.

Award Periods

Eligible employees receive a team celebration for each designated period their location achieves their goal without a preventable vehicular crash and industrial injury.

- The period of time (calendar days) required to earn the team award depends on the class size of the location.
 - Service Center class size x 15 days = Team Award period
- The applicable time periods for each class location are as follows:

Class 1	15 calendar days
Class 2	30 calendar days
Class 3	45 calendar days
Class 4	60 calendar days
Class 5	75 calendar days
Class 6	90 calendar days

Team Celebration

Each time a Service Center achieves a Team Award, they receive a celebration. The Service Center Manager will contact a vendor who will send all needed supplies except for food.

- Each service center will receive:
 - o A congratulatory banner (for first time winners only)
 - A safety star medallion to signify each time a team award has been reached and should be placed on the banner



- Congratulatory letter from Bob Petrancosta
- Large candy box
- Con-way Freight logoed plates
- o Con-way Freight logoed napkins
- Plastic utensils
- After receiving the Team Recognition package, the Service Center should hold their celebration within a week.
- If a team achieves another team award consecutively, their celebration package is upgraded. Recommended celebrations for team awards include:
 - o First win:
 - Fruit or vegetable tray
 - Cake, cookies, donuts
 - Popcorn machine
 - Slushy machine
 - Ice cream or frozen yogurt
 - Second consecutive win:
 - Hot dog roast
 - Burgers
 - Pizza
 - Breakfast
 - Fruit basket
 - O Third consecutive win:
 - Chicken
 - Bratwurst
 - BBQ
 - Fourth consecutive win:
 - Steak cookout
 - Fifth consecutive win and on:
 - Continue having a team celebration with past cookout of choice using previous food options

What to do when an employee earns an award

Team Awards are celebrated once achieved, Service Centers do not have to wait for the Quarterly Service Center Recognition Day. After the Service Center Manager receives an e-mail stating location has achieved award:

- 1. Order supplies for Team Award celebration:
 - a. Identify number of employees at Service Center
 - b. Email vendor at conwaysafety@versacom-inc.com
 - c. Provide SIC, employee count, preferred celebration date on template form
 - d. For vendor questions call: 1.800.544.2435
- 2. Schedule Team Award Recognition
- 3. Choose date within a week of achieving Team Award / time when most employees available
- 4. Communicate date / time to employees
- 5. Order food and drink
- 6. Have Team Award Recognition day
- 7. Pickup food and refreshments from local vendor
- 8. Set up supplies from vendor
- 9. If first team award win: Have all employees sign banner and place safety star on banner
- 10. If second or more Team Award win: Place safety star on banner
- 11. Hang banner in prominent place
- 12. Recognize team accomplishment
- 13. For questions, e-mail Kalen Gaujanian at Gaujanian.kalen@con-way.com.
 - a. Subject line should state: 'EMP Name & ID, Request Description'
 - b. Body of request to include: Detailed information and/or questions

Special Recognition Award

How to earn awards/awards available

Employees are eligible to earn awards based on a specific number of consecutive years of safe driving and working.

• Based on the number of consecutive years of safe driving and working, the employee earns awards (one time only) as follows:

For this number of consecutive years (one time only) of safe driving and working	The employee earns this award
5	Con-way Freight Wrist Watch
10	10-Year Ring
15	15-Year Ring Upgrade & 45,000 reward points
20	20-Year Ring Upgrade & 50,000 reward points
25	101,000 reward points & a plaque
30	106,000 reward points & a plaque

Examples of awards:



Eligibility

An active Driver Sales Representatives who doesn't have a preventable vehicular crash or injury for one consecutive year or longer. Supplemental employees do not earn credit for safe working time.

Ordering Awards

The system will automatically order all Special Recognition Awards and credit the appropriate reward points to the employee's point account at Con-way Rewards via the Employee Portal, when applicable.

Preventable crash or injury

An employee having one preventable crash or injury is subject to a one-year penalty where an employee cannot accrue time. The same rules apply to a new preventable crash or injury.

When an employee earns an award

Service Center Managers can follow the steps below for recognizing employees:

- 1. Review quarterly FCB for the Quarterly Service Center Recognition Day.
- 2. Search by SIC for your employees.
- 3. Recognize employees with a Special Recognition award at Quarterly Service Center Recognition Day.
- 4. For questions, e-mail Kalen Gaujanian at Gaujanian.kalen@con-way.com.
 - a. Subject line should state: 'EMP Name & ID, Request Description'
 - b. Body of request to include: Detailed information and/or questions

Distinguished Recognition Award

How to earn award

Linehaul:

- Drive one-million consecutive miles in the linehaul operation or 2,000,000 consecutive miles without a preventable vehicular crash.
- 800,000 consecutive miles in the linehaul operation and enough consecutive hours in the P&D operation to accumulate one-million miles without a preventable vehicular crash.

P&D:

 Work 25,000 consecutive hours or 50,000 consecutive hours without a preventable vehicular crash.

Eligibility

Distinguished Recognition Awards are awarded on the basis of a regular active Driver Sales Representative driving one, two or three- million consecutive miles or working 25,000/50,000/75,000 consecutive hours, without a preventable crash.

- Hours and miles are converted on the basis of 40 miles per hour
 - 40 miles in the linehaul operation is equal to one hour in the P&D operation, and one hour in the P&D operation is equal to 40 miles in the linehaul operation.
- If involved in a preventable crash, a Con-way Freight Driver Sales Representative forfeits all accumulated miles or hours. If a driver reaches a previously reached distinguished recognition milestone, they will receive the award again.
- Employees must be "active" to be eligible to order awards.
 - Upon leaving employment, the employee will be sent a login and password for the Con-way Rewards website via U.S. Mail to the employee's home. This login will be good for 60-days from the date of the letter; after the 60-days the reward points are forfeited. New hires and rehires do not receive credit for prior safe driving time, driving miles, working time or hours.
- Supplemental drivers do not receive credit for accumulated safe driving miles or hours.

Awards earned

Awards issued for one-million consecutive miles or 25,000 consecutive hours of safe driving or a combination of miles and hours:

- Jacket
- 57,500 reward points
- Engraved wall plaque
- Personalized business cards
- Distinguished Driver embroidery on jacket

Awards issued for two-million consecutive miles or 50,000 consecutive hours of safe driving, or a combination of miles and hours:

- Ring
- Jacket
- 100,000 reward points
- Engraved wall plaque
- Personalized business cards
- Distinguished Driver embroidery on jacket

Awards issued for three-million consecutive miles or 75,000 consecutive hours of safe driving, or combination of miles and hours:

- Ring
- Jacket
- Engraved wall plaque
- All expense paid round trip airfare for two and accommodations of choice. Certain restrictions apply.
- As an alternative to the trip, drivers may choose 300,000 rewards points

What to do when an employee earns an award

After reviewing the Distinguished Recognition award FCB:

- 1. Order materials:
 - a. Banner from Ketera (RR Donnelley)



b. Jacket with doubles and DRA embroidery from Ketera (Arrow)



- c. If 2 million mile, send ring size to Kalen Gaujanian immediately upon notification of DRA earned
- d. Business cards ordered by SIC
- 2. Recognize employee at Quarterly Service Center Recognition Day.
- 3. For questions, e-mail Kalen Gaujanian at Gaujanian.kalen@con-way.com.
 - a. Subject line should state: 'EMP Name & ID, Request Description'
 - b. Body of request to include: Detailed information and/or questions

Frequently Asked Questions

Why is the incentive program changing?

• In response to feedback from the field and to drive performance, the incentive program is becoming more recognition based.

Will a Service Center's current safety record still count?

- Yes, a Service Center's injury and accident free days will continue based on their current safety record.
- To avoid confusion over when a Team award is won with the revised program, the safety record for the Team award will restart beginning January 1, 2013.
 - This does not affect the Service Center's overall safety record.

Team Awards:

Why change team awards?

• Team awards have been altered to make goals more achievable and foster teamwork in all Service Centers and shops.

Why are reward points being removed from the Team Award?

• In developing this program, feedback from the field indicated recognition should be a focus instead of reward points. Team awards will be celebrated when achieved.

Why are Service Centers receiving a Team Recognition package?

- When Service Centers win a team award, each Service Center celebration will be standardized across regions and have one point of contact for supplies.
 - The Field Support Center Safety department will communicate with the Service Center Manager and provide the vendor information to order necessary supplies.
- Working with Lean, the Team Recognition package was developed to increase productivity by having the majority of a team celebration needs taken care of for the Service Center.

Who pays for the team celebration?

- While FSC will help coordinate the Team Recognition kit with the vendor, the Service Center is in charge of the team celebration, including costs.
- The Team Recognition package will cost \$36.50 for the banner (only purchased for first win) plus \$2.40 per person for each win.
- Service Centers are responsible for supplying food for celebrations.
- Example
 - Garland, TX (LGT) wins their first safety award. The SC has 86 employees.
 They receive:
 - Banner cost: \$36.50
 - Team Recognition kit Cost: \$2.40pp x 86 = \$206.40

- Total cost for first win is \$36.50 + \$206.40= \$242.90
- Total cost for each additional win= \$206.40 (assuming employee count stays the same)

Why isn't food included in the Team Recognition package?

- The Team Recognition package is to make these celebrations as easy as possible to plan and execute. However, in developing this program, feedback was Service Centers would still like to purchase their own food based on their own needs.
- Although there are guidelines for the types of food for team celebrations, Service Centers
 can substitute food recommendations for local or regional types of food within the same
 price range.

How long will it take for the Team Recognition package to arrive?

 Once the Team Recognition package is ordered it will be shipped the next business day from the vendor.

Can a Service Center win more than once?

- Yes, each time a Service Center hits a team award, they receive a celebration. If a team
 reaches another team award, Service Center Managers need to contact the vendor who
 will send the service center another Team Recognition kit including another safety star to
 add to the banner.
- If a team reaches another team award consecutively, their celebration package is upgraded.

Can I combine team celebrations if we win consecutively?

 No, celebrations are meant to highlight each achievement to recognize employees for their continued safety efforts.

Individual Awards:

Did the individual award change?

- No, reward points will continue to be awarded to employees for every consecutive 30-day calendar period of safe driving and working.
- Employees will be recognized quarterly.

Clean Roadside Inspection:

Why incentivize clean inspections?

- Properly maintained equipment keeps you and those you share the road with safe. Clean inspections keep your CSA score and the company's in good standing.
- Clean inspections keep our trucks rolling and heighten customer confidence levels by showing our commitment to the safety of the motoring public and we care about their business.
- Clean inspections fall under multiple rooms of our Strategic House: Safety Culture, Pricing and Sales Sophistication and Cost and Efficiency. Pre-trip inspections will ensure we are getting freight to our customers safely and on time.

What qualifies as an inspection?

 An inspection is conducted by a DOT authorized inspector. These are often times law enforcement officers, but not all law enforcement officers are DOT inspectors. DOT inspectors complete Driver/Vehicle Examination Reports. The results ultimately create our company's CSA scores.

Will an inspection with just a warning be counted as a clean inspection?

• No, this is not a clean inspection. CSA counts all violations/warnings noted on an inspection. If any violation/warning appears on the inspection report, this is not a clean inspection.

Why am I being held responsible for violations out of my control?

• All violations affect the Company and/or DSR inspection history. For this reason, clean inspections without ANY violations/warnings will only be eligible for this program.

Who can I direct questions to regarding CSA?

• Contact your Safety Manager or rsi2@con-way.com.

Special Recognition Awards:

When do I achieve a special recognition award?

- As drivers continue to reach new safety milestones, it is important to recognize their achievement.
 Eligible employees can achieve a safe driving and working award at 5, 10, 15, 20, and 25 year milestones.
- Awards are celebrated quarterly in Service Centers.

What happens if I have an accident or injury?

Each preventable accident or injury stops accrual time for one year from the date of the event.

Can I lose accrued time?

Going forward, you will no longer lose accrued time when you have a preventable crash or injury.
 Employees will keep their accrued time but be delayed a year from their last preventable crash or injury before they can continue accruing time again.

Why are the safe driving and working awards starting at 5 years now?

Feedback was to increase recognition from peers involving larger milestones in place of the 1 and 3
year awards.

Distinguished Driver Recognition (Safe Driving Award):

Can a driver receive a safe driving award twice?

- Yes, the award has been updated to better recognize employee's accomplishments. If a driver has an accident after reaching a safe driving milestone, their miles of safe driving start at zero.
- Now, drivers will be awarded for reaching previously reached 1 million or 2 million milestones.

Do I receive the same awards if I reach a safe driving award more than once?

- Yes, employees will receive the same awards including:
 - Jacket

- Reward points
- Engraved wall plaque
- Personalized business cards
- Distinguished Driver embroidery

General Questions:

Where can I find more information about the new Safety programs?

- Visit the Con-way Rewards page to view the program summaries of each Safety program or
 - Employee Portal → Con-way Rewards → Safety Award Programs
 - o https://www.awards2motivate.com/conway/C5.a2

How can I view my point balance?

To check point balance, visit the <u>Con-way Rewards</u> page or Employee Portal → Con-way Rewards →
 "My account" → "My account summary"

Who can I direct questions to regarding point balance questions?

- For general point questions, e-mail Kalen Gaujanian at Gaujanian.kalen@con-way.com.
- For questions regarding clean roadside inspection reward points, e-mail the Field Support Center at RSI2@con-way.com.

Do I have to register or sign up for these programs?

• No, you don't have to sign up for incentive programs. All eligible employees will have an opportunity to earn reward points in the appropriate programs and will be automatically enrolled.

Do my reward points expire or can they be taken away?

- Reward points will not be removed unless an error was made when the reward points were initially given or you are terminated from the company and do not choose to spend them at that time.
- If you separate from the company, you will be given an outside log-on and password and asked to spend the reward points within 60 days of notification (via hard-copy letter in the U.S. mail).

What can I buy with my reward points?

- A variety of items can be purchased for different point levels on the Con-way Rewards site.
- The Con-way Rewards website offers monthly specials on select items and employees can fill out categories of interest to help personalize the "Reward Me Now" section on the home page.

How soon will reward points be credited to my account?

Reward points will be submitted to our vendor on a weekly basis.

Will my point values be taxed?

• Reward points will not be taxed. They can be tracked and spent on merchandise via the Con-way Rewards site on the Employee Portal at https://employee.con-way.com/.

Glossary

- Catastrophic Event: A stand-alone event that calls for automatic termination.
- CMV: Commercial Motor Vehicle as defined under 49 CFR 390.5; to include hostler units.
- Company: Con-way Freight.
- *Crash*: A collision of a Company-owned or leased CMV with a vehicle, object, or person; the loss of control of the CMV; Dropped Trailing Equipment; or, a Roll-Away.
- **Dispatched:** Through either verbal or electronic means, an employee is directed to operate a CMV to a destination via public roadways.
- DOT Accident: An event as defined under 49 CFR 390.5.
- Dropped Trailing Equipment: The unintentional uncoupling of a trailer or dolly (regardless of damage) resulting in the trailer or dolly dropping onto the frame, tire(s), or the ground and which was not caused by a mechanical defect.
- Forklift Crash: A collision of a Company-owned or leased forklift with a person, property (excluding cargo) or another vehicle including but not limited to trailers, tractors, or other forklifts.
- Loss of Control: Failure to maintain prescribed direction.
- Lost-Time Injury: A non-fatal injury that causes any loss of time from work or restriction from
 regular duties (including light duty) as recommended by physician or other licensed health care
 professional associated with the employee's job description beyond the day or shift during
 which it occurred.
- Minor Crash: A Crash occurring on private property that does not include; Dropped Trailing
 Equipment resulting from improper coupling while Dispatched; a Roll-Away; contact with a
 person; or the collision of another vehicle in motion.
- Roll-Away: A tractor, trailer, and/or dolly that moves any distance not under direct control of the employee.
- Roll-Over: Any time a CMV or trailer tips over onto its side or roof.
- **Safety Department**: Any employee who works within the Safety Department including field Safety Managers, Driver Trainers when performing any safety training or accident/injury follow up tasks.
- **SCM**: Service Center Manager or designee.
- **Serious Injury**: Any injury which requires hospitalization for more than 48 hours, commencing within 7 days from the date the injury was received; results in a fracture of any bone (except simple fractures of fingers, toes, or nose); causes severe hemorrhages, nerve, muscle, or tendon damage; involves any internal organ; or involves second or third degree burns, or any burns affecting more than five percent of the body surface.
- **Unattended forklift**: A forklift is considered unattended when the operator is 25 ft. or more away from the vehicle which remains in his/her view, or whenever the operator leaves the vehicle and it is not in his/her view.
- Unsafe Act: Any act or behavior by an employee that deviates from correct procedure or
 practice and can include but is not limited to employees engaging in risk-taking behavior, short

- cuts, negligence, carelessness, lack of attention, horseplay, failure to use proper Personal Protective Equipment, etc.
- *Visitor*: Any person(s) who is not employed by the Company AND not directly involved in Operations, servicing of equipment, or general housekeeping.

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