

# The Moments That Matter @



*Creating a meaningful employee experience through culture*





# Truckstop Culture

*Who we are and How we are wildly successful at What we do*

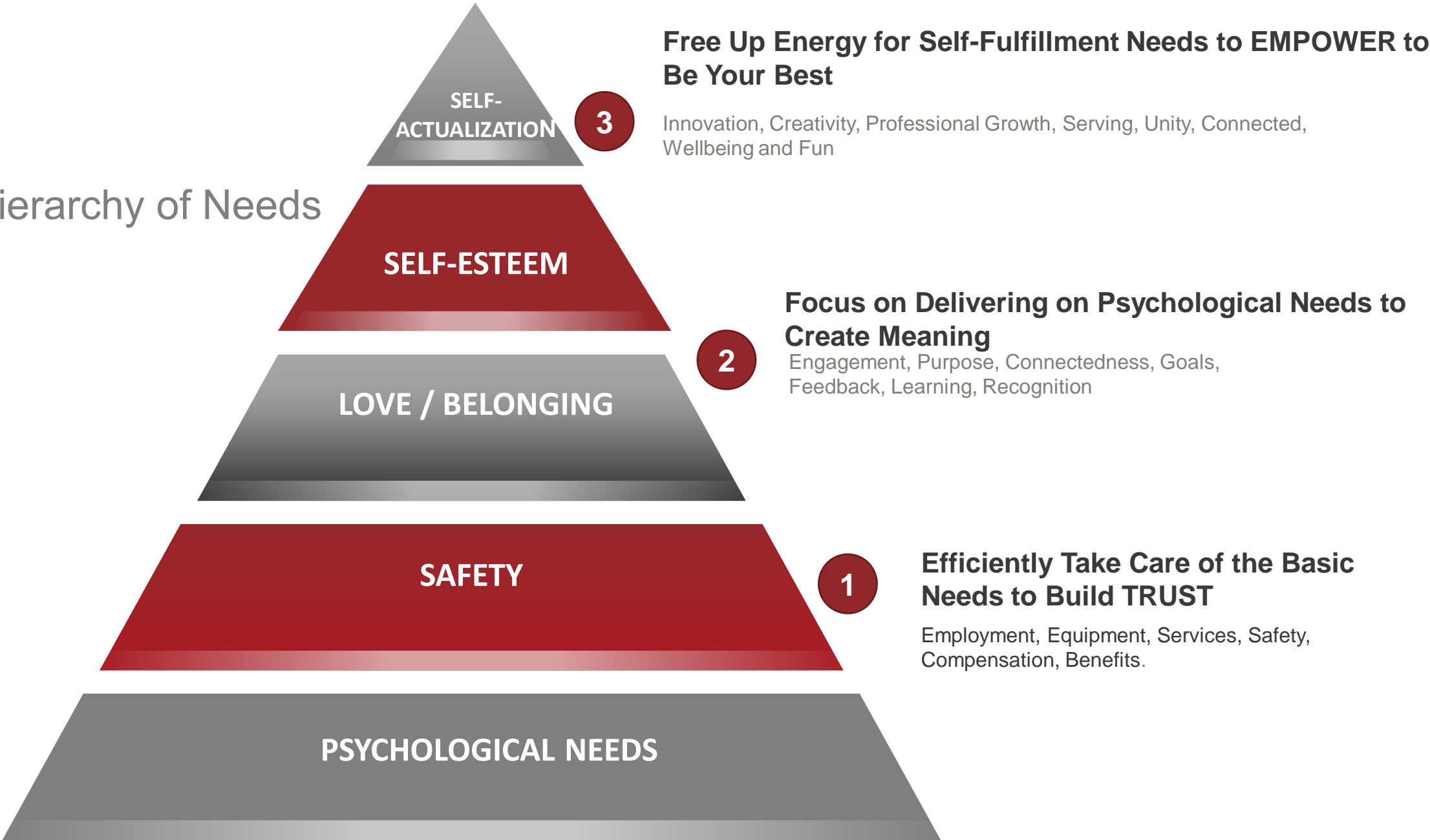
## HOW WE WILL TRANSFORM THE INDUSTRY THROUGH *CULTURE*



HIRE AND RETAIN  
FULLY FORMED  
HUMAN BEINGS,  
WHO THRIVE  
FROM FREEDOM,  
RESPONSIBILITY,  
ACCOUNTABILITY  
AND  
CONNECTEDNESS

# Meet The Basic Needs And Work Your Way Up The Pyramid

Maslow's Hierarchy of Needs





# The Parnter Journey - *Does the Resort Match the Brochure?*

## CHAMPION

Committed Partners become champions to attract like minded talent

## COMMIT

Truckstop.com is the career destination when Partners feel connected, equipped and fulfilled.

## FULFILLMENT

Ongoing Leadership, Career and Individual development .

## CONNECT

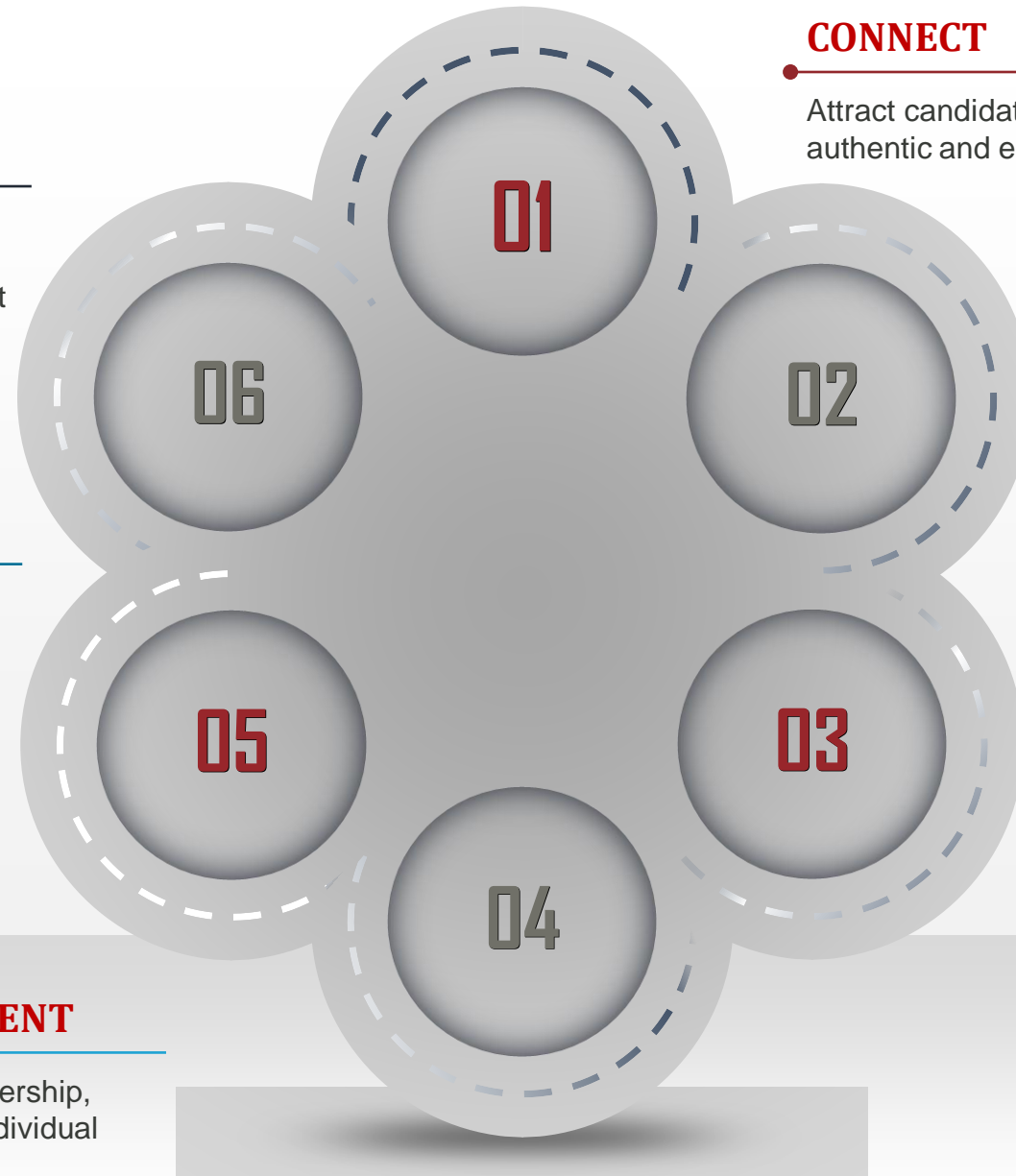
Attract candidates through authentic and engaging messaging.

## EQUIP

Onboard partners to enable them to do their best work

## ENGAGE

Connect roles with vision, the customer experience





# The Partner Experience – It starts with the *Heart*

WE HIRE AND RETAIN FULLY FORMED HUMAN BEINGS, WHO THRIVE FROM FREEDOM, RESPONSIBILITY, ACCOUNTABILITY AND CONNECTEDNESS

## CONNECT



Attract candidates through authentic and engaging messaging

UltiPro  
Harver Platform  
LI AI Campaigns  
Comp/Benefits  
TA Team

### Metrics (Qual/Quan)

- Harver/Turnover/Fit
- TA team
- Time to Hire

## EQUIP



Onboard partners to enable them to do their best work

P&C / DevOps  
Immersion  
Self Service

### Metrics (Qual/Quan)

- Immersion partner engagement levels
- Engagement survey
- Data Analytics for Self Service
- 90-day Onboarding Survey

## ENGAGE



Connect roles with vision and the customer experience

Continuous Performance  
Org Announcements  
Town Halls  
Immersion

### Metrics (Qual/Quan)

- Immersion partner engagement levels
- Engagement survey post outage and pandemic/WFH
- Retention/Turnover

## FULFILLMENT



Ongoing Leadership, Career & Individual development

LEAP  
Leadership Lounge  
Wellness  
JUMP  
JD's/Career Paths  
SkillGym  
Coaching

### Metrics (Qual/Quan)

- Engagement Survey
- SkillGym pilot
- JUMP completion
- Monthly Check-Ins
- LinkedIn Learning

## COMMIT



Truckstop is the career destination when Partners feel connected, equipped, loved & fulfilled

Pulse Surveys  
Continuous Performance

### Metrics (Qual/Quan)

- Engagement Survey
- One Team Pulse

## CHAMPION



Committed Partners become champions to attract like fully formed adults and culture adds

Referral Program  
Succession?

### Metrics (Qual/Quan)

- Engagement levels
- Immersion Buddy program\*
- Culture Assessment
- Retention/Turnover



HARVER

# CONNECT



## High completion rates and candidate feedback indicate candidates are enjoying the General and Sales assessments

1,517 total candidates processed with a 93.5% completion rate and 4.29 satisfaction score



## 90 day attrition rate has decreased by 75%, with an estimated cost savings of over \$200,000 in one year

30, 60, 90, 120, and 180 day attrition reduced between 44% and 75% since implementing Harver.



## Sales Activity performance significantly increased across all metrics

Attempts, connects, and quality conversations have increased by 32% and 181% post-Harver. No evidence for improved TQO and Booking metrics.

*Matching the right people to the right role is critical to any team's success. I absolutely love having participated in this part of the employment process - to see if I too am the right fit for the role. Well done!*

*I love that the company cares about who I am and what makes me who I am!*

*I liked seeing the work environment and getting honest input from actual employees! I value any organization that is concerned about protecting and/or improving upon their corporate culture. Culture makes or breaks companies. Great process!*

## COMPENSATION & BENEFITS

I feel like my compensation is fair and competitive.

72%

overall favorability



I feel like our benefits are competitive.

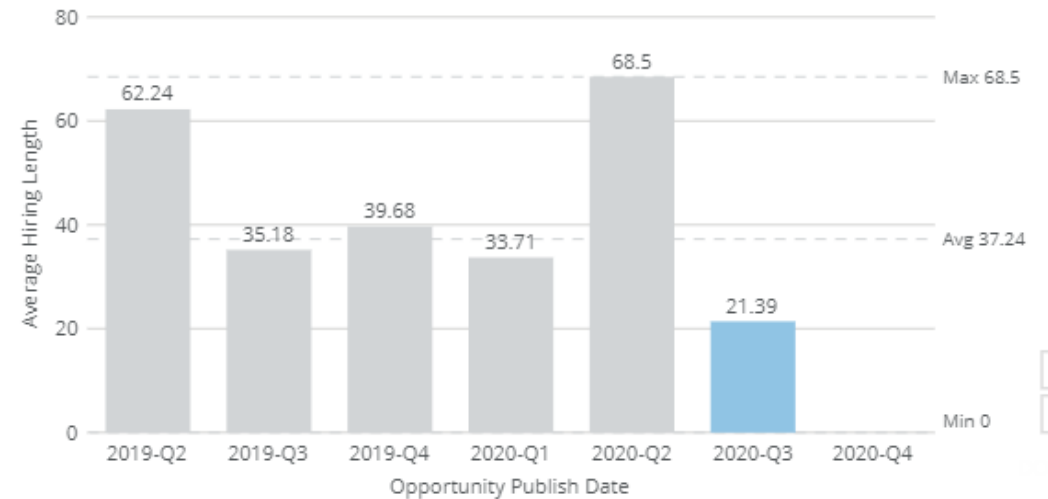
73%

overall favorability



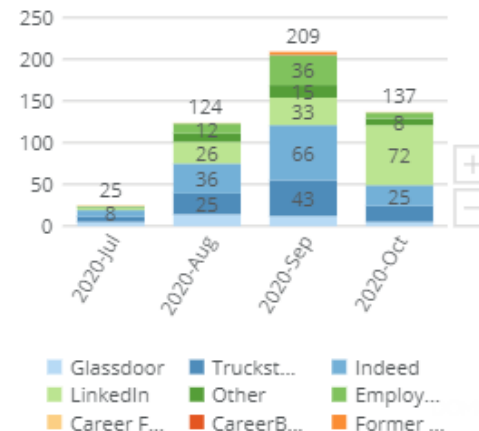
## TALENT ACQUISITION

Time to Fill  
by Quarter



Source of Candidates  
by Month

32 Applicants this Month



*She had a deep wealth of knowledge on the company and how they play such an important role in the transportation industry. I was impressed with her understanding of the role she contacted me about and how it fits into the company landscape.*

*What she does is considered magic, I know it's her hard work and attention to detail that helps me to focus on making sure we have the right personalities with the right skills to strategically grow the team.*

*Her enthusiasm for working at Truckstop and wanting to find that right candidate that would fit in with that culture she cared so much about was infectious. I wanted to work there because of the excitement I heard in her voice.*



# EQUIP

*I wanted to reach out to share my gratitude for the amazing job done with Immersion! Not only was I inspired, but I was also enthused with a strong sense of pride for the culture of our establishment.*

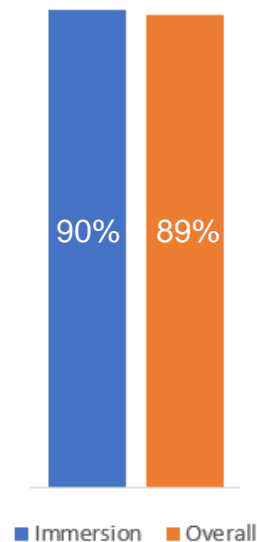
*Thank you for all that you do to create an amazing partner experience within Truckstop.com. I am excited for what the future may hold not only for myself professionally within the company, but with the organization in its entirety.*

*Immersion was truly amazing. Not just as an opportunity to learn about Truckstop, but to also learn about myself (something I really enjoy doing). After an evening of reflection, I can say that this was the first time going through an Immersion type company training (I have been through a few with other companies), where I truly felt that the facilitators cared about me as an individual. For that, Thank You.*

IMMERSION

	Immersion	Overall
I feel comfortable sharing my voice at Truckstop.com.	76%	69%
I feel empowered to make decisions that affect my work.	88%	84%

## Overall Favorability



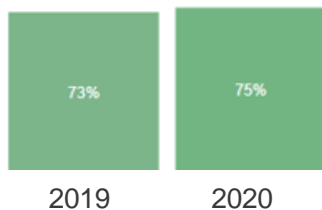
## SELF SERVICE



## ANNUAL SURVEY

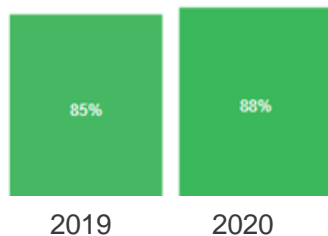
I know how I fit into Truckstop.com's future plans.

75%  
overall favorability



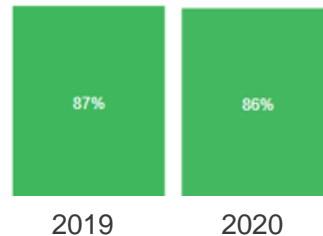
I contribute to Truckstop.com's goals and overall mission.

88%  
overall favorability



I feel good about the work I do at Truckstop.com.

86%  
overall favorability



*The #1 reason is opportunity both within Truckstop and for Truckstop in the overall industry. I feel so lucky that I'm able to contribute to this journey we are all on.*

*I work for Truckstop.com to help truck drivers find better paying loads & to help brokers optimize their business. This is a great solution to make everyone's lives better.*

## ONBOARDING PULSE







# ENGAGE

## Emotions

Emotion	Message Count	Promoter Score
Satisfied	68 (36.8%)	97
Happy	55 (29.7%)	85
Appreciative	21 (11.4%)	89
Annoyed	11 (5.9%)	-100

## Emotional Promoter Score 59

EPS Segment	Message Count
Promoter	132 (71.4%)
Detractor	34 (18.4%)
Passive	19 (10.3%)

## TOWN HALLS



## POST OUTAGE & PANDEMIC ENGAGEMENT

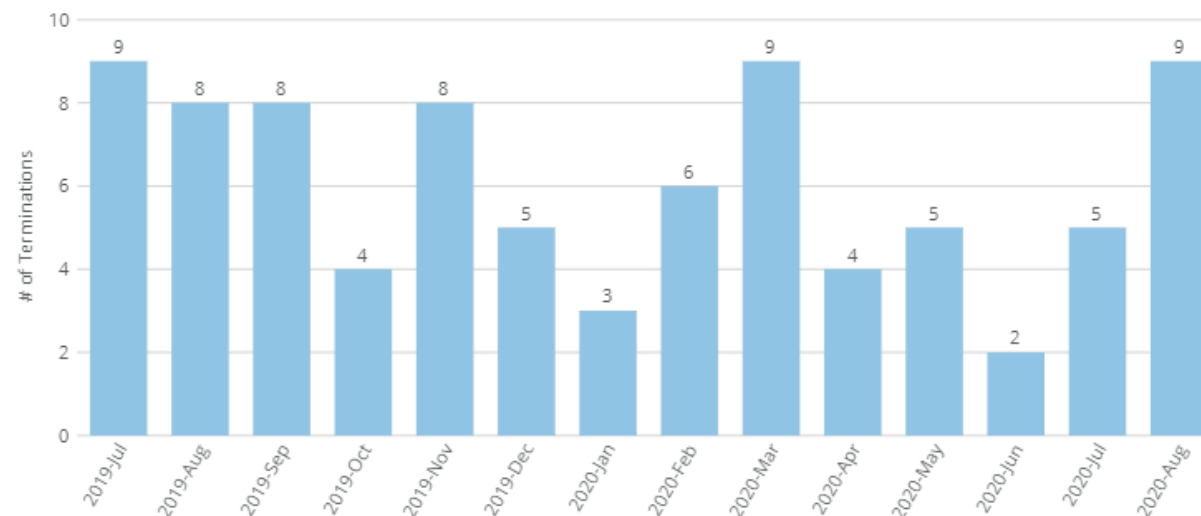
### Focus Metric



2019 Annual Survey

2020 Annual Survey

## TURNOVER



WORK FROM HOME

*It's amazing that our company is allowing us to keep to social distancing while still being able to assist our customers during these difficult times.*

*Bored/lonely but supported by the company.*

*Slowly finding a rhythm to it. Miss the over-the-cube conversations and visual check-ins.*

*I like the convenience of working from home, but I miss the ease of collaboration with other team members I get by going into the office. If I had to choose, I'd pick collaboration over convenience.*

*I really like working from home. I am able to stay motivated and allows me to be at home with my children as I am a single mother.*



# FULFILLMENT

## OWNING GREATNESS

*I love the fact that we are given some time during work to go to "school" and learn about ts.com, products, things that will enhance us in the future.*

🔥 I seek out ways in which I can grow my work-related skills, knowledge, and abilities.	83%
🔥 I am committed to improving my competence at work.	91%

## eLEARNING ENGAGEMENT

196%  course completions

40%  in accessing content

27%  in minutes viewed per learner

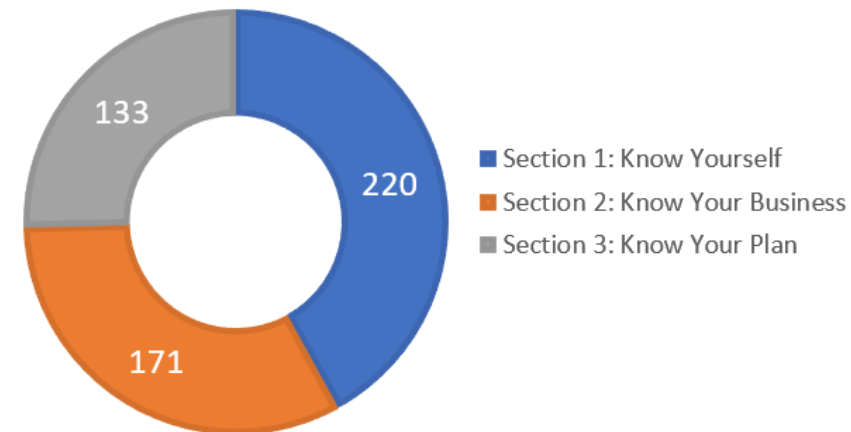
### LinkedIn Learning

2,112	386	356	5h 55m
Hours viewed	People logged in	People viewed content	Avg. time per viewer

### SkillGym

72	40	32	137
Enrolled Users	Active Users	Idle Users	Total Sessions
Total number of users	Total number of users that made at least one session	Total number of users who never played any session	Number of conversations played since the beginning of the training

## JUMP LEARNING PATH COMPLETION



## CONTINUOUS PERFORMANCE

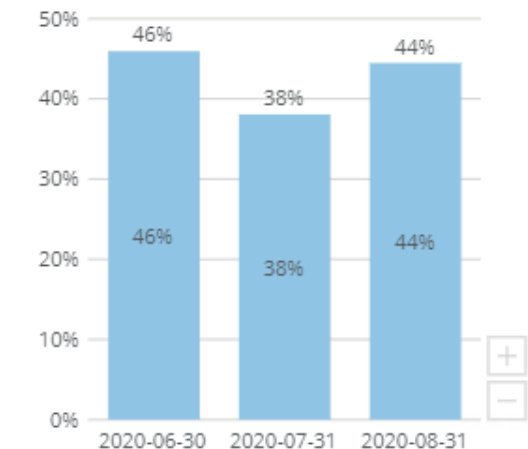
🔥 My manager and I meet monthly to connect and share feedback.	85%
🔥 My manager and I meet monthly to discuss my growth and success.	79%

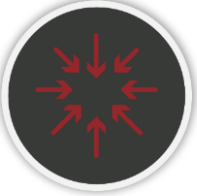
*She checks in with me constantly on the progress of my goals. She offers options and solutions to achieve them. She has gotten me invaluable training experiences. She goes out of her way to do whatever is in her power to make me feel like a valuable member of Truckstop.com*

*My manager helps achieve my best results by meeting with me monthly, reviewing monthly goals, progress, areas to improve, and self-improvement from achieving goals.*

### Monthly Check Ins: Timeline - ... by Month

43 % Average of percent\_complete

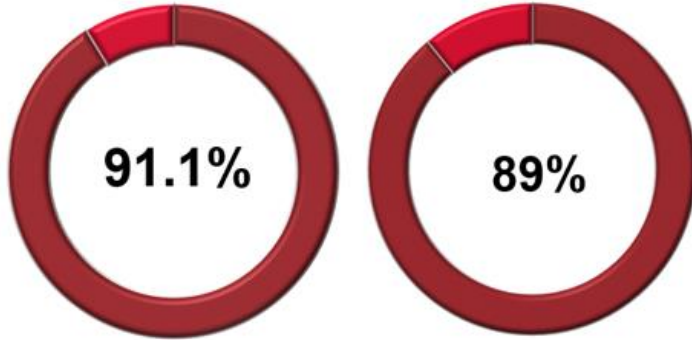




# COMMIT

ANNUAL SURVEY

Response Rate Overall % Favorable



## ONE TEAM PULSE



## CONNECTED

I feel empowered to make decisions that affect my work.

84%

overall favorability



I feel like the work I do is meaningful at my company.

84%

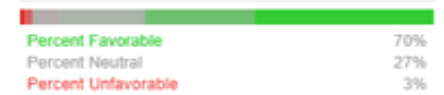
overall favorability



The work I do is part of my identity.

70%

overall favorability



I am excited to do the work that I do at Truckstop.com.

78%

overall favorability



If given the opportunity, I act outside my prescribed role to get work done.

79%

overall favorability



*Thank you for giving me a good career. I am committed to working hard and to the growth of Truckstop.com. Please help me grow with the company.*

*Great place to work and I plan on staying with the company a long time!*

*Absolutely a wonderful company to work for and I love all my partners I work with on a daily basis.*

*I love Truckstop! I truly believe this is company is one of a kind that really cares about its partners. Thank you for allowing me to be a part of this wonderful company.*

*Truckstop is a great company and as of now I feel valued and appreciated for what I do. I love the leadership above me and how they manage. The work life balance is great, and I love that I don't feel like I'm just a number.*



# CHAMPION

WOULD RECOMMEND

I would recommend Truckstop.com as a good place to work.

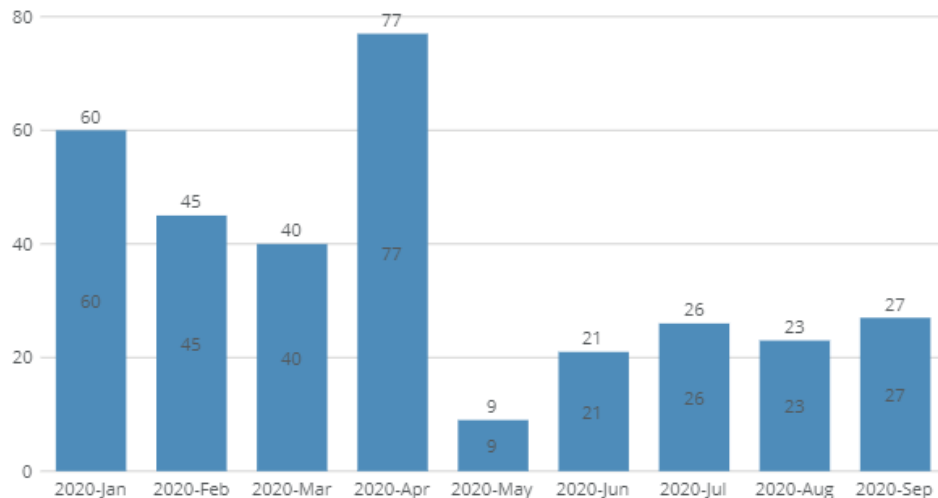
90%

overall favorability

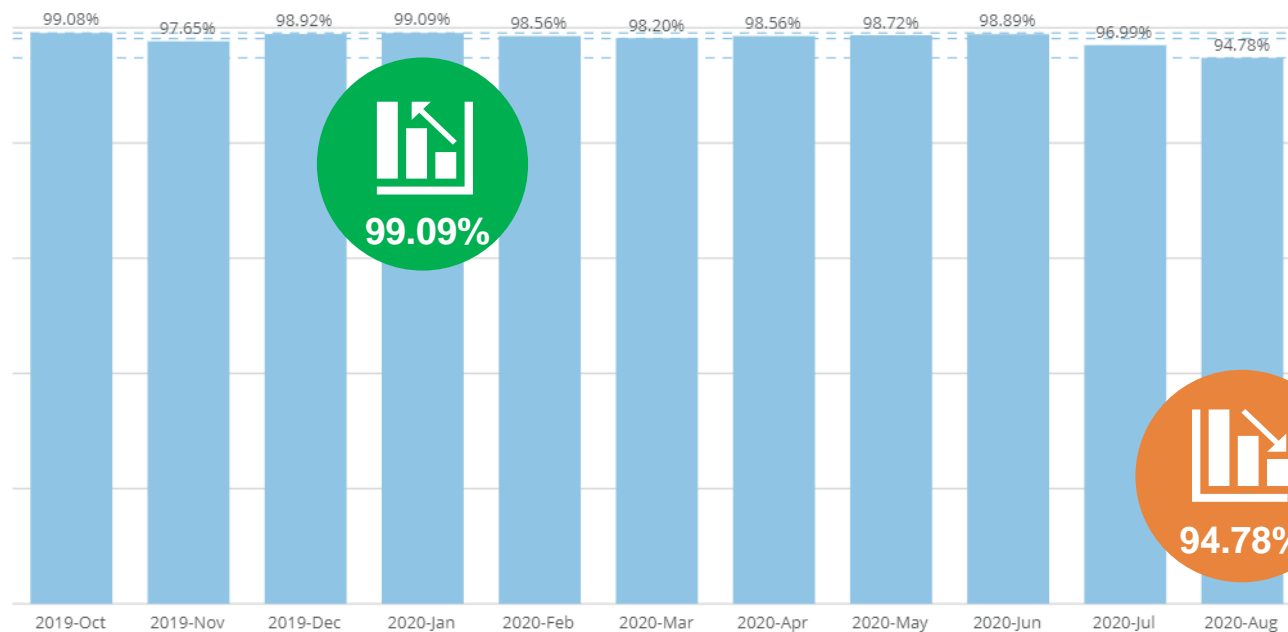


*I love working for Truckstop.com and am all-in to make sure my customer base has a great experience. I am excited about our future and plan to be a part of this journey for a long time.*

## Employee Referrals



## RETENTION RATE



*Since joining Truckstop.com in 2018 to support IT services as a desktop administrator I feel like I've found a truly rewarding career and I look forward going to work each day! It's a company that goes the extra mile for its partners, and I am grateful to have found it.*



### Focus

The organization sets focused and ambitious goals and people work very hard toward achieving them.



### Determination

The organization is outcome-oriented and driven to succeed. People tend to persevere in the face of difficulty.



### Teamwork

The organization encourages collaboration and team effort. People tend to work well together.



### Agility

The organization is able to adapt to changing conditions. People tend to be flexible in how they view the world and solve problems.

CULTURAL STRENGTHS