



## RGL's People Strategy for Safety Excellence



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# Agenda

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RGL's Journey - Compliance to Commitment

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Culture of Commitment definition

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Why Culture of Commitment?

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How do we implement Culture of Commitment?

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What does Culture of Commitment look like?

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How do you know if you're successful? - Metrics

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Conclusion

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# Compliance to Commitment

## RGL's Journey –1999

- 84 teammates
- 25+ Lost Time Injuries
- Could not get typical Worker's Comp Insurance
- MOD rate was 1.3

## RGL's Journey – Today

- 200 teammates
- 0 Lost Time Injuries
- Worker's Comp Insurance model for how it is done
- MOD rate is 0.54

# Compliance to Commitment Journey

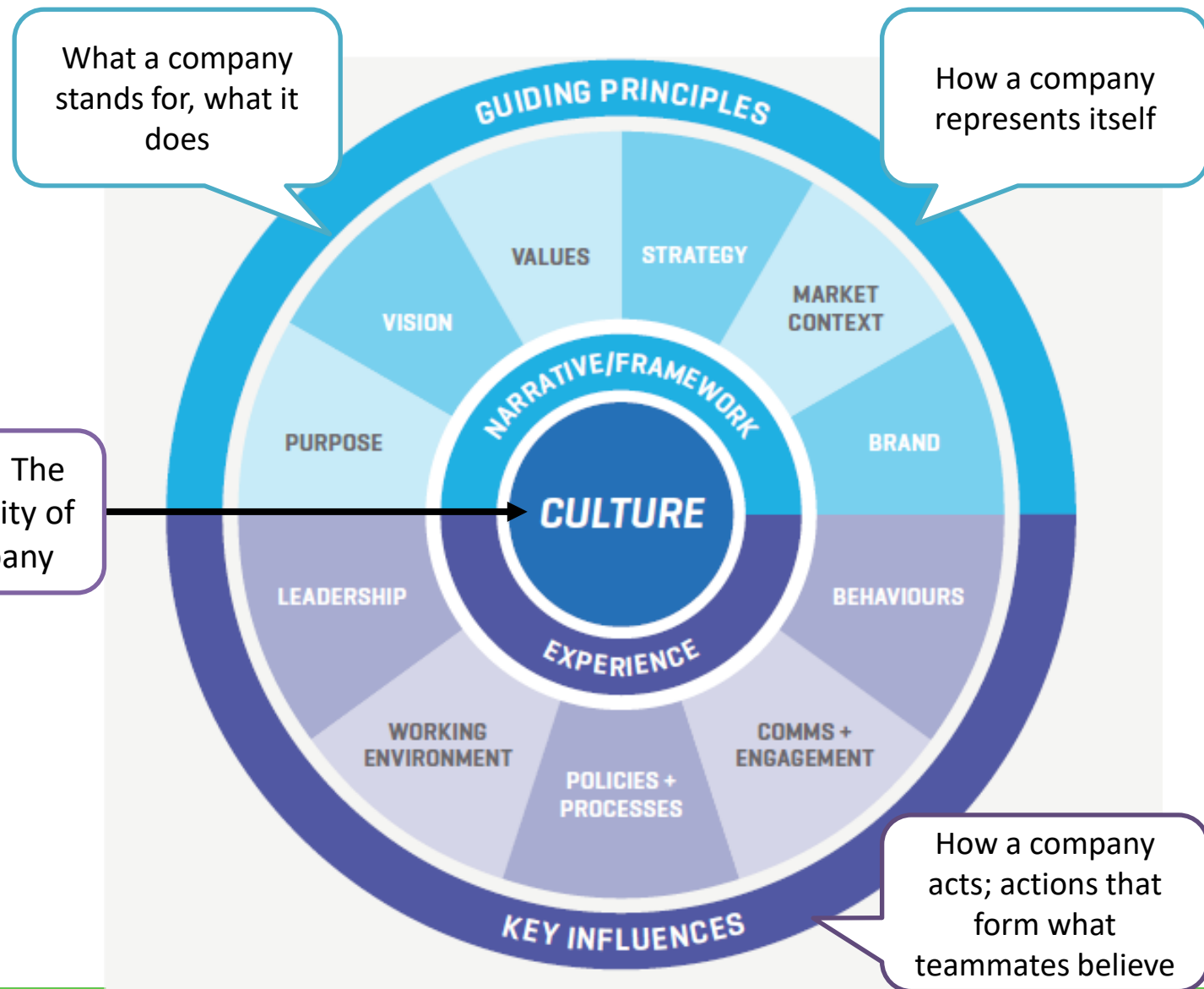
## Compliance:

- Established clear safety policies and procedures
- Provided ongoing training on all policies & procedures
- Incident/Hazard mandatory reporting changes
- Investigation & Corrective Actions
- Fit for Duty Hiring practices implemented with key partnerships
- Stay at work program

## Commitment:

- Promoted safety as a core value
- Created Values Based Interview/Hiring program (includes personality index tool)
- Right People in the Right Seats
- Daily safety tailgates / weekly safety meetings
- Implemented BBS observations that led to Safety Conversations
- Job Hazard Assessments led by our teammates

# Culture of Commitment - Definition



# Culture of Commitment - Definition

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“On a bad team, nobody leads”...

“On an average team, coaches lead”...

“But on an excellent team, the players lead”.

# Culture of Commitment – RGL's Definition

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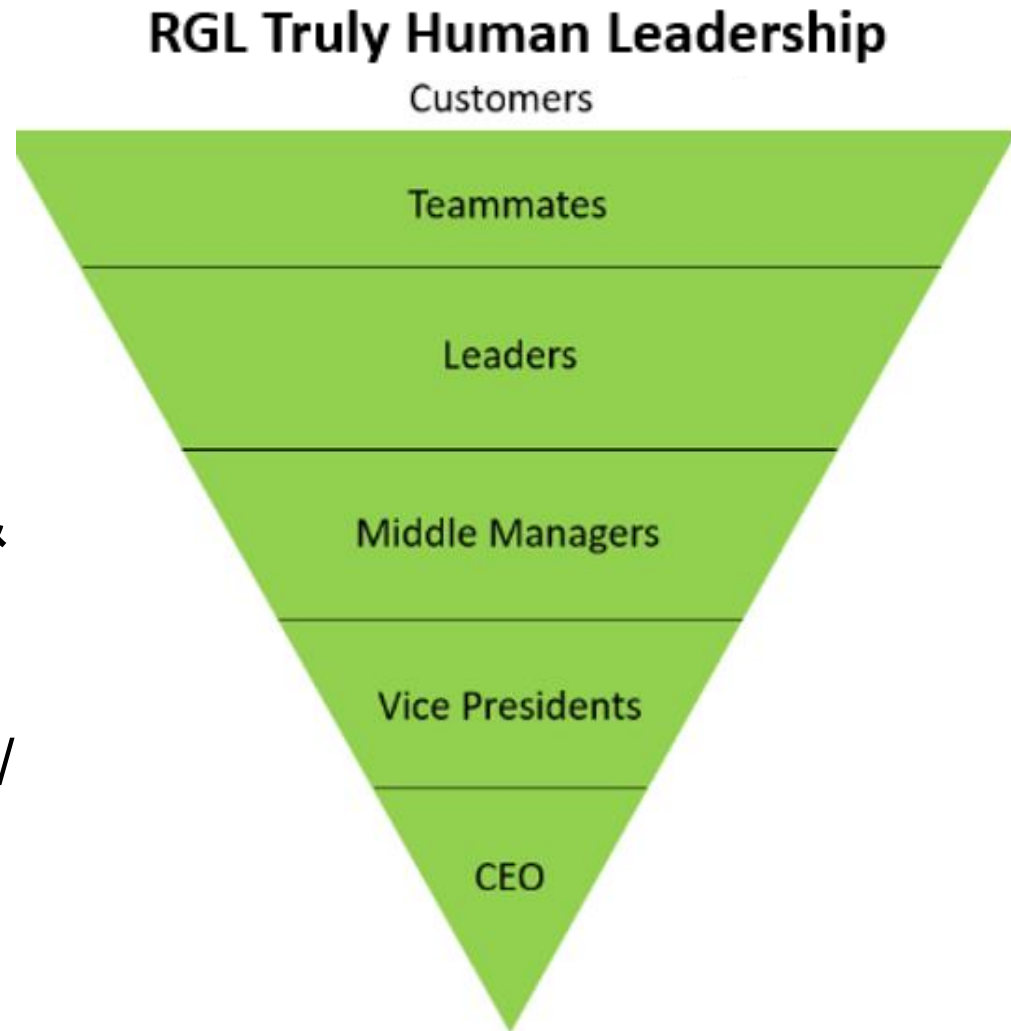
## What is Culture of Commitment?

1. A way of doing business
2. Prioritizes long-term goals and values over short-term gains
3. Empowers teammates to take ownership of their work and areas
4. Supports teammates in pursuit of excellence
5. Holds teammates accountable for their actions
6. Moves your company from reactive to proactive approach



# Culture of Commitment - Definition

1. A way of doing business
  - Customer feedback
  - Safety awards
  - Inventory accuracy & awards
  - AIB scores
  - Succession planning/ promotions






# Culture of Commitment - Definition

## 2. Prioritizes a Long-Term Focus for the business

- Long-term goals over short-term gains
- Fulfills our Strategic Vision/Plan

 <b>Strategic Vision (2026 – 2029)</b>				
GO AHEAD. ASK <b>WHAT IF</b>	<u>Our Vision</u>	<u>People</u>	<u>Purpose</u>	<u>Performance</u>
<b>Vision Statement:</b>	Inspired people [creating] unparalleled customer value by [leading] a revolution changing how logistics is done	<b>Safety:</b> Total Injury Rate = 0 (no one gets hurt)	<b>Engagement:</b> Year over year improvements in Values Engagement survey scores	<b>Sales Strategy:</b> Provide best-in-class service by asking "What If"
<b>People Vision:</b>	Every day, our people go home safe, healthy, and <b>FULFILLED</b>	No Claims (no damage to property)	One on Ones monthly for every teammate with objectives and development action plans established	Retain and add new customers that align with our values  8% revenue growth year over year
<b>Core Values:</b>	<i>Work Safe, Live Safe</i> <i>Treat Everyone with Dignity and Respect</i> <i>Act with Honesty and Integrity</i> <i>Continuously Improve</i> <i>Be Accountable</i>	<b>Turnover:</b> CY 2026: 18% or less CY 2027: 17% or less CY 2028: 16% or less CY 2029: 15% or less	<b>Community Enrichment:</b> Donate 2% of company earnings each year back to the community  Volunteer an average of 2 hours per teammate each year in the community	<b>Continuous Improvement:</b> <u>People</u> – Provide an average of 45 hours of training and development per teammate per year  <u>Process</u> – 7% savings of Controllable Operating Expenses per year  <u>Technology</u> – Empowering teammates and performance through: • <b>Automation:</b> AI-driven process improvements • <b>Systems:</b> Smarter, continuously evolving tools • <b>Teammate Hub:</b> Central space for training & collaboration
<b>Core Focus:</b>	<i>Fulfilled people paying it forward to family, teammates, customers, and the community</i>			
<b>Our Niche:</b>	<b>"What If" Logistics</b> Partnering with customers to create innovative solutions			

# Culture of Commitment - Definition

## 3. Focus on People

- Empowered to take ownership of their work
- Decisions made at appropriate levels – closest to the work

## 4. Support People

- Our people vision of going home safe, healthy, and fulfilled
- Development plans
- Rocks/Goals/Objectives
- Visual workplace
- Transparency in all areas – communication; job duties; compensation

## 5. People are Accountable

- Root cause analysis
- Action plans
- Coach and counsel first
- Just culture
- Our values

# Culture of Commitment - Definition

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Accountability Activity:

**The Hot Seat!**

# Culture of Commitment - Definition

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The winning formula:

= **People + Culture** + Preparation + Execution

- **People** – everything starts with your people
  - Do not take your people for granted – focus is on them
  - Develop, listen, and love your people
- **Culture** – How:
  - We communicate
  - We behave consistently
  - We respond to adversity
  - We train
  - We recognize one another

# Culture of Commitment - Definition

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The winning formula:

= People + Culture + **Preparation + Execution**



**Move from reactive to proactive approach**



**Predict, plan and prevent  
– Examples:**

Maintenance – Fixx/Capital Expenditures

Safety/Hazard Assessment/New work

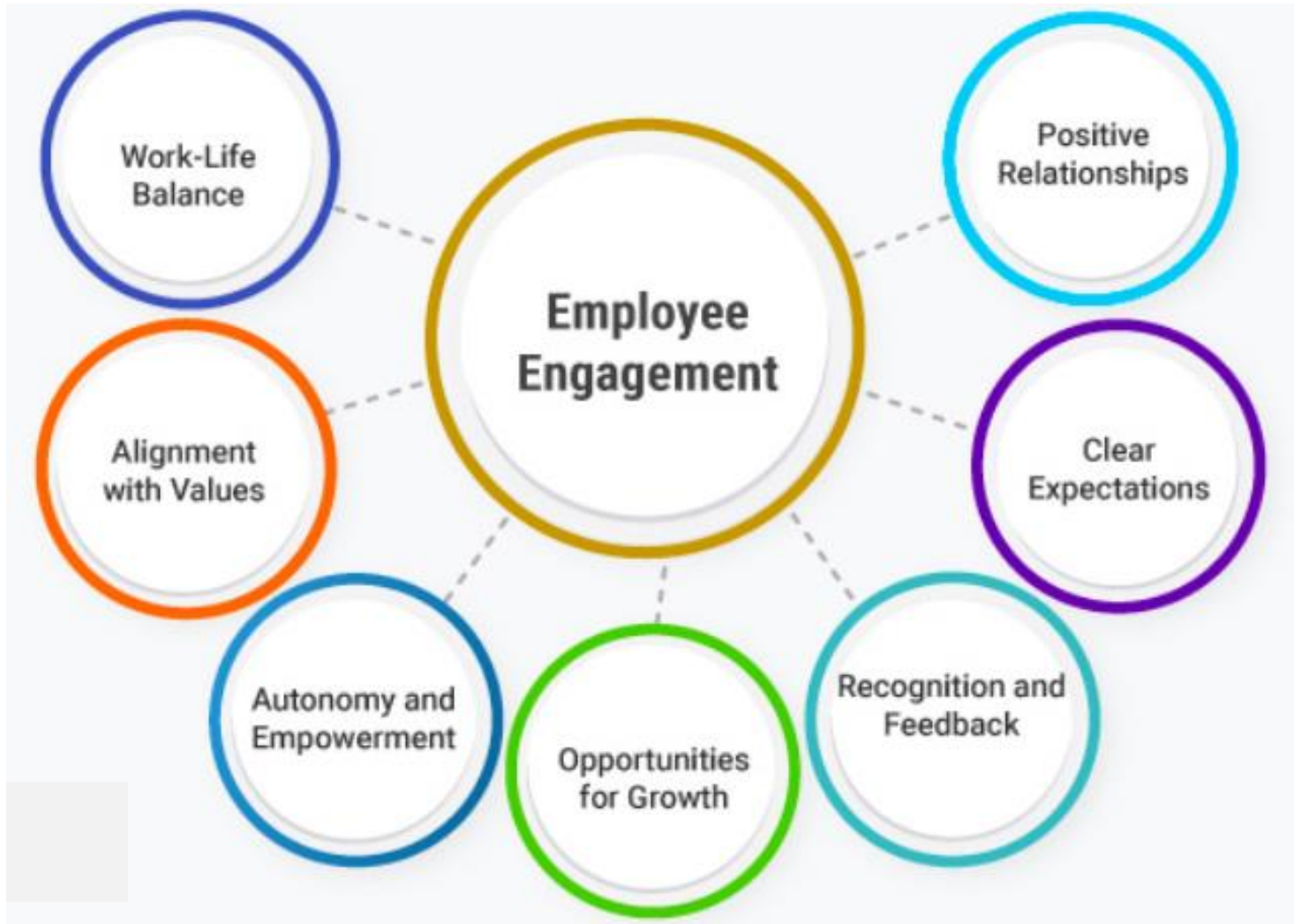
Project management

Succession planning

Scheduling/Productivity

# Why Culture of Commitment?

## 1. Teammate Engagement and Retention



# Why Culture of Commitment?

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## 2. Increased customer loyalty

- Teammates go above and beyond to provide excellent customer service.
- Creates positive experiences for customers.

Results RGL has seen since we began this journey...

*“Excited to work with RGL for their exceptional ability to deliver both immediate and long-term project solutions! Their strategic approach to optimizing logistics and commitment to excellence make them an invaluable partner for any business looking to thrive. #LogisticsLeaders*

*Our relationship with RGL is not a transactional one, it's an extension of our business with RGL resources supporting our customers. We're aligned on many levels, which include being responsible and responsive to our customers, team, and community. Great people and culture!*

*RGL came through. I value our partnership with RGL as they are willing to strategically plan, communicate and execute to make sure the plan works for all parties.”*

# Why Culture of Commitment?

## 3. Improved decision-making

- Teammates take ownership and are accountable for their actions.
- Leads to better decision-making at all levels of the organization
- Teammates are empowered to make decisions that align with RGL's goals and values.
- Risk Tolerance = *Calculated Decision Making*





# Why Culture of Commitment?

- **4. Long-term success**
- Clear sense of purpose and direction
- Navigate through challenges
- Stay focused on long-term goals

## *People Vision:*

Every day, our people go home safe, healthy, and **FULFILLED**

## *Our Values:*



Work Safe, Live Safe

Treat Everyone with Dignity and Respect


Act with Honesty and Integrity

Continuously Improve

Be Accountable

# How do we implement Culture of Commitment?

- **Clearly Defining Values and Goals:**
- Clear sense of values and goals
- Communicate those effectively to teammates
- Communicate strategic vision and values clearly and frequently
- Listen to teammate feedback, concerns, ideas
- Involve teammates in decision-making and problem solving

 <b>Strategic Vision (2026 – 2029)</b>				
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<b>Core Values:</b>	<i>Work Safe, Live Safe</i>	<b>Turnover:</b>	<b>Community Enrichment:</b>	<b>Continuous Improvement:</b>
	<i>Treat Everyone with Dignity and Respect</i>	CY 2026: 16% or less	Donate 2% of company earnings each year back to the community	People – Provide an average of 45 hours of training and development per teammate per year
	<i>Act with Honesty and Integrity</i>	CY 2027: 17% or less	Volunteer an average of 2 hours per teammate each year in the community	Process – 7% savings of Controllable Operating Expenses per year
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<b>Core Focus:</b>	<i>Fulfilled people paying it forward to family, teammates, customers, and the community</i>	CY 2029: 15% or less		
<b>Our Niche:</b>	<b>"What If" Logistics</b> Partnering with customers to create innovative solutions			

# How do we implement Culture of Commitment?

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## **Build Trust and Respect:**

- Honest, transparent, consistent, fair communication and actions (Carefronting)
- Respecting diversity of thought
- Encourage collaboration, cooperation, and support
- Constructive feedback culture through regular one-on-ones

## **Support Teammate Development:**

- Provide development & growth opportunities
- Develop skills, knowledge, and potential
- Increase confidence, competence and overall value/fulfillment
- Personal and professional growth

***Give commitment to Get commitment.***

# How do we implement Culture of Commitment?

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## **Empowering teammates:**

- Ownership of their work
- Decision making
- Autonomy and flexibility
- Creativity and innovation

## **Inspiring teammates:**

- Be a role model
- Share passion and enthusiasm
- Show optimism and resilience

## **Leads to increased engagement and accountability:**

- Sense of challenge and achievement
- Unleash teammate potential and passion = increased commitment

# How do we implement Culture of Commitment?

## Celebrating successes – Recognizing and Rewarding

- Fosters a sense of pride and ownership in an organization's success.
  - Merit reviews, incentive plans, praise, timely feedback, or public acknowledgment.
- Increases the fulfillment, motivation, and loyalty of teammates, as well as reinforce desired behaviors and outcomes.



# What does Culture of Commitment Look Like?

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## What does empowering our teammates look like?

- Build out four (4) separate engagement teams at each business unit, location, plant, etc.
- The goal is every teammate is part of one of the engagement teams at any location.
- Each team can create their own team charter on the purpose, goals & expectations of the team.
- These teams are led by those closest to the work!
  1. Safety Team (Work Safe)
  2. Wellness Team (Live Safe)
  3. Continuous Improvement Team (Continuously Improve & Be Accountable)
  4. Recognition Team (Treat Everyone with Dignity & Respect & Act with Honesty & Integrity)

# How do we know if we are successful in COC?

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## Metrics

Safety incidents decrease YOY

Near hit reporting increase YOY

JHAs or higher quality JHAs being completed

External claims decrease YOY (customer/vendor)

More participation in our Values Engagement surveys YOY

Absenteeism decrease

Teammate participation in engagement teams

Regrettable Turnover decreases

Productivity improvements

Quality improvements

Volunteer hours increase

Better use of technology – use current systems more efficiently

# Culture of Commitment: What have we learned?

## “The Comfort Zone”



- The Human Action Model is true!
  - Get out of your *Comfort Zone*
- Those who cannot move out of the *Fear Zone* need to move on
  - They cannot be vulnerable
  - They cannot accept accountability
  - They will hold your culture hostage
- Goal - get to the *Learning & Growth Zones*
  - Reality is not everyone will get there
  - As long as a teammate is working in the *Learning Zone*, they are living our values



# Culture of Commitment: What have we learned?

When building a culture, it is not things outside that will sink it.

It is when we allow the wrong things to get inside.

- Entitlement – cliques on the team
- Complacency – gossip; not delivering to right person
- Drama – egos
- Selfish players – One for one and not for all
- Social media – negative attitudes
- Judgement – not taking care of the little things
- Indifference – Leaders not realizing how important connection is

# Conclusion

RGL's Culture of Commitment:

What is it?	<p>A way of doing business</p> <p>Prioritizes long-term goals and values over short-term gains</p> <p>Empowering teammates to take ownership of their work and areas</p> <p>Accountability without the negative effects</p> <p>Teammates pursuit of excellence in their work</p> <p>Proactive rather than reactive in approach</p>
Why do it?	<p>Stronger teammate engagement and retention</p> <p>Increased customer loyalty</p> <p>Improved decision making</p> <p>Long-term success of business</p>
How to do it?	<p><i>Engage</i></p> <p><i>Empower</i></p> <p><i>Inspire</i></p> <p><i>Hold Accountable</i></p>






# Living our Values – It is Culture of Commitment!

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## *People Vision:*

Every day, our people go home  
safe, healthy, and **FULFILLED**

## *Our Values:*

-  Work Safe, Live Safe
-  Treat Everyone with Dignity and Respect
-  Act with Honesty and Integrity
-  Continuously Improve
-  Be Accountable