

# J&R Logistics Corp.



**SAFETY, EFFICIENCY & RELIABILITY** ®

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## COMPANY SAFETY MANUAL

Tailored to FedEx Linehaul Operations

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<b>Company</b>	J&R Logistics Corp.
<b>Document</b>	Company Safety Manual — FedEx Linehaul Operations
<b>Version</b>	2.0
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<b>TangoRe Captive</b>	J&R Logistics Corp. is a member of the TangoRe captive insurance program. This manual incorporates applicable TangoRe Standard Operating Procedures (SOP, Rev. 02/04/2025).

**Policy Rule:** Controlled document. This manual establishes the minimum safety standards for J&R Logistics Corp. linehaul operations serving the FedEx network. It supplements, and does not replace, applicable law, FMCSA regulations, contract terms, station and hub rules, dispatch instructions, and FedEx-issued safety or security requirements.

## DOCUMENT CONTROL

<b>Manual Title</b>	J&R Logistics Corp. Safety Manual — FedEx Linehaul Operations
<b>Document Owner</b>	Owner/President and Safety Manager
<b>Applicability</b>	All company employees, drivers, managers, mechanics, temporary workers, and contractors engaged in linehaul operations or support activities.
<b>Supersedes</b>	Version 1.0 (03/13/2026)
<b>Annual Review</b>	Required each calendar year and whenever regulations, contract requirements, equipment, or operating conditions materially change.
<b>Distribution</b>	Electronic master copy maintained by company management. Printed copies must match the current controlled version.

### Approval and Revision History

Version	Date	Description	Approved By
1.0	03/13/2026	Initial release of company safety manual tailored to linehaul operations serving the FedEx network.	Richard Brown / Jerry Masiello
2.0	03/20/2026	Incorporated TangoRe SOP (02/04/2025) requirements, added PPE section, VEDR policy, dock pull procedure, coupling/uncoupling procedures, dolly handling, three-point contact, pre-trip/post-trip checklist, root cause analysis requirement, and new operational appendices.	Richard Brown / Jerry Masiello

*Management is responsible for maintaining this manual, communicating revisions, training affected personnel, and verifying that daily operations remain aligned with both company policy and current legal requirements.*

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## 1. PURPOSE, SCOPE, AND REGULATORY FRAMEWORK

This manual establishes the minimum safety, compliance, training, maintenance, and reporting standards for J&R Logistics Corp. linehaul operations. It is written for a company-operated environment serving the FedEx network, where on-time performance is important but never overrides safe operation, legal compliance, equipment condition, or sound judgment.

J&R Logistics Corp. is a member of the TangoRe captive insurance program. This manual incorporates applicable requirements from the TangoRe Standard Operating Procedures (Rev. 02/04/2025). Compliance with TangoRe SOP standards is a condition of continued captive membership and directly affects the company's insurance standing.

- ❑ Applies to all company drivers, co-drivers, managers, dispatch personnel, mechanics, and any other worker performing a safety-sensitive or support function.
- ❑ Applies to company-owned, leased, rented, or otherwise controlled tractors, trailers, dollies, and related equipment used in linehaul work, relays, trailer swaps, hub moves, or support movements.
- ❑ Supplements the Federal Motor Carrier Safety Regulations, company insurance requirements, contractual obligations, and current FedEx-issued operating, safety, yard, security, and service instructions.

### Regulatory Hierarchy

1. Federal, state, provincial, and local law; FMCSA regulations; and enforcement guidance.
2. Current contract requirements and written FedEx instructions applicable to the operation.
3. TangoRe SOP requirements and captive insurance program standards.
4. This manual and any written company addenda, bulletins, or operating memos.
5. Supervisor instructions that are lawful, safe, and consistent with the above documents.

**Policy Rule:** No delivery commitment, dispatch instruction, gate delay, service failure, customer pressure, or schedule problem authorizes an unsafe act or a regulatory violation.

## 2. SAFETY COMMITMENT AND STOP-WORK AUTHORITY

J&R Logistics Corp. operates on a simple principle: every load, every lane, and every movement must be completed safely, legally, and professionally. Management expects every employee to actively protect people, property, packages, equipment, and the public.

- Any employee may stop work, refuse dispatch, or escalate a concern when fatigue, weather, equipment condition, impairment, medical condition, yard congestion, security concerns, or other hazards make the movement unsafe or non-compliant.
- No employee will be disciplined for raising a legitimate safety concern in good faith.
- Retaliation, coercion, intimidation, or concealment of safety issues is prohibited.

### Immediate No-Go Conditions

- Driver is fatigued, ill, impaired, distracted, emotionally unfit, or otherwise not fit for duty.
- A CDL, medical certificate, training item, or required authorization is expired, missing, or suspended.
- A tractor, trailer, dolly, tire, brake, light, coupling device, air line, electrical line, or other safety-critical component is defective.
- Weather, road closure, civil emergency, or yard conditions make the movement unsafe.
- HOS, ELD, or other legal limits cannot be met without violating regulations or company policy.

### 3. ROLES AND RESPONSIBILITIES

Role	Primary Safety Responsibilities
Owner(s)	Approves this manual, provides resources, reviews safety performance monthly, and supports enforcement actions.
Safety Manager	Maintains the manual, oversees hiring compliance, files, training, accident response, corrective action, and audit readiness. Serves as liaison to TangoRe Captive Manager.
Dispatch / Operations	Plans legal runs, monitors fatigue and weather, avoids coercion, communicates delays promptly, and escalates problems before they become violations.
Maintenance Manager	Controls preventive maintenance, annual inspections, defect repairs, red-tag equipment status, and repair documentation.
Drivers / Co-drivers	Operate safely and lawfully, inspect equipment, report defects and incidents immediately, protect freight and equipment, and follow company and hub rules.
Yard / Terminal Leads	Manage safe yard flow, backing controls, PPE requirements, trailer parking discipline, and incident reporting inside company-controlled areas.
Return-to-Work Coordinator	Manages the RTW program, maintains transitional duty job bank, coordinates with treating physicians, and tracks employee recovery and return to full duty. (See Section 11.)

## 4. DRIVER QUALIFICATION AND HIRING STANDARDS

No driver may be dispatched until all qualification, testing, and onboarding requirements have been completed and documented. Company hiring decisions will favor safety record, stability, judgment, and route fit — not simply CDL possession.

### Minimum Qualification Controls

- Valid CDL of the proper class with required endorsements (including doubles/triples where applicable) and no disqualifying suspension or revocation.
- Current medical qualification and any other legally required driver credentials.
- Completed application, prior employer safety-performance inquiries, road test or accepted equivalent, and annual motor vehicle record review process.
- Pre-employment controlled substances test with negative result before performing safety-sensitive work, unless a lawful exception applies.
- FMCSA Drug and Alcohol Clearinghouse full pre-employment query, driver consent as required, and annual limited query thereafter.
- Review of crash history, inspection history, serious violations, preventability patterns, and suitability for night and linehaul work.
- All new drivers, including those transferred from another FedEx contractor, must undergo road testing including dolly handling.
- A pre-existing conditions/prior injuries form must be collected during employee onboarding (after conditional job offer) to optimize the investigation process in the event of a future workplace injury, unless restricted by applicable legislation.

### Preferred Linehaul Hiring Factors

- Night-driving maturity, ability to manage repetitive schedules, and calm performance during weather, delays, and hub congestion.
- Experience with tractor-trailer combinations, hub-to-hub work, relay procedures, trailer swaps, and secure backing practices.
- No pattern of reckless driving, log falsification, DUI, careless operation, avoidable backing damage, or poor equipment stewardship.

## 5. ORIENTATION, TRAINING, AND SAFETY MEETINGS

Every newly assigned driver will complete a documented orientation before solo/team dispatch. The orientation must address both regulatory compliance and the practical risks of linehaul operations serving the FedEx network.

### Initial Orientation Topics

- Hours of service, ELD operation, edit procedures, and unassigned driving controls.
- Fatigue reporting, fit-for-duty expectations, and stop-work authority.
- Pre-trip, en-route, and post-trip inspection expectations for tractors, trailers, dollies, and combination equipment, including DVIR photo documentation requirements. (See Section 10 and Appendix E.)
- Backing, yard speeds, blind-side backing restrictions, and use of a spotter where available and safe.
- Three-point contact and safe vehicle entry and exit procedures. (See Appendix H.)
- Ergonomics: seat adjustment, proper lifting technique, and landing-gear cranking body mechanics. (See Appendix L.)
- Coupling and uncoupling procedures for singles and doubles, including 5th wheel puller usage. (See Appendix F.)
- Safe dolly handling. (See Appendix I.)
- Dock pull procedure. (See Appendix J.)
- Accident response, chain of notification, scene preservation, photographs, witness collection, and post-accident testing responsibilities.
- VEDR (dash camera) policy and driver responsibilities. (See Section 13.)
- Dispatch communication, delay reporting, route changes, and no-coercion policy.
- Hub and terminal conduct, PPE expectations, security of trailers and seals, and professionalism on customer or FedEx property.
- Personal protective equipment requirements: footwear, gloves, high-visibility vest, seatbelt, bunk harness. (See Section 9.)
- Slips, trips, and falls prevention.
- Equipment familiarity for all assigned tractors and trailer types.
- Adverse conditions awareness and decision-making.
- Post-drive caution: allowing the body to adjust before lifting or performing physical tasks after prolonged sitting. (See Appendix L.)
- Exit orientation for truck cab and bunk areas, including pre-exit environment check.
- Cell phone, texting, and electronic device use policy.
- Following distance requirements and safe driving practices.

### Recurring Training Standards

- Monthly safety training for all affected personnel (in-person or virtual), with attendance documented. Training by a FedEx-approved Qualified Driver Safety Training Program satisfies the monthly requirement.
- Quarterly yard audits covering PPE compliance, pre-trip procedures, coupling/uncoupling, dolly handling, dock pulls, and equipment condition.
- Quarterly focused training on high-risk topics such as fatigue, winter operations, backing, severe weather, inspection trends, or crash lessons learned.
- Annual ride-along with a subject matter expert (minimum 20 minutes, virtual or in-person) to provide real-time coaching and assess safety protocol compliance. Ride-along checklist must be completed and retained.

- ❑ Annual Depth of Knowledge test for all active drivers. Records to be retained and available to TangoRe upon request.
- ❑ Annual formal safety vendor audit of procedures (when vendor is designated).
- ❑ Remedial coaching within 72 hours after any preventable crash, serious complaint, roadside violation, or repeated telematics event.
- ❑ 10-Hour and 30-Hour OSHA Standards Certification Courses are available through the safety vendor to managers and TSPs on request, or as a corrective action measure. Course costs are paid for by J&R Logistics Corp.

Training documentation must include time, date, subjects covered, presenter name, and each participant's name and signature. All training records will be available to TangoRe Captive and Safety Vendor upon request.

### **Training Materials**

Training materials including video library, safety handouts, and the Depth of Knowledge test can be accessed through the TangoRe OneDrive/SharePoint resource library. Contact the TangoRe Captive Manager or Safety Vendor for access. Additional company-specific training materials are maintained by J&R management.

## 6. HOURS OF SERVICE, ELD, AND FATIGUE MANAGEMENT

Linehaul work often involves overnight schedules, long highway segments, repetitive routes, and tight network timing. Because of that, fatigue must be managed as an operational risk, not treated as a personal weakness or an after-the-fact excuse.

### Company HOS Standard for Property-Carrying Drivers

Requirement	Company Expectation
11-hour driving limit	No driver may drive more than 11 hours after 10 consecutive hours off duty.
14-hour duty window	No driver may drive after the 14th consecutive hour after coming on duty, following 10 consecutive hours off duty.
30-minute break	A break of at least 30 consecutive minutes is required after 8 cumulative hours of driving time, unless a qualifying exception applies.
60/70-hour rule	Drivers may not drive after reaching 60 hours on duty in 7 days or 70 hours on duty in 8 days, as applicable to the operation.
34-hour restart	A driver may reset the 60/70-hour calculation with a qualifying restart when used lawfully and operationally appropriate.
ELD use	Required drivers must use a compliant ELD correctly and report malfunctions immediately. Only FMCSA-registered devices may be used where required. J&R's approved ELD platform is: Motive/Omnitracs/Trimble. Contact management for troubleshooting support.

### Fatigue Controls

- Dispatch will not plan runs that require drivers to routinely operate at the edge of legal limits without realistic buffer for traffic, fueling, inspections, weather, or gate delays.
- Drivers must report fatigue before dispatch or while en route as soon as they recognize a loss of alertness. Reporting fatigue is mandatory, not optional.
- No employee may use personal conveyance, false status changes, or other log manipulation to solve a dispatch problem.
- Operations will review recurring late departures, hub congestion, and route problems that create fatigue pressure or encourage unsafe recovery behavior.
- For team operations, both drivers are responsible for proper sleeper-berth use, rest protection, and respectful handoff communication.

## 7. FIT FOR DUTY, SUBSTANCE TESTING, AND MEDICATION RULES

No employee may operate a commercial motor vehicle or perform a safety-sensitive function while under the influence of alcohol, controlled substances, illicit drugs, or any medication that impairs alertness, coordination, reaction time, or judgment. The company maintains a strict zero-tolerance policy.

- ❑ Alcohol use before or during duty, possession of illegal drugs, test refusal, or tampering with the testing process is prohibited and may result in immediate removal from safety-sensitive work.
- ❑ Drivers must notify management before driving when they are prescribed or are taking any medication that may affect safe operation.
- ❑ The company will maintain a compliant testing program covering pre-employment, random, reasonable suspicion, post-accident, return-to-duty, and follow-up testing as required.
- ❑ Drivers subject to post-accident testing must remain readily available and must not consume alcohol for 8 hours following the accident or until testing is complete, whichever comes first, unless emergency medical treatment requires otherwise.

## 8. SAFE DRIVING STANDARDS

### Critical Operating Rules

- Seat belts must be worn at all times when the vehicle is in motion. Drivers are also required to use the harness or net in the bunk area while the vehicle is in motion.
- Handheld phone use and texting while driving are prohibited. Any necessary communication must be made safely and lawfully.
- Drivers must obey all traffic laws, posted restrictions, and lane controls. No service recovery by speeding is permitted.
- Per the FedEx contract, tractors shall be governed to 65 MPH. Speed shall never exceed a rate consistent with existing speed laws and road, traffic, and weather conditions.
- Drivers must maintain a prudent following distance and adjust speed for traffic, curves, visibility, weather, work zones, and road surface conditions.
- Aggressive driving, tailgating, abrupt lane changes, road rage, and careless use of engine brake settings in restricted areas are prohibited.
- Railroad crossing, low-clearance, weight-restriction, and hazardous route signs must be observed. When in doubt, stop and verify before proceeding.
- Extreme caution shall be taken on all on and off ramps, steep grades, and similar situations, as large trucks can become unstable even at posted ramp speed limits.

### Backing and Yard Movement

- Backing is a high-risk maneuver and must be minimized whenever possible.
- Drivers must stop, evaluate the space, get out and look when conditions are uncertain, and use a spotter if one is available and can be used safely.
- Blind-side backing should be avoided unless there is no safe alternative.
- Yard speed is 5 MPH unless a lower posted limit applies. Drivers must remain alert for pedestrians, package handlers, hostlers, equipment, and staged trailers.
- A driver who loses sight of a spotter must stop immediately.

### Night, Winter, and Severe-Condition Driving

- Reduce speed, increase spacing, and use deliberate communication in reduced-visibility or low-traction conditions.
- Chains, winter gear, windshield condition, lighting, and tire condition must be checked before entering severe weather risk areas.
- If conditions exceed safe limits, the driver must stop at a safe location and notify dispatch. Schedule pressure never overrides weather judgment.
- At night and when fog or other conditions restrict visibility, speed shall be reduced to a point which will enable the driver to stop within the distance that can be seen ahead.

## 9. PERSONAL PROTECTIVE EQUIPMENT (PPE) REQUIREMENTS

This section mandates specific personal protective equipment requirements for all drivers during operational duties including driving, yard movement, coupling/uncoupling, and any work outside the cab. Compliance with PPE requirements is subject to quarterly yard audits.

### Footwear

- All drivers must wear closed-toed, properly laced, non-slip shoes or boots at all times during operations.
- Unacceptable footwear includes Crocs, slides, improperly laced shoes, footwear with worn-out soles, or torn or worn-out coverings.
- Additional recommendations: high ankle supports and steel or composite toe protection.
- Footwear is considered PPE and must be worn properly, maintained as designed by the manufacturer, and replaced when it becomes unserviceable due to worn soles, openings, or any damaged parts.

### High-Visibility Vest

- All drivers must wear high-visibility vests compliant with the ANSI/ISEA 107 standard while in the yard or during operations outside the truck in conditions of low visibility.

### Gloves

- All drivers shall wear gloves during coupling and uncoupling of trailers and dollies to prevent hand injuries such as cuts, abrasions, and pinches.

### Seatbelt and Bunk Harness/Net

- All drivers are required to properly wear lap and shoulder belts while the tractor is in motion, including while backing.
- Drivers are required to use the harness or net in the bunk area while the vehicle is in motion.

## 10. FEDEX LINEHAUL OPERATING STANDARDS

The following standards apply specifically to linehaul operations performed in support of the FedEx network. These standards reinforce professionalism, freight security, equipment stewardship, and consistent execution inside a high-tempo hub-and-relay environment.

### Dispatch Acceptance and Communication

- ❑ A driver may accept dispatch only when the movement can be completed safely, legally, and with properly inspected equipment.
- ❑ Delays, weather issues, mechanical defects, missed appointments, and relay problems must be reported immediately through the company chain of communication.
- ❑ Dispatch must communicate professionally and must not pressure drivers to violate law, policy, or safe practices.

### Hub, Station, and Yard Conduct

- ❑ All posted speed limits, parking rules, PPE rules, smoking restrictions, badge requirements, and site-specific instructions must be followed.
- ❑ Drivers must remain courteous, avoid confrontations, keep work areas clean, and represent J&R Logistics Corp. professionally on all company or FedEx property.
- ❑ No unauthorized rider, guest, or visitor may accompany a movement or enter restricted operating areas unless specifically authorized.

### Trailer Swaps, Relays, and Package Security

- ❑ Before moving any trailer or set, the driver must verify coupling integrity, kingpin lock or pintle security as applicable, air and electrical connections, landing gear position, tire condition, door security, and visible trailer defects.
- ❑ Trailer numbers, route identifiers, seals, and paperwork must be verified before departure. Any discrepancy must be reported immediately.
- ❑ Sealed trailers are to remain secure. Trailers may be opened only when authorized by the applicable process or instruction.
- ❑ Damage, seal issues, suspicious activity, missing equipment, or possible theft indicators must be escalated immediately to management and to any required site contact.

### Dock Pull Operations

Due to the high risk involved in pulling trailers from the dock, all drivers must follow the Dock Pull Procedure in Appendix J. It is the responsibility of the operator to accurately observe and verify the trailer is safe to pull away from the dock. Instructions given by another person or via a digital device do not remove that responsibility.

### Combination Equipment and Specialized Operations

- ❑ Only properly qualified and authorized drivers may handle doubles, triples, or other specialized equipment where allowed by law and operation.
- ❑ Dollies, converters, air lines, safety chains, and related equipment must be inspected before and after use and staged safely. See Appendix I for safe dolly handling procedures.
- ❑ All coupling and uncoupling must follow the step-by-step procedures in Appendix F.

## 11. VEHICLE INSPECTION, MAINTENANCE, AND DEFECT CONTROL

Safe freight movement starts with sound equipment. Every driver must inspect assigned equipment and be satisfied that it is in safe operating condition before movement. The company will maintain tractors, trailers, dollies, and related equipment in compliance with law and company standards.

### Driver Inspection Expectations

- ❑ Complete a thorough pre-trip inspection before departure following the Pre-Trip/Post-Trip Inspection Checklist in Appendix E. Inspection must cover tires, wheels, brakes, steering, suspension, lights, reflective devices, windshield, mirrors, horn, wipers, coupling devices, air lines, electrical cord, and trailer condition.
- ❑ Pre-trip and post-trip inspections must be documented using a Driver Vehicle Inspection Report (DVIR) application and must include real-time, time-stamped photos of the engaged locking jaw, 5th wheel handle in the locked position, and any safety latches or chains. Stored or previously taken photos are not acceptable.
- ❑ Perform en-route inspections as needed after stops, relay events, severe weather, abnormal handling, or any suspected defect.
- ❑ Report post-trip defects immediately in the required format and do not leave unresolved red-tag items for the next operator.
- ❑ Supervisors must regularly review DVIRs and photos to ensure compliance and address any reported issues.

### Company Maintenance Rules

- ❑ No tractor, trailer, or dolly may be dispatched with a known brake, steering, tire, wheel-end, suspension, lighting, coupling, or air-system defect that affects safe operation.
- ❑ Preventive maintenance intervals will be tracked by mileage, engine hours, calendar date, manufacturer guidance, and operating conditions.
- ❑ Annual inspections, repair records, and related maintenance documentation must be retained and audit-ready.
- ❑ Dispatch must have access to current out-of-service or red-tag information and may not assign restricted equipment.

### Vehicle Equipment Requirements

- ❑ All tractors must meet or exceed FedEx requirements, including all technical specifications and safety technology required by the Transportation Service Provider Agreement (TSPA).
- ❑ All tractors must be equipped with fully functional Forward Collision Avoidance and Mitigation (FCAM) systems.
- ❑ All tractors must be equipped with front bumper/deer guards.
- ❑ All trucks must be stocked with a 5th wheel puller tool. The 5th wheel puller must be used if physical effort is required to release the 5th wheel. See Appendix G for proper use.
- ❑ Safety equipment required in the cab: warning triangles, fire extinguisher, flashlight, Motor Vehicle Accident Procedures Kit.

## 12. ACCIDENT, INJURY, AND NEAR-MISS REPORTING

Every accident, injury, cargo incident, property-damage event, security event, and significant near miss must be reported immediately. Fast, accurate reporting protects people, preserves evidence, supports proper insurance handling, and helps the company prevent repeat events.

### Driver Response Sequence

1. Stop immediately, secure the scene, and call 911 when life safety, injury, fire, spill, or traffic hazard exists.
2. Protect people first. Use warning devices and hazard flashers as required and only when safe to deploy.
3. Notify dispatch or management immediately and follow instructions without admitting fault or arguing at the scene.
4. Collect photographs of all vehicles, trailer numbers, damage, roadway positions, signs, weather conditions, and any visible documents when safe to do so.
5. Obtain names, badge numbers, witness information, and responding agency information whenever available.
6. Remain available for post-accident testing and further instruction if the event qualifies under FMCSA rules or company policy.
7. Complete company reporting documents before the end of shift when possible.

### Management Response

- Open an incident file immediately, preserve telematics and ELD records, and determine whether FMCSA post-accident testing applies.
- Complete accident register and claim reporting requirements promptly and accurately.
- Report all injuries to the insurance carrier within 24 hours. At a minimum, the initial report must include the employee's name, date/time, weather conditions, short description of the incident, and any additional relevant information. For injuries requiring treatment beyond first aid, report to Great West Casualty Company directly or through TriageNow.
- Arrange transportation and accompany the injured employee to the medical clinic when feasible.
- Notify the treatment clinic of the company's Return-to-Work program and list of transitional duty jobs.
- Conduct preventability review, root-cause analysis, and corrective action before closing the event.

### Medical Treatment Decision Guide

When an injury is discovered or reported, use the following decision guide:

- Treatment clearly needed:** Call 911 or facilitate transport to an approved clinic. Provide the treating physician with the RTW program information and job description. Supervisor completes Incident Report (all steps). Ensure all details are documented, implement changes needed to mitigate risks, and contact risk management. Assign modified duty and follow up regularly with the employee and treatment provider.
- Unsure if treatment is needed:** Contact TriageNow at (844) 403-1727. A registered nurse will gather information about the injured employee and triage the injury. Follow the appropriate pathway based on the nurse's assessment.
- No treatment needed:** Administer first aid if needed. Contact TriageNow at (844) 403-1727 for documentation and any needed advice. Supervisor completes Incident Report (Step 1).

### Property Damage Reporting

The company maintains written procedures for reporting damage to personal property and injuries to the public. When property damage occurs:

- Collect names, addresses, phone numbers, and written statements of all parties affected by the incident.

- Take photos or videos to document all damages thoroughly.
- Report the damage through the company’s incident reporting process and to the insurance carrier as required.
- Do not admit fault, offer settlements, or make commitments. Report facts only and follow management instructions.

### Root Cause Analysis — Mandatory for All Filed Claims

A formal root cause analysis is mandatory for any filed insurance claim. The investigation must follow the 4-step process: (1) obtain and review physical, employee/witness, and paper evidence; (2) identify contributing factors using the root cause categories; (3) identify causes (not blame); and (4) conduct a “5 Whys” analysis to reach the true root cause. Findings must be documented and reviewed with the employee and management. See the Incident Investigation Form template for the complete process.

### Insurance Carrier Contact Information

Contact	Details
TangoRe Captive Manager	Derek Atkinson
Insurance Carrier	Great West Casualty Company — Corey Lias — c.lias@gwccnet.com — (402) 494-7872
24/7 Incident Reporting	Great West Casualty Company — (800) 228-8040
Triage Service	TriageNow — (844) 403-1727
Safety Vendor	Synergy Solutions

### Return-to-Work Program

J&R Logistics Corp. maintains a Return-to-Work (RTW) program designed to help employees return to work after an injury or illness as soon as they can perform meaningful work without aggravating their condition. The program reduces the financial burden on employees, supports recovery, and maintains workforce connection.

- A Return-to-Work Coordinator (RTWC) is designated by management. Jerry Masiello serves as the current RTWC and is responsible for maintaining a transitional duty job bank, coordinating with treating physicians, and tracking employee recovery.
- All injuries must be reported immediately. The RTWC will contact the injured employee within one day of injury.
- The company will provide alternate or modified transitional work assignments to accommodate work restrictions established by the treating physician.
- Before an employee resumes work, the RTWC will review work restrictions with both the employee and supervisor.
- The RTWC maintains all RTW records including training documentation, job bank, First Reports of Injury, physician reports, and work restriction acknowledgments.

### 13. VEDR / DASH CAMERA POLICY AND TECHNOLOGY

Linehaul operations depend on accurate data and disciplined communication. The company monitors business equipment, vehicles, ELD data, GPS location, telematics, camera systems, fuel records, toll activity, and other operating records to protect safety, compliance, and service performance, subject to applicable law.

#### Video Event Data Recorder (VEDR) Requirements

- FedEx mandates that all tractors must be outfitted with a FedEx-approved forward-facing and driver-facing camera system. These cameras establish liability in the event of an accident and monitor unsafe driving practices.
- Cameras may capture speeding, handheld device or electronics use, failure to wear seatbelts, unsafe following distances, and other unsafe behaviors.
- Tampering with, obstructing, disabling, or disconnecting camera systems is prohibited and may result in disciplinary action up to and including termination.

#### Response to Unsafe Driving Behaviors Detected via VEDR

1. Upon detection of an unsafe driving behavior confirmed by management, the safety management team will promptly notify the involved driver via email or phone within 24 hours.
2. Notification will include details of the incident and a link to the relevant video footage for the driver to review.
3. The driver must complete associated training or coaching within 48 hours following notification.
4. For drivers with repeated events, management will create a formal corrective action plan. The plan will include a thorough review of the incident, outline specific steps the driver will take to avoid repeating the behavior, and include a timeline for implementation.
5. The corrective action plan will be reviewed and electronically signed by the driver.
6. All documents related to incidents and corrective action plans will be securely stored for compliance and auditing purposes.

Non-compliance with any aspect of this policy, including timely acknowledgment and completion of training, may lead to disciplinary action up to and including termination.

#### Technology and Records Expectations

- Use ELDs, company phones, apps, dispatch tools, cameras, tablets, and other systems only as directed.
- Protect passwords, badges, devices, and access credentials. Do not share them unless expressly authorized.
- Business records must be accurate, timely, and complete. Deleting, altering, hiding, or fabricating records is prohibited.
- Employees should have no expectation that improper use of company systems will remain private from company review.

## 14. SEVERE WEATHER, EMERGENCY, AND SECURITY PROCEDURES

### Weather and Emergency Controls

- ❑ Dispatch and drivers will monitor weather advisories, road conditions, and operational alerts before and during the trip.
- ❑ When conditions materially degrade, the driver must slow down, seek safe refuge, and notify dispatch. A safe delay is preferred over an unsafe arrival.
- ❑ Emergency declarations or waivers may change legal requirements, but do not change the company expectation to operate only when conditions are safe and understood.

### Security and Theft Prevention

- ❑ Do not leave equipment unsecured, idling unattended, or parked in high-risk areas without operational need and management awareness.
- ❑ Protect keys, badges, fuel cards, company devices, and paperwork. Report loss immediately.
- ❑ Challenge irregularities respectfully and report suspicious persons, tampered seals, unexpected load conditions, or unauthorized trailer access immediately.

## 15. SAFETY PERFORMANCE MONITORING AND CORRECTIVE ACTION

The company will monitor leading and lagging indicators to identify risk early and respond consistently. Safety data may include crashes, near misses, roadside inspections, HOS exceptions, telematics events, customer complaints, backing incidents, equipment defects, and training completion status.

- ❑ Minor first-time events may result in documented coaching and targeted retraining.
- ❑ Repeated unsafe behavior, preventable crashes, inspection problems, or policy violations may result in written warning, suspension, removal from a route, or termination.
- ❑ Serious violations — such as DUI, reckless operation, test refusal, log falsification, knowingly moving unsafe equipment, or concealment of an accident — may result in immediate removal from duty pending investigation.

### CSA Violations and Traffic Citations

All CSA violations and traffic citations require documented corrective action training with the employee involved in the incident. The company will have policies and procedures in place to minimize CSA violations. Drivers shall be trained on safe driving best practices to avoid traffic citations. If the company's SRS/SRI falls below 3, or if a negative incident trend develops, a formal Corrective Action Plan must be documented and implemented.

### Inadequate Safety Performance — TangoRe Oversight

If the company's safety and claims performance falls below acceptable levels or begins trending downward, TangoRe committee members may provide written notice requiring a detailed Corrective Action Plan. Failure to respond or implement required corrective actions may result in removal from the captive program.

## 16. RECORDS, AUDITS, AND MANAGEMENT REVIEW

The company will maintain safety records in an organized and retrievable manner. Files must be complete, current, and capable of supporting an internal audit, insurance review, customer review, or official inquiry.

- ❑ Driver qualification files, drug and alcohol program records, training records, accident files, ELD/HOS documents, inspection reports, maintenance records, and annual review documentation must be maintained according to legal retention requirements and company policy.
- ❑ Management will review safety performance at least monthly and will document corrective actions, open issues, trends, and accountability owners.
- ❑ A formal management review of this manual and the company safety program will be conducted at least annually.
- ❑ Quarterly yard audits will be conducted and documented. (See Appendix K for the Yard Audit Checklist.)
- ❑ All training documentation, yard audit results, incident reports, and corrective action plans will be available to TangoRe Captive and Safety Vendor upon request.

### Workplace Self-Inspections

Workplace self-inspections are a critical part of managing an effective safety program. These inspections identify hazards associated with work practices and work conditions. In addition to the quarterly yard audits, TSP managers and supervisors will conduct and document routine workplace self-inspections to monitor compliance and evaluate hazard controls to verify they are effective. Self-inspection documentation will be maintained and available to the TangoRe Captive upon request.

## 17. DISCIPLINARY POLICY

This manual is enforceable. All employees are expected to follow it in full. Failure to do so may result in progressive discipline or immediate removal depending on severity, risk created, prior history, honesty, and whether the conduct violated law, contract requirements, or direct safety instructions.

<b>SAFETY VIOLATION SUMMARY</b>			
<b>Category</b>	<b>1st Offense</b>	<b>2nd Offense</b>	<b>3rd Offense</b>
<b>Speeding Violations - Citation or Warning Issued</b>			
70 MPH or above regardless of speed limit	\$1,000	\$2,000 60 Days Suspension and/or Termination	\$2,500 365 Days Suspension and/or Termination
6+ MPH over posted speed limit	\$750	\$1,500 60 Days Suspension and/or Termination	\$2,000 365 Days Suspension and/or Termination
1-5 MPH over posted speed limit	\$500	\$1,000	\$1,500 365 Days Suspension and/or Termination
Speeding in a Construction Zone	\$500	\$1,000 30 Day Suspension	\$1,500 365 Days Suspension and Termination
<b>Moving and Driver Violations</b>			
Driving under the influence of alcohol or drugs	\$2,500 and Termination	N/A	N/A
Tampering with Safety Device (e.g. tape or obstructing camera)	\$1,000 Possible Termination	\$2,000 Termination	N/A
Distracted Driving (e.g. Using handheld device while driving)	\$1,000	\$2,000	\$2,500 365 Days Suspension and/or Termination
Out of Service Violations	\$1,000	\$1,500 180 Days Suspension and/or Termination	\$2,500 365 Days Suspension and/or Termination
Driving in a "No Truck Zone"	\$500	\$1,000	\$1,500 365 Days Suspension and/or Termination
Failure to stay in lane, unsafe lane shifting, tailgating, etc.	\$500	\$1,000	\$2,500 365 Days Suspension and/or Termination
Failure to obey traffic lights and/or signs	\$500	\$1,000	\$2,500 365 Days Suspension and/or Termination
ELD Violations (log misuse, can't transfer logs, etc)	\$500	\$1,000	\$2,500 365 Days Suspension and/or Termination
Failure to stop at weigh station	\$250	\$750	\$1,500 365 Days Suspension and/or Termination
Failure to use safety belt	\$250	\$500	Termination
<b>Preventable Accidents &amp; Truck Damage</b>			
Equipment Disconnect on Road	\$2,500 Potential Termination	\$2,500 and Termination	NA
Preventable OTR Accident	\$2,500 Potential Termination	\$2,500 and Termination	NA
Preventable Yard Accident or Disconnect in Yard	\$2,000	\$2,500	\$2,500 and Termination
Damage to truck due to improper backing (5th wheel, U-Bolts, Pintle Hook, Mudflaps, Taillights, etc) or other damage to body of truck	Actual Cost to Repair	Actual Cost to Repair	Actual Cost to Repair
<b>Driver Fitness &amp; Other</b>			
Operating CMV while ill or fatigued	\$750	\$1,500	Terminated
Operating CMV w/o required CAB documents	\$500	\$750	\$1,500
Failure to carry compliant medical card	\$250	\$500	\$1,000
Lost Fuel Card	\$200	\$500	\$750
Lost Key	\$50	\$100	\$250
Failure to Disconnect Set in Yard or place Dolly in Dolly Pit	\$50	\$100	\$250

## **18. EMPLOYEE ACKNOWLEDGMENT**

All affected employees must receive this manual, be given the opportunity to ask questions, and sign the acknowledgment form confirming receipt, understanding, and commitment to comply. Management will retain the signed acknowledgment in the employee file.

## APPENDICES

### APPENDIX A — DRIVER CRITICAL RULES SUMMARY

- Wear your seat belt at all times. Use the bunk harness/net while the vehicle is in motion.
- No handheld phone use or texting while driving.
- Never drive fatigued, impaired, sick, or emotionally unfit.
- No service recovery by speeding or unsafe driving. Tractors are governed to 65 MPH.
- Inspect every unit before moving it. Include time-stamped DVIR photos.
- Report defects, delays, accidents, and security issues immediately.
- Follow hub rules, yard speeds, PPE requirements, and trailer security procedures.
- Wear proper PPE: closed-toed non-slip footwear, hi-vis vest in the yard, gloves during coupling/uncoupling.
- Use three-point contact entering and exiting the vehicle. No jumping.
- Follow the dock pull procedure before pulling any trailer from a dock.
- If it is not safe or not legal, do not move it.

## **APPENDIX B — DRIVER ACCIDENT RESPONSE CARD**

1. Stop. Protect life. Call 911 if needed.
2. Secure the scene and follow the required warning procedures when safe.
3. Notify dispatch / management immediately.
4. Do not admit fault or argue.
5. Take photos: all vehicles, trailer numbers, damage, road positions, signs, and weather.
6. Gather the name, number, insurance information of other party involved in the accident
7. Get responding officer information or accident ID number/card
8. Stay available for post-accident testing and instructions.
9. Complete company reporting documents before the end of shift when possible.

## **APPENDIX C — SUPERVISOR POST-ACCIDENT CHECKLIST**

- Confirm medical response/emergency services status.
- Obtain location, unit numbers, driver name, and basic facts.
- Preserve photographs, telematics, camera (VEDR), and ELD data.
- Determine whether FMCSA post-accident testing applies and act immediately.
- Notify insurer, TangoRe Captive Manager, customer contact, and internal leadership as required.
- Confirm tow, securement, cargo, and storage instructions.
- Open the preventability review and corrective action file.
- Initiate root cause analysis (mandatory for all filed claims).
- Enter accident register data and retain all supporting records.
- Schedule coaching, retraining, or a formal review before return to duty if required.

**APPENDIX D — EMPLOYEE ACKNOWLEDGMENT FORM**

I acknowledge that I have received the J&R Logistics Corp. Safety Manual tailored to FedEx Linehaul Operations. I understand that I am responsible for reading it, following it, asking questions when I do not understand a requirement, and reporting unsafe conditions immediately. I understand that safe and legal operation is a condition of my continued assignment and employment.

Field	
Employee Name	
Signature	
Date	
Position / Role	Professional Driver
Reviewed By	
Comments	

## APPENDIX E — PRE-TRIP / POST-TRIP INSPECTION CHECKLIST

This checklist must be completed before every departure and upon return to the yard. All inspections must be documented using the DVIR application with real-time, time-stamped photographs.

### Pre-Trip Inspection — Prior to Leaving the Yard

Confirm the following is in working order before departure:

#### Cab and Documents

- Windshield: free of cracks and chips.
- Mirrors: adjusted for proper placement, free of cracks and chips.
- Valid CDL-A license on person.
- Valid/current Medical Examiner's Certificate, any other medical documentation or prescriptions, etc. must be accessible and on person (Ex. Prescription Drugs/Glasses, Etc.)
- Vehicle has clear identification marks, all applicable permits and stickers.
- Driving position set up, GPS, and ELD system accessible.

#### Fluids and Leaks

- No leaks in hoses, air pressure lines, or fluid systems.
- Power steering fluid level: OK.
- Coolant level: OK.
- Engine oil level: OK.
- Washer fluid level: OK.

#### Lights

- Taillights and brake lights: functional.
- Cab lights and signal lights: functional.
- High beams and low beams: functional.
- Hazard flashers: functional.

#### Tires, Wheels, and Brakes

- Tires: no cuts, bubbles, nails, debris; proper PSI and tread depth.
- Wheels and lug nuts: secure, no cracks or damage.
- Brakes: proper response, no air leaks, no unusual wear.

#### Coupling and 5th Wheel (Time-Stamped Photos Required)

- Locking jaw visually inspected — time-stamped photo taken.
- 5th wheel handle in locked position — time-stamped photo taken.
- Safety latches or chains secured — time-stamped photo taken.
- Air lines and electrical cord properly routed and connected.
- Landing gear fully raised.

#### Safety Equipment in Cab

- Warning triangles: present and accessible.
- Fire extinguisher: present, charged, and accessible.
- Flashlight: present and working.

- 5th wheel puller tool: present.
- Motor Vehicle Accident Procedures Kit: present.

### **Post-Trip Inspection — Upon Return to Yard**

Confirm the following upon return:

- Windshield: free of new cracks and chips.
- Mirrors: intact.
- All documents still present and valid.
- No new leaks in hoses, air pressure, or fluids.
- All lights functional.
- Tires: no new cuts, bubbles, nails, or debris; proper PSI and tread.
- Any new defects documented in DVIR and reported to management.

*If you notice or become aware of any issues at any point, complete a DVIR immediately and alert a management team member. Do not continue unless all issues have been addressed.*

## APPENDIX F — COUPLING AND UNCOUPLING PROCEDURES

All coupling and uncoupling must follow these step-by-step procedures. Review company safety videos for additional training. Do NOT talk on the phone (even hands-free) while working in the yard. Do not rush.

### Single Trailer — Hooking

*If the trailer is on a dock, you are required to verify the trailer doors are closed and ensure no one can be harmed during hook-up and take-off. Follow the Dock Pull Procedure in Appendix J.*

1. Always ensure the trailer is at the correct height to align with the 5th wheel and that the trailer number is correct.
2. Check the environment before backing up to the hook.
3. Back under the trailer and hook.
  1. Visually inspect the locking jaw using proper body mechanics (use a flashlight). Take a time-stamped photo.
  2. Hook up the air lines and pigtail (electrical cord).
  4. Raise the landing gear using proper body mechanics.
  5. Perform a tug test to confirm secure coupling.

### Single Trailer — Dropping

1. Ensure the drop location is level and safe.
2. Use the air bag release before getting out of the truck.
3. Remove the air lines and disconnect the pigtail.
4. Lower landing gear using proper body mechanics. When low resistance is present, stand facing the trailer. When resistance is present, stand parallel to the trailer and crank to apply full body strength and reduce shoulder load.
3. Use the 5th wheel unlocking button on dash if available. If physical effort is required, use the 5th wheel puller tool (see Appendix G).
5. Pull out slowly, confirming trailer is stable on landing gear.

### Doubles — Building a Set

1. Pre-trip the dolly to ensure it is free of defects prior to moving. Verify no red tag is present. Wear gloves. Check and confirm in working order: the 5th wheel mounting and suspension, frame and drawbar eye, safety chains and tire condition, airlines and hoses.
2. Choose a level, low-traffic, well-lit area of the yard to build the set.
3. When moving or lifting the dolly, bend at the knees and do not yank or twist. Use the truck to move the dolly whenever possible. Only use the handles on the dolly when moving it manually.
4. NEVER put hands around the eye of the dolly.
5. Secure both safety chains to tractor D-rings.
6. Position the heaviest trailer as the lead trailer when pulling two trailers.
7. Never put a dolly under pressure when it is not connected to the lead trailer. Drop the dolly in front of Trailer 2.
8. Hook to Trailer 1.
9. Perform visual inspection to verify: 5th wheel release handle is retracted all the way, no gaps exist between bottom of the trailer and top of 5th wheel plate, and 5th wheel jaws are locked securely. Take a time-stamped photo.
10. Use a visual marker to position Trailer 1 in front of the dolly.

11. Always hook both safety chains.
12. Disengage dolly brakes.
13. Ensure proper Trailer 2 height relative to the dolly.
14. Hook Trailer 2.
15. Hook up the air lines and pigtail.
16. Raise landing gear.
17. Pre-trip the complete unit: check all trailer and dolly connections, lights on both trailers and dolly, brakes, hoses properly connected. Perform tug test and full walk-around inspection of the complete set.
18. After the entire unit is connected and pre-tripped, if any defect is found, this must be reported immediately to both FedEx Ground and J&R management. You are required to stay until the issue is fully resolved.

### **Doubles — Dropping a Set**

1. Lower landing gear on Trailer 2.
2. Release dolly brakes.
3. Use the 5th wheel puller to unlock the locking jaws on the dolly.
4. When unhooking the pintle hook, place your hand on the dolly frame to ensure it does not pop up.
5. Remove the air lines and disconnect the pigtail.
6. Lower landing gear on Trailer 1.
7. For Trailer 1, use the 5th wheel unlocking button on dash when possible.
8. Pull away slowly, confirming both trailers are stable.

## **APPENDIX G — 5TH WHEEL PULLER TOOL — REQUIREMENT AND USAGE**

A 5th wheel puller tool reduces the risk of injury while disconnecting a trailer. All J&R trucks must be stocked with a 5th wheel puller. The tool must be used any time physical effort is required to release the 5th wheel.

### **Steps for Safe Use**

1. Inspect the tool for damage or wear before use.
2. Position yourself safely: stand to the side of the locking mechanism.
3. Attach the tool: secure the hook onto the release handle.
4. Pull smoothly, keeping arms close to your body. Do not use excessive force.
5. Check for full release and confirm the trailer is free.
6. Store the tool properly in its designated, safe area in the cab.

### **Safety Tips**

- Wear PPE: gloves and safety boots.
- Avoid overexertion — seek help if the mechanism is stuck.
- Stay clear of moving parts and ensure the truck is stationary.
- Keep the area around the 5th wheel clear of hazards.
- Maintain correct alignment and body position to prevent injury.

## APPENDIX H — DOCK PULL PROCEDURE

Due to the high risk involved in pulling trailers from the dock with individuals potentially still in or near the trailer, all drivers must follow this procedure. It is the responsibility of the operator to accurately observe and verify the trailer is safe to pull away from the dock. Instructions given by another person or via a digital device do not remove that responsibility.

### Six-Step Dock Pull Procedure

1. **Visual Confirmation of Trailer Closure:** Before hooking the trailer, the driver must EXIT the vehicle to visually confirm that the trailer doors are securely closed. Check that dock plates are detached or lowered before hooking. Use the G.O.A.L. method (Get Out And Look) and bang on the trailer's side to verify closure.
2. **Use of Tools for Verification:** If unable to visually confirm that the trailer is closed, use a tool to tap on the back door to ensure it is secured.
3. **Digital Inspection Tools:** Consider using a digital camera probe for a more detailed visual check of hard-to-see areas.
4. **Customer Confirmation:** At customer locations, attempt to receive confirmation from the customer that the trailer is closed and all personnel are clear.
5. **Post-Hook Verification:** After hooking, perform a secondary inspection to confirm closure and dock plate detachment. Pull the trailer at least 5 feet away from the dock to complete the pre-trip inspection.
6. **Escalation:** If unable to verify the trailer closure, notify FedEx Ground immediately. If verification cannot be obtained, DO NOT PULL THE TRAILER. Leave it in place until confirmation is received.

ATTN: TSPs in U.S./Canada

## Trailer dock pull regulations and safety obligations

Due to the high risk involved in pulling trailers from the dock with individuals still in the trailer and/or in the process of loading trailers, service providers are reminded to ensure that personnel are aware of safe trailer dock pull operations and appropriate precautions, in accordance with the applicable regulations and Agreement terms.

It's the responsibility of the operator to accurately observe and verify the trailer is safe to pull away from the dock. Instructions given by another person or via a digital device do not remove that responsibility.

### Regulations

Per Federal Motor Carrier Safety Regulations (49 CFR Part 392.9(b)) and guidance, and Standard 10 of the National Safety Code for Motor Carriers-Canada and applicable provincial regulations, operators are required to:

- Perform examinations of the cargo and load-securing devices.
- Ensure that the cargo is properly loaded and secure before operating the vehicle.
- Get out and visually check that the trailer is properly loaded and secure before pulling it from the dock.
- Be familiar with methods and procedures for securing cargo and may have to adjust the cargo or load securing devices pursuant to §392.9(b).

### Responsibilities

To prevent injury from occurring, service providers agree to ensure personnel take the following safety-related precautions when performing a trailer dock pull:

- Visually confirm the trailer is ready to be pulled by verifying dock plates are down/detached, and that the trailer and dock doors are closed immediately before pulling the trailer.
- If unable to visually confirm the trailer is closed, the operator should use a tool to tap on the back door of the trailer.
- Consider using a digital camera probe for a visual check.
- At a customer location, attempt to receive confirmation from the customer.



If unable to verify the trailer is closed and ready via one of the above methods, notify FedEx Ground and they will attempt to verify the status of the trailer. If no verification can be ascertained by customer and/or by FedEx Ground, leave the trailer and do not attempt to pull it without verification.

## APPENDIX I — SAFE DOLLY HANDLING

Dollies, often weighing several hundred pounds, present significant risk if not handled properly. Follow all eight rules below every time you handle a dolly.

1. **Handle with caution.** Always be aware of the dolly's weight distribution to avoid sudden shifts that could lead to loss of control.
2. **Lift with your legs.** Bend your knees when lifting the dolly. Keep your back straight and use the strength of your legs. Avoid twisting your body while lifting.
3. **Use dolly brakes.** Before moving the dolly, ensure brakes are functional. Use them to prevent unintended movement, especially on inclines or when attaching the dolly to a trailer.
4. **Wear protective gloves.** Gloves protect against cuts, abrasions, and exposure to grease or chemicals. Ensure gloves fit properly and provide adequate grip.
5. **Avoid pinch points.** Keep hands and body parts clear of the tongue of the dolly and other pinch points when moving, connecting, or disconnecting.
6. **Secure both safety chains and pintle hook latch.** Double-check these connections before transport. Safety chains provide backup in case of a hitch failure.
7. **If you lose control, stay clear.** If you lose control of a dolly and cannot apply the brake, do not attempt to regain control. Stay clear of the dolly's path until it stops, then reassess before re-engaging.
8. **Return the dolly properly.** Return the dolly to the appropriate location at the FedEx facility. Proper storage prevents tripping hazards and ensures the dolly is available and in good condition for the next user.

## APPENDIX J — THREE-POINT CONTACT / VEHICLE ENTRY AND EXIT

Entering and exiting vehicles is a leading cause of driver injuries including sprains, fractures, and bruises. Hazards include rough metal surfaces, rain, ice, mud, vehicle fluids, curbs, and rocks. Follow these steps every time you enter or exit a vehicle.

### Required Procedure

1. **Face the vehicle:** Always face the vehicle when entering or exiting.
2. **Footwear:** Wear footwear with non-slip soles that are properly laced and in good condition.
3. **Keep it clean:** Keep the cab and walkways clear of trip hazards and debris.
4. **Check handles and steps:** Ensure handles and steps are free from mud or any other slippery substances.
5. **Examine your environment:** Visually examine the environment before stepping out. Know the location of steps, ladders, grab bars, or handles. Look before exiting — be aware of potholes, cracks, oil, ice, snow, and foreign objects. Use extra caution in poor weather or low-light conditions.
6. **Three-point contact:** Always maintain three points of contact with the vehicle — either 2 feet and 1 hand, or 2 hands and 1 foot. Do not use tires or wheel hubs as a step surface.
7. **Exit direction:** Face the cab when getting in and when getting out — back out of the vehicle.
8. **Keep hands free:** Do not climb in or out while holding objects like papers, bags, food, or drinks. Pre-stage objects before entering or exiting.
9. **Get a firm grip:** Always grip with your entire hand. Avoid using the door frame as a handhold.

### Absolute Prohibitions

- No jumping: Drivers must not jump out of trucks, tractors, off loading docks, trailers, or any elevated surface at any time.
- No climbing on non-access surfaces: There should be no climbing or stepping on non-access surfaces of tractors or trailers. Both feet must remain on the ground while maneuvering equipment.

**APPENDIX K — YARD AUDIT CHECKLIST**

This checklist is used for quarterly yard audits. Auditor should observe and document compliance for each item.

Audit Item	Compliant	Not Compliant	Notes
Proper PPE			
10 MPH Yard Speed			
Flashers in Use			
Stop Signs Obeyed			
Seatbelts in Use			
Scans for Life			
Equipment in Good Working Order			
Proper Pre-Trip Conducted (App. E)			
Coupling / Uncoupling Procedure (App. F)			
Dolly Handling Procedure (App. I)			
Truck Entry and Exit (App. H)			

Auditor Name: \_\_\_\_\_ Date: \_\_\_\_\_ Signature: \_\_\_\_\_

## APPENDIX L — ERGONOMICS

Proper ergonomics while driving, lifting, and performing yard tasks can prevent musculoskeletal injuries, back strain, and repetitive stress injuries. No deadline is more important than your safety. Take the time to do the job safely.

### Seat Adjustment

Your seat is where you spend the most time, so it should be set up to best support you. Ergonomic stickers can be placed in trucks as a reminder.

- Height:** Hips are at least as high as your knees.
- Position:** Backs of your knees do not touch the seat bottom. Move to where you can reach and fully depress all foot pedals without your back moving away from the back of the seat. You want a small bend in your knees at rest.
- Tilt:** Back of the seat at the same height as the front of the seat.
- Incline:** Recline the seat back to an angle of 100–110 degrees. Try to change this a few degrees forward or back every 30 minutes.
- Steering Wheel:** 10–12 inches is the minimal distance. When still, you should be able to sit with your shoulder blades pressed back into the seat and, with a straight arm, your wrist should be able to bend over the edge of the steering wheel. When driving, you should have a bend in your arm of around 20 degrees.
- Lumbar Support:** Adjust the depth of the lumbar support by moving it from flat until it comfortably fills the arch of your back. Use the “Back Cycle” feature on any truck that has it.

### Proper Lifting Technique

Employ proper lifting technique for all lifting tasks, including loading and unloading your personal items into the truck.

- ✖ Do NOT go directly from prolonged sitting to lifting and carrying tasks. Give your back a few minutes to adjust by completing other standing tasks or walking around first.
- 1. Get close to the object. Gloves may improve grip. Ensure loads are lightweight. Avoid lifting from the floor when possible.
- 2. Bend at the waist. Use both hands. Have a good grip.
- 3. Keep close to body. Push up with legs. Use forearms and thighs to rest load.
- 4. Get help if needed. Keep it tucked in. Pivot with your feet, not your back.

### Cranking Landing Gear

- When there is low resistance on the landing gear handle, the driver should stand facing the trailer.
- When resistance is present, stand parallel to the trailer and crank to apply full body strength to reduce the shoulder load.
- Do not rush. Use proper body position to avoid shoulder and back injury.

### No Rushing

No deadline is more important than your safety. Take the time to do the job safely. This includes proper lifting and safe setup of tasks prior to execution.

**APPENDIX M — INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS FORM**

Complete this form for all incidents involving injury requiring medical attention or any filed insurance claim. Root cause analysis is mandatory for all filed claims.

Field	Information
County	
Date of Injury	
Time of Injury	_____ AM / PM
Weather Conditions	
Employee Name	
Claim #	
Location of Accident	
Was Employee Working Alone?	YES / NO
Witness Name(s)	

**Incident Description**

What task was being performed? How did the accident happen? Describe the nature of the injury:

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Describe any tools, machinery, equipment, or PPE being used at the time:

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How much experience did the employee have performing this task?

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**STEP 1 — Obtain and Review Evidence**

Collect all evidence pertinent to the investigation:

- Physical: photographs, drawings, equipment manuals
- Employee/Witnesses: statements, interviews, First Report of Injury form
- Paper: policies, programs, training records, maintenance records, incident reports

**STEP 2 — Identify Contributing Factors**

Use the following categories to identify factors that led to the incident. Check all that apply:

Category	Factors to Consider
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Policies / Programs	Not developed or inadequate; developed but not communicated; developed but not followed/enforced; not understood; lack of disciplinary policy
Communication	Insufficient planning for tasks; lack of worker communication; lack of supervisor instruction; confusion after communication; fear of retaliation; work team breakdown
Hazards	Unidentified or not labeled; known but not corrected; known but not reported; created by external factors; known but ignored; condition changed not conveyed; equipment repaired deficiently; PPE not adequate or defective
Productivity Factors	Heavy workload; tight schedule; long/unusual hours; falsely perceived need to hurry; staff assistance unavailable/inadequate; changes in process; employee illness; medication/drugs/alcohol; double shift
Work Behavior	Shortcuts taken; deviations common/allowed; special infrequent task; tool/equipment used improperly; history of accidents; disregard of procedure; horseplay; repetitive or physically demanding; coming off vacation
Training	Deficient orientation; deficient job-specific training; insufficient training for new process; lack of supervisor follow-up; lack of supervisor/employee training; communication of expectations/rules; hazards overlooked in training
Environment	Weather/temperature factors; poor housekeeping; poor lighting; poor visibility; air quality; noise; lack of warning signs; warning signs ignored
PPE	Available but not used/worn; not adequate; poor condition; lack of supervisor enforcement; not trained on use
Facilities / Equipment	Poor facility/equipment/workstation design; equipment not guarded; equipment repair deficient; lack of preventive maintenance; equipment failure; inadequate inspection timelines

### STEP 3 — Identify Causes, Not Blame

From the categories above, identify the major cause(s) of the incident:

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### STEP 4 — Root Cause Analysis (“5 Whys”)

Question	Answer
Why did this happen?	
WHY...? (Go deeper)	

### How Can This Be Prevented?

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**Corrective Action Steps**

#	Corrective Action	Type	Est. Completion Date
1		Engineering / Administrative / PPE	
2		Engineering / Administrative / PPE	
3		Engineering / Administrative / PPE	
4		Engineering / Administrative / PPE	

*Engineering Controls: Eliminate/reduce hazards through equipment redesign, enclosure, replacement, substitution.*

*Administrative Controls: Eliminate/reduce exposure through changes in procedures, scheduling, rotation, breaks, training.*

*PPE: Personal protective equipment presenting a barrier between worker and hazard.*

**Investigation Participants and Signatures**

The following persons have participated in the accident investigation, root cause analysis, and are aware of the findings:

TSP Management: \_\_\_\_\_ Date: \_\_\_\_\_

Associate/Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_

## APPENDIX N — RETURN-TO-WORK (RTW) PROGRAM

### Introduction

J&R Logistics Corp. has implemented a Return-to-Work (RTW) program designed to help employees get back to work after an injury or illness as soon as they can perform meaningful work without aggravating their condition. The RTW program reduces the financial burden on employees, supports the healing process by keeping employees physically and mentally active, and maintains the employee's connection to their workplace and coworkers. J&R Logistics Corp. will do its best to arrange temporary alternate or modified work ("transitional duty") assignments whenever possible for employees who are ill or injured.

### Program Elements

- Immediate reporting of injuries and illnesses.
- Use of approved medical provider network.
- A "jobs bank" of potential transitional duty tasks.
- A coordinated team approach between the injured employee, the medical provider network, and the TangoRe Captive Manager.
- Training of employees in the elements of the RTW program.

### Return-to-Work Coordinator

Jerry Masiello is the designated Return-to-Work Coordinator (RTWC) and is responsible for all aspects of J&R Logistics Corp.'s RTW program.

The RTWC will:

- Maintain the RTW program and related records and forms up to date.
- Locate and use members of the medical provider network.
- Give the medical provider information on the physical requirements of the employee's job and potential transitional duty assignments.
- Maintain contact with the injured employee regularly.
- Work with the treating physician to develop a transitional duty work plan.
- Communicate frequently with the medical provider.
- Train employees on the RTW program and their responsibilities.

### Supervisor Responsibilities

- Contact the injured employee regularly.
- Ensure anyone returning to work performs their job (or alternate job) within limitations established by the physician.

### Employee Responsibilities

- Report all injuries and illnesses immediately.
- Follow all company protocols for safety and health.
- Assist the RTWC in completing necessary forms.
- Stay in touch with the RTWC regularly if injured.
- Follow the physician's directives and never work beyond medical restrictions.
- Participate in RTW training provided by the RTWC.

### When an Injury or Illness Occurs

The company will ensure prompt medical attention is provided. If feasible for serious injuries, the employee's supervisor should accompany them to initial medical treatment.

The RTWC will proactively provide the physician with:

- The injured employee's job title and job responsibilities.
- A list of alternate or modified transitional duty jobs that could be performed.
- An Attending Physician's Report: Return-to-Work Recommendations form.

The RTWC should obtain from the treating physician:

- Jobs or work assignments the employee can perform.
- Tasks the employee is restricted from performing.
- Length of time restrictions are recommended.
- Treatment schedule including follow-up dates.
- Written acknowledgment that restrictions have been explained to the employee.
- Estimated date the employee can return to normal duties.

### RTWC Post-Injury Actions

- Contact the injured employee by phone within one day of the injury. Visit the employee in the hospital if hospitalized.
- Inform the employee that they will receive a phone call and/or visit at least once per week until they return to work.
- Send or bring a gift and/or get-well card signed by coworkers.
- Contact the treating physician and/or case nurse at least every two weeks.
- Contact the claim department every 2–4 weeks to exchange information about the claim.
- Upon authorization to return, send a written offer of alternate or restricted job by certified mail with tracking. Send a copy to TangoRe Captive Manager.
- Before the employee resumes work, review work restrictions with both the employee and supervisor.

### RTW Training

The RTWC will provide RTW program training to new employees during the first 30 days of employment. Refresher training will be provided when program changes occur. Training will communicate:

- Benefits of RTW for the employee: reduces financial burden, supports healing, maintains workplace connection.
- Expectation that employees will return to work as soon as they can do so.
- Expectation that employees will use the approved Medical Provider Network.
- The company will provide transitional work assignments within physician-established restrictions.
- Employees will report injuries immediately.

### Transitional Duty Assignments

Potential alternate work assignments should be determined before an injury occurs. Examples include:

- “Sit-in-Place” Tasks:** Computer work, opening mail, ordering supplies, processing invoices, answering phones, updating manuals.
- “On-Your-Feet” Tasks:** Filing, taking inventory, sweeping, light assembly (up to physician restrictions).
- “One-Arm” Tasks:** Phone with headset, sorting mail, light assembly, regular duties with workstation modification.

- Job Sharing:** Employee paired with another, with tasks exceeding restrictions performed by the non-injured employee.
- Job Modification:** Workstation modified with material handling aids, height adjustments, ergonomic tools, reduced hours.

### RTW Records

The RTWC maintains all records, including: RTW training documentation, jobs bank, First Reports of Injury, medical provider network contacts, and physician work restriction reports.

### Return-to-Work Checklist

Instructions: If the injured employee returns to work with no lost time, complete items 1–11. If there is lost time and the employee cannot return immediately, also complete items 12–18.

Employee Name: \_\_\_\_\_ Date of Injury: \_\_\_\_\_ Case #: \_\_\_\_\_

1. Employee received prompt medical attention.
2. Use of Medical Provider Network.
3. Injury reported to TangoRe Captive Manager within 24 hours.
4. If the employee was transported to hospital, was TangoRe Captive Manager notified?
5. Attending Physician's Report: Return-to-Work Recommendations form sent to physician.
6. List of transitional duty jobs provided to the physician.
7. Employee contacted the employer after examination to discuss outcome, restrictions, or transitional work.
8. Restrictions obtained from the physician within 48 hours of examination.
9. TangoRe Captive Manager notified of restrictions and return-to-work date.
10. Supervisor advised of work restrictions and availability.
11. Employee monitored to ensure work restrictions are not exceeded.

### If Employee Is Not Returning to Work Right Away:

1. Employee sent a gift and get-well card.
2. Employee regularly contacted in person or by phone by RTWC.
3. Employee regularly contacted in person or by phone by supervisor.
4. Transitional duty offer letter sent upon receipt of physician clearance.
5. Employee returns to work and restrictions, if any, are explained.
6. Work Restriction Acknowledgment form signed by employee and supervisor.

## APPENDIX O — VEDR UNSAFE BEHAVIOR RESPONSE PROTOCOL

This protocol governs the company's response when the Video Event Data Recorder (VEDR) system identifies unsafe driving behavior. All steps are mandatory. This policy is crucial for fostering a culture of safety and responsibility and ensuring all drivers adhere to best safety practices and regulatory requirements.

### Initial Event Response

Step	Action	Timeframe
1	VEDR system flags unsafe driving event and management confirms the behavior.	Upon detection
2	Safety management team notifies the involved driver via email or phone. Notification includes incident details and a link to the relevant video footage for review.	Within 24 hours of confirmed event
3	Driver reviews the video footage and completes associated training or coaching.	Within 48 hours of notification
4	Driver formally acknowledges the incident (electronic or written signature).	At time of coaching completion

### Repeated Events — Corrective Action Plan

For drivers with repeated VEDR events, management will create a formal Corrective Action Plan (CAP):

- The CAP will include a thorough review of the incident(s), outline specific steps the driver will take to avoid repeating risky behavior, and include a timeline for implementing those steps.
- The CAP will be facilitated through secure digital signature software to maintain confidentiality and document integrity.
- The driver will review the plan and electronically sign it, committing to the proposed corrective actions.
- Additional training or interventions may be required if deemed necessary by the safety management team.
- All documents related to incidents and corrective action plans will be securely stored in the company's management system for compliance and auditing purposes.

### Non-Compliance

Non-compliance with any aspect of this policy — including timely acknowledgment of events, completion of training within 48 hours, or submission of corrective action plans — may lead to disciplinary action up to and including termination of employment.

**VEDR Event Acknowledgment Form**

Field	Information
Driver Name	
Date of Event	
Event Type	Speeding / Handheld Device / Seatbelt / Following Distance / Other: _____
Video Reviewed?	YES / NO
Training/Coaching Completed?	YES / NO
Date Coaching Completed	
Corrective Action Plan Required?	YES / NO (if repeated event)

I acknowledge that I have been notified of this VEDR event, reviewed the video footage, and completed the required training. I understand that repeated events will result in a formal corrective action plan and that non-compliance may lead to disciplinary action up to and including termination.

Driver Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_