

**Chemistry Industry Association of Canada**    **Association canadienne de l'industrie de la chimie**

# **RESPONSIBLE CARE®**

## **VERIFICATION REPORT**

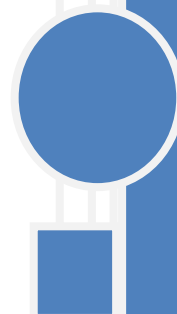
### **HAROLD MARCUS LIMITED**

*OCTOBER 30<sup>TH</sup> AND 31<sup>ST</sup> 2013*

#### **Disclaimer**

This report has been produced by a team, convened by the Chemistry Industry Association of Canada (CIAC) to provide advice to the above company and assist it in meeting its Responsible Care commitments as a member of the Association. The material in it reflects the team's best judgment in light of the information available to it at the time of preparation. It is the responsibility of the CIAC member company which is the subject of this report to interpret and act on the findings and recommendations in this guidance document as it sees fit. Any use which a third party makes of this document, or any reliance on the document or decisions made based upon it, are the responsibility of such third parties. Although CIAC members are expected to share the results of this guidance document with interested parties, the association, its member companies, their employees, consultants and other participants involved in preparing the document accept no responsibility whatsoever for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

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## EXECUTIVE SUMMARY

This report documents the observations and conclusions of the independent verification team tasked with conducting a Responsible Care Verification of Harold Marcus Limited. (HML) The verification was undertaken on October 30<sup>th</sup> and 31<sup>st</sup> 2013 and included team visits to the Bothwell Corporate offices, terminal and maintenance facility plus a video tour of the Sarnia terminal. This was the first Responsible Care verification completed for Harold Marcus Limited.

While considering all aspects of the Responsible Care Commitments during this verification the team placed an emphasis on conducting an in-depth examination of company aspects related to Responsible Care® for Transportation Partners Protocol and is of the opinion that the Responsible Care Ethic and Principles for Sustainability are guiding company decisions and actions, and that a self-healing management system is in place to drive continual improvement. The team believes that the company is capable of responding to the range of Findings Requiring Action identified during the verification - summarized below and discussed in detail in the report. The verification is complete and no further involvement is required by the verification team.



Signed: \_\_\_\_\_  
Cameron D. Dillabough  
Verification Team Leader

Date: November 13, 2013

For more information on this or a previous Responsible Care Verification Report, please contact your local company site or the company's overall Responsible Care coordinator:

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## SUMMARY OF VERIFICATION TEAM OBSERVATIONS

### Findings Requiring Action

1. There is a finding requiring action to complete the gap analysis of the existing management system against each element of the Transportation Partner protocol with the objective of:
  - i) Determining how each element applies to the company management functions.
  - ii) Developing a time line to address the identified gaps with the protocol.
  - iii) Document the changes in the management system required to address these gaps in order to support the protocol.
- i) Implement an audit or assessment process to periodically review the management
- ii) system to identify required changes and updates and to support the annual CIAC attestation process.

### Works in Progress

1. There is a work in progress to implement a management system (customer & vendor profiles) to assess and track the performance of contractors, vendors and customers.(OP#11)
2. There is a work in progress to implement a corporate dislocation policy. (TC#2.4)
3. There is a work in progress to develop and circulate to company site neighbours, at each company location, an informational brochure on the company and any potential hazards posed by company operations. This task must be completed to comply with TransCAER code element 1.3 requiring the need to provide risk information to the community.

### Improvement Opportunities

1. There is an improvement opportunity to develop buffer zone policy that addresses the need to monitor potential encroachment on the fence buffer zones at each company location that could compromise the company's ability to conduct business and greatly hinder future expansion. (OP#9)
2. There is an improvement opportunity to build on the management of change process developed to fill the future vacancy in the Safety and Compliance Manager Position to encompass all significant changes. In particular the management system should ensure that changes to equipment, control systems and procedures do not downgrade their integrity (OP#10).
3. There is an improvement opportunity to enhance the informal system now in place to track and monitor contractor performance by documenting the process so it may be utilized to prevent future use of contractors with previous poor performance issues (OP#13).
4. There is an improvement opportunity to develop a formal policy for the selection and assessing second party service providers such as customers, suppliers and contractors (OP11).
5. There is an improvement opportunity to include waste minimization and energy Conservation objectives are included in the Environmental Health and Safety policy (Env.#2).
6. There is an improvement opportunity to utilize the results of fuel savings initiatives to generate data to estimate and track emissions and energy savings (Env. #5).
7. There is an improvement opportunity to improve the document control management system to include a required periodic review and or revision of policies and standard operating procedures.

8. There is an improvement opportunity to develop a Public Relations Policy that is both proactive and reactive and that defines specific roles and responsibilities for company managers.
9. There is an improvement opportunity, as part of the company's commitment to Responsible Care®, to approach the Fleet Solutions Group concerning the development of appropriate environmental improvement objectives for group members.

## Successful Practices

1. The driver hand book is very comprehensive and includes a picture identification to Facilitate security requirements on the road and at customer facilities.
2. The company has adopted the Shell Oil driver journey management planning process that includes actual Google Earth pictures of new routes and potential route hazards.
3. The company has written driver instructions that promote parking the vehicle when inclement weather presents the driver with potentially hazardous driving scenarios.
4. The drivers are equipped with a "field level" risk assessment form to aid in assessing and reporting potential hazardous situations.
5. The use of the WISER software system for the immediate analysis of worst case scenario criteria either at a fixed facility or a transportation incident.
6. The company employs a unique employee progressive discipline process where the employee participates in the choice of a corrective action to promote employee acceptance of effective corrective actions.

# 1. INTRODUCTION

## 1.1 About Responsible Care Verification

As a member of the Chemistry Industry Association of Canada (CIAC), the most senior executive responsible for Harold Marcus Limited operations in Canada attests annually to CIAC and its peers that the company's operations conform to the expectations contained in the Responsible Care Commitments and are guided by *Responsible Care Ethic and Principles for Sustainability*.

### *The Responsible Care® Ethic and Principles for Sustainability*

*We are committed to do the right thing, and be seen to do the right thing.*

*We dedicate ourselves, our technology and our business practices to sustainability - the betterment of society, the environment and the economy. The principles of Responsible Care® are key to our business success, and compel us to:*

- work for the improvement of people's lives and the environment, while striving to do no harm;
- be accountable and responsive to the public, especially our local communities, who have the right to understand the risks and benefits of what we do;
- take preventative action to protect health and the environment;
- innovate for safer products and processes that conserve resources and provide enhanced value;
- engage with our business partners to ensure the stewardship and security of our products, services and raw materials throughout their life-cycles;
- understand and meet expectations for social responsibility;
- work with all stakeholders for public policy and standards that enhance sustainability, act to advance legal requirements and meet or exceed their letter and spirit;
- promote awareness of Responsible Care, and inspire others to commit to these principles.

As an element of this commitment to Responsible Care, Harold Marcus Limited must, every three years, participate in an external verification intended to:

1. Provide the Executive Contact with an external perspective when assessing if the company is indeed meeting the intent of the Responsible Care Commitments, along with advice on areas that may require attention;
2. Identify opportunities for assisting the company when benchmarking its own practices and performance against those of its peers, thus supporting continual improvement;
3. Contribute to the credibility of Responsible Care amongst company personnel and stakeholders, as well as the stakeholders of the broader industry;
4. Identify successful company practices that can be promoted to peers in the CIAC membership; and
5. Support the identification of areas of common weakness so that collective tools and guidance can be developed to improve performance in those areas across the CIAC membership.

Verification is conducted according to a common protocol, developed by the association's members and others, including several critics of the chemical industry. The verification is conducted by a team consisting of:

- Knowledgeable industry experts with experience in Responsible Care;

- A representative of the public at large (usually with a public interest background and with experience in Responsible Care gained from serving on the CIAC’s National Advisory Panel) and
- One or more representatives of the local communities where the company’s facilities are located.

Once completed, the Verification Report is made publicly available through the CIAC website ([www.canadianchemistry.ca](http://www.canadianchemistry.ca)). Harold Marcus Limited is also expected to share the report with interested persons in its communities and other stakeholders as part of its ongoing dialogue processes.

Additional information on Responsible Care and / or the verification process can be found at the CIAC website [www.canadianchemistry.ca](http://www.canadianchemistry.ca), or by contacting CIAC Responsible Care Manager at [glaurin@canadianchemistry.ca](mailto:glaurin@canadianchemistry.ca) or (613) 227-6215 extension 233.

## 1.2 About Harold Marcus Limited

Harold Marcus Limited is a family owned business headquartered in Bothwell Ontario. The business was started in 1946 by the company’s namesake as a tank truck operation focusing on the crude oil business resulting from the discovery of oil in nearby Oil Springs Ontario. At present the company business focus is providing bulk tank services to a varied customer base including C.I.A.C. member companies. At Bothwell facility the company maintains a skilled maintenance workforce enabling it to complete certified inspections and repairs to both bulk tank wagons and power drive units. The company employs 115 people at terminals in Bothwell ON., Sarnia On., Brantford On., St Jerome PQ., Quebec City PQ. and Battle Creek MA. USA. The company also operates a transportation emergency response company from the Bothwell facility.

## 1.3 About This Verification

The verification of Harold Marcus Limited was conducted on October 30<sup>th</sup> and 31<sup>st</sup> 2013 and included team visits to Bothwell Corporate offices, terminal and maintenance facility plus a video tour of the Sarnia terminal. During the course of the verification, the team had the opportunity to interact with a wide range of company personnel, as well as stakeholders external to the company. Attachment 2 contains a list of those individuals interviewed and their affiliations.

This is the first verification exercise completed for Harold Marcus Limited. The verification team was comprised of the following individuals:

Name	Affiliation	Representing
Cam Dillabough	C.I.A.C.	<i>Team Leader</i>
David Powell	C.I.A.C.	<i>Public-At-Large Verifier</i>
Debbie Krukowski	Sarnia community	<i>Community Representative</i>

## 2. TEAM OBSERVATIONS CONCERNING COMMITMENTS RELATED TO THE RESPONSIBLE CARE MODEL FOR TRANSPORTATION PARTNERS

During the verification of Harold Marcus Limited, the verification team looked for evidence that the company was addressing the expectations documented in the Responsible Care Commitments for Transportation Partners protocol.

In communicating its observations, the verification team will make repeated reference to the following categories of observations:

1. Findings Requiring Action; document instances where the verification team observes specific company actions (or the absence of company actions) which are inconsistent with the detailed codes and benchmark and collective expectations contained in the Responsible Care Commitments. Where possible, the team will communicate, based on their experience and judgment, why it is inconsistent and how the observation relates back to a possible gap in the expected management system and / or the ethic and principles underpinning company actions. The team may also provide advice on how the situation might be responded to.
2. Works in Progress; document instances where the team has observed the company self-initiating actions in response to identified gaps and deficiency arising from other internal or external audit and review activities, or where the company has self-initiated important improvement opportunities.
3. Successful Practices; document instances where the team believes the company has taken actions that strongly support sustained excellence in performance, and which should be communicated throughout the CIAC membership.
4. Improvement opportunities; identify instances where the team has observed company actions and decision making as being largely consistent with the expectations detailed in the Responsible Care Commitments, but for which the team is of the opinion that the company could support further improvement by considering alternate or additional benchmarks when undertaking its planning and decision making.

The verification team's observations of how the company has addressed the Responsible Care Commitments are as follows:

### 2.1 Team Observations Concerning Health and Safety

#### 2.1.1 Occupational Safety

There are appropriate management systems in place to comply with the requirements of this code. The injury rates for HML have steadily declined over the last six years as have the trucking industry as a whole. HML has implemented several innovative processes such as the 100 day injury free recognition by providing a free breakfast prepared by HML managers, field level risk assessments completed by drivers during pick up and delivery, a journey management system that provides real time pictures of potential route hazards and providing a third party facilitator for Joint Health and Safety Committee (JHSC) meetings. As further evidence of the company's concern for the employee's workplace welfare there is a requirement that spouses attend all potential new hire interviews to ensure "family support and buy-in" of the drivers life style.

Appropriate risk information systems including MSDS for shop chemicals and WHMIS training for all employees are in place. Drivers receive medical surveillance as part of the Provincial Commercial Vehicle licensing process. Daily interface with management, monthly JHSC meetings and annual employee meetings are utilized for appropriate information exchanges.

### Successful Practices

1. The driver hand book is very comprehensive and includes a picture identification to facilitate security clearance requirements on the road and at customer facilities.
2. The drivers are equipped with a “field level” risk assessment form to aid in assessing and reporting potential hazardous situations.
3. The company employs a unique employee progressive discipline process where the employee participates in the choice of a corrective action to promote employee acceptance of effective corrective actions.

### **2.1.2 Operations Safety**

Appropriate management systems are in place to comply with the requirements of this code. HML is a very progressive transportation company that employs many leading edge systems to manage their bulk transport fleet. Integrated transportation software management systems allow for computer tracking of vehicle location, real time driver communications and monitoring of preset vehicle and driver performance parameters. These systems also allow the company to assess the most appropriate route based on the risk level of the materials involved.

The business model for HML is somewhat focused and some elements of the Operations Code pertaining to third parties is not applicable to operations at this time. The team has listed several improvement opportunities to document management practices in place that address Operation Code requirements.

### Works in Progress

1. There is a work in progress to implement a management system (customer & vendor profiles) to assess and track the performance of contractors, vendors and customers (OP#11).

### Successful Practices

2. The company has adopted the Shell Oil driver journey management planning process that includes actual Google Earth pictures of new routes and potential route hazards.
3. The company has written driver instructions that promote parking the vehicle when inclement weather presents the driver with potentially hazardous driving scenarios.

### Improvement opportunities

1. There is an improvement opportunity to develop buffer zone policy that addresses the need to monitor potential encroachment on the fence buffer zones at each company location that could compromise the company’s ability to conduct business and greatly hinder future expansion (OP#9).
2. There is an improvement opportunity to build on the management of change process developed to fill the future vacancy in the Safety and Compliance Manager position to encompass all significant changes in personnel, equipment and any process that could affect the safe operation of Company. (OP#10)
3. There is an improvement opportunity to enhance the informal system now in place to track and monitor contractor performance by documenting the process so it may be utilized to prevent future use of contractors with previous poor performance issues (OP#13).



### 2.1.3 Supply Partner Assessments

As noted previously HML has a somewhat limited scope of operations. At present third party business relations consist of contractors and suppliers (vendors) of equipment and supplies to support the daily operation of the company. The team has noted an improvement opportunity to document the management system now utilized to select and monitor second party service providers.

#### Improvement opportunities

1. There is an improvement opportunity to develop a formal policy for the selection and assessing second party service providers such as customers, suppliers and contractors (OP11).

## 2.2 Team Observations Concerning Environment

The company has an ethic of environmental management that is driven by practicality, Ministry of the Environment Regulations, cost reduction initiatives and exposure to the spill response and recovery requirements of the transportation emergency response division of the company. As a result the company has several results-based initiatives in recycling, reuse of materials, fuel economy for vehicles and maintenance practices that prolong the life of vehicle components.

The team has listed as an improvement opportunity the need to develop documented environmental objectives as part of the company Environmental Health and Safety Policy. The team also noted that the Fleet Solutions Group does not have a reference to environmental objectives and the team has listed an improvement opportunity the objective of tabling this topic at the applicable meeting of the group.

#### Improvement opportunities

1. There is an improvement opportunity to include waste minimization and energy conservation objectives in the Environmental Health and Safety policy (Env.#2).
2. There is an improvement opportunity to utilize the results of fuel savings initiatives to generate data to estimate and track emissions and energy savings (Env. #5).
3. There is an improvement opportunity, as part of the company's commitment to Responsible Care<sup>®</sup>, to approach the Fleet Solutions Group concerning the development of appropriate environmental improvement objectives for group members.

## 2.3 Team Observations Concerning Security

The HML security management system is based on the company's C-TPAT certification and the various management systems required to maintain that certification. C-TPAT is an acronym for a cross-border security certification entitled Customs-Trade Partnership Against terrorism which is administered by the United States Homeland Security Department. The management systems required for certification meet the expectations of this Responsible Care<sup>®</sup> code element. The Fleet Solutions Group also has a requirement for a member companies to a risk management system appropriate for their risk profile.

## 2.3 Team Observations Concerning TransCAER

### 2.3.1 Public Awareness

The HML process for fulfilling the expectations of this code is through participation on the Sarnia Transportation Community Advisory Panel. Through this group the company participates in three emergency response community seminars for first responders in the Sarnia area. At the Bothwell head quarters the company interfaces with local emergency responders for training purposes and site refresher tours. The company also makes available to responders in the area a mock-up tank wagon training trailer that can be used

in accident simulations. The company circulates informational newsletters semi annually to nearby residents of their various terminals and maintains a list of community contacts for each of its terminals. The company utilizes WISER software to develop and demonstrate to the public the potential worst-case scenarios at each terminal location. The team will list an improvement opportunity to develop a public relations policy that will include the names company officers responsible for interfacing with the public.

#### Works in Progress

1. There is a work in progress to develop and circulate to company site neighbours, at each company location, an informational brochure on the company and any potential hazards posed by company operations. This task must be completed to comply with TransCAER code element 1.3 regarding the need to provide risk information to the community.

#### Successful Practices

1. The use of the WISER software system for the immediate analysis of worst case scenario criteria either at a fixed facility or a transportation incident.
2. There is an improvement opportunity to develop a Public Relations Policy that is both proactive and reactive and that defines specific roles and responsibilities for company managers.

### **2.3.2. Emergency Response**

A division of HML is in the business of response to transportation incidents. HML is a member of the Canadian Emergency Response Contractors Alliance (CERCA) and certified as a TEAP III service provider. TEAP III is an emergency response service provider standard developed by the C.I.A.C., C.I.A.C. rail partners and associated chemical industry groups. This division of HML responds to both in-house emergencies and related company transportation emergencies if warranted. The management system developed to support this division of the company is in full compliance with the expectations of code element 2.3.2.

#### Works in Progress

1. There is a work in progress to complete implementation of a documented corporate dislocation policy. (TC#2.4)

### **2.3.3 Social Responsibility**

HML was founded by the company's name sake in 1946. The founder and his descendents have lived in the Bothwell area since the company's inception. The family has been active in local charities and providing charitable donations and support to local causes. HML provides a stable employment platform for the local economy by providing employment to approximately 115 people mainly from the local communities. The company also provides above average wages and benefits, including an employee assistance program, for their employees and demonstrated several programs and management processes that were provided for employee welfare. Visible minorities are a component of the HML workforce. In addition company representatives have presented information sessions to students at the University of Guelph and provides support to employees who are involved in community volunteer programs.

### 3. TEAM OBSERVATIONS ON THE COMPANY MANAGEMENT SYSTEM

It is a requirement of Responsible Care that companies have a documented, self-healing management system or systems capable of identifying and responding to deficiencies and otherwise supporting continual improvement across all company business units, functions, and sites and as a framework for implementing the Responsible Care Commitments.

The verification team studied Harold Marcus Limited management system(s) and compared and contrasted the attributes of that system(s) to those of a self-healing overall management system as discussed in the CIAC Management System Guide. The verification team's related observations to the company management system(s) are as follows:

The team did list a finding requiring action to complete the gap analysis of the existing Harold Marcus Management System against each element of the Responsible Care® Transportation Partner protocol.

#### 3.1 Observations on the PLAN Step

During the PLAN Step of the management system, the company decides what the goals of the company are and how they will be met. In determining those goals, it is expected the company will look inward, across its operations, but will also look outward, considering the expectations of: stakeholders; regulatory requirements; relevant CIAC Responsible Care Commitments and supporting tools; and other industry benchmarks. In considering the PLAN Step of the Harold Marcus Limited management system, the verification team observed the following:

As stated previously this is a privately owned company with the president being the sole director of the company. Input to the planning stage driven from several perspectives. At the local level, planning considerations include regulatory compliance of company transportation activities in both Canada and The United States, the safety and security performance of the transportation fleet, including drivers and fixed facility employees, maintaining customer satisfaction and developing new business. Responsible Care related commitments such as Trans CAER involvement are also included in meeting topics. Weekly Monday morning meetings receive input from managers of all these disciplines within the company, including company sites in Sarnia, Quebec and Michigan. Harold Marcus Limited belongs to an insurance cooperative called "Fleet Solutions". This group is innovative and very comprehensive in the safety performance expectations of their members. The group benchmarks performance between members within the group and the trucking industry in general. Performance expectations are in place and annual continuous improvement objectives are developed. Member peer support is utilized to aid members that are not meeting expectations and the objectives of the group. Continuously under performing members are asked to leave the group.

#### 3.2 Observations on the DO Step

During the Do Step in the management system, the company converts the decisions of the PLAN Step into action and ensures awareness and understanding by all involved. It is expected that the company will implement an organizational structure, assign responsibilities to appropriate personnel, supply sufficient training and resources to execute planned actions and develop and document standards, procedures and programs, as applicable.

As a team under the direction of the President the Harold Marcus Limited management group plans a path forward and assigns responsibility for various plans to achieve the company goals and objectives. Tracking, follow-up and realigning of goals and objectives, if required, is also a topic for the Monday meetings. The reader should be aware that this is a relatively small company with a "hands on" management style of management by the President and daily interface occurs between the various managers and the company President where pertinent issues are addressed.

### 3.3 Observations on the CHECK Step

During the CHECK Step in the management system, actions carried out in the DO Step are assessed to determine if they are actually being carried out according to plan, and whether they are achieving the desired outcomes and delivering continual improvement. Here, the overall management system and components will be reviewed along with employee competences for assigned responsibilities, internal and external audits will be undertaken, incidents will be assessed to identify root causes, and performance measurement will be conducted and reviewed.

In considering the Check Step of Harold Marcus Limited management system, the team observed the following:

- Because of the nature of their business the company is subject to fairly vigorous regulations and can be audited at any time by the Ontario Ministry of Transportation, the Ontario Ministry of Labour, The United States Department of Transportation, The United States Homeland Security Department, Canadian Border Protection Services and the insurance carrier who are the sponsors of the Fleet Solutions Cooperative. These entities have a great influence on the company's license to operate and great deal of effort is expended to ensure compliance and react quickly to any audit deficiencies.
- There are also facility safety committee inspections, customer assessments and Responsible Care in Transportation evaluations by a third party group sponsored by C.I.A.C. member companies that have a business relationship with Harold Marcus Limited.

The team did list a four part finding requiring action in relation to the Harold Marcus Limited Management System that included a requirement to implement an audit or assessment process to periodically review the management system to identify any required changes and updates and to support the annual C.I.A.C. attestation process.

#### Improvement opportunities

1. There is an improvement opportunity to improve the document control management system to include a required periodic review and or revision of policies and standard operating procedures.

### 3.4 Observations on the ACT Step

During the ACT Step in the management system, the company translates the results of the CHECK Step into corrective actions for improvement. This includes revisiting the PLAN Step to decide whether changes are needed to the company's stated goals or action plans, policies and procedures for achieving those goals.

Considerations when examining the ACT Step include whether and how: audit and review findings are responded to; performance is communicated internally and externally; employee and contractor performance is rewarded or corrected, etc.

In considering the Act Step of Harold Marcus Limited management system, the verification team observed the following:

- As related previously, response to required actions from external third party or internal "checking" processes is developed through the Monday morning meetings. Performance metrics, such as collision rates, violation rates and defect rates all based on a million miles of service plus "out of service" violations resulting from highway inspections and all employee lost time injury rates are reviewed and appropriate action implemented.
- Audit results and benchmarking metrics are readily available and reviewed at the appropriate time including the Joint Health and Safety Committee meetings. There is a management system in place to review and address contractor performance if necessary. There is a very comprehensive driver bonus system that is linked to the driver's safety performance and the performance of the maintenance shop employees.

## 4.0 THE RESPONSIBLE CARE ETHIC AND PRINCIPLES FOR SUSTAINABILITY

Listed below are examples on how HML applied these principles to their operations

- **WORK FOR THE IMPROVEMENT OF PEOPLE’S LIVES AND THE ENVIRONMENT, WHILE STRIVING TO DO NO HARM.**  
HML provided several examples of recycling and reuse in their operations. The driver & vehicle electronic monitoring system provides for safer operation of their vehicles on the road. Energy saving projects like improved mileage and switching to high efficiency lighting are in evidence.
- **BE ACCOUNTABLE AND RESPONSIVE TO THE PUBLIC, ESPECIALLY OUR LOCAL COMMUNITIES, WHO HAVE THE RIGHT TO KNOW THE RISKS AND BENEFITS OF WHAT WE DO.**  
HML is very active both the Bothwell community and in Sarnia where they are and active member of the Sarnia Transportation Community advisory Panel. The company circulates a semi-annual newsletter to the communities near their facilities and have hosted an open house at the Bothwell location.
- **TAKE PREVENTATIVE ACTION TO PROTECT HEALTH AND THE ENVIRONMENT.**  
During the verification the company related incidents where the philosophy of “doing the right thing” was applied when deciding how to manage waste on-site, protect the health of their employees or take additional steps to ensure responses to transportation incidents were governed by this principle
- **INNOVATE FOR SAFER PRODUCTS AND PROCESSES THAT CONSERVE RESOURCES AND PROVIDE ENHANCED VALUE.**  
If one considers the service provided by HML as a “product” the very essence of the Fleet Solutions Group is to support this principle by improving highway safety, reducing the cost of operations (fuel), and support innovation in transportation through mutual support and continuous improvement that enhances the value of the service.
- **ENGAGE WITH OUR BUSINESS PARTNERS TO ENSURE THE STEWARDSHIP AND SECURITY OF OUR PRODUCTS, SERVICES AND RAW MATERIALS THROUGHOUT THEIR LIFE CYCLES.**  
HML works closely with customers to support this principle. HML is a C-TPAT certified carrier and as a result has various policies and procedures to ensure vehicles proceed from the customer direct to the destination in a safe and secure manner. An example of the application of this principle is the “Journey Management” procedure, a requirement of Shell Oil, which HML plans to adapt for shipments from other customers.
- **UNDERSTAND AND MEET EXPECTATIONS FOR SOCIAL RESPONSIBILITY.**  
This principle was covered in detail under section 2.3.3.
- **WORK WITH ALL STAKEHOLDERS FOR PUBLIC POLICY AND STANDARDS THAT ENHANCE SUSTAINABILITY, ACT TO ADVANCE LEGAL REQUIREMENTS AND MEET OR EXCEED THEIR LETTER AND SPIRIT.**  
While this principle does not directly apply to C.I.A.C. member partners HML is very active in the Ontario Trucking Association and the Canadian Fuels Association.
- **PROMOTE RESPONSIBLE CARE® AND INSPIRE OTHERS TO COMMIT TO THESE PRINCIPLES.**  
HML is very active in promoting awareness of Responsible Care® both through visibility, by the use of the Responsible Care® logo throughout their operations and in the philosophy of the policies and procedures that govern the daily operation of the company. The Responsible Care® Ethic is promoted through their interface with various communities both at home and during the company’s TransCAER activities.

## 5. VERIFICATION TEAM CONCLUSION

As a result of the examination conducted, and in consideration of the observations communicated within this report, the verification team is of the opinion that the Responsible Care Ethic and Principles for Sustainability are guiding company decisions and actions, and that a self-healing management system is in place to drive continual improvement. The team believes that the company is capable of responding to the Finding Requiring Action identified during the verification, as summarized in the Executive Summary and discussed in detail in the report. The verification is complete and no further involvement is required by the verification team.

## ATTACHMENT 1

### COMPANY RESPONSE TO VERIFICATION TEAM REPORT

On behalf of Harold Marcus Limited I have reviewed this verification report. The observations and conclusions contained in the report have been discussed with the verification team.

We here at Harold Marcus Ltd. feel that the experience as a whole was very good. The verification team was thorough and fair. They were eager to explain and made the process enjoyable. We look forward to correcting our finding and continuing to “do the right thing”.

Harold Marcus Ltd. will communicate the results of the verification exercise with its CIAC peers at their next meeting, and will discuss the verification results with our stakeholders, including those representing communities near our operating sites.

We will give consideration to the Improvement Opportunities identified by verification team and will assist the CIAC in communicating and sharing the identified Successful Practices to other CIAC members. Plans will be developed and implemented to respond to the Findings Requiring Action identified by the verification team. Our progress in implementing those plans will be discussed when preparing our Annual Statement of Re-Commitment to Responsible Care, and communicated to the verification team at the time of our next verification.

Kyle Campbell  
Manager Safety and Compliance  
Harold Marcus Ltd.  
December 23, 2013

## ATTACHMENT 2

### INTERVIEW LISTS

#### A: Company Personnel

Name	Position	Location
Dennis Marcus	President	Bothwell
Randy Badiuk	Manger Safety & Compliance	Bothwell
Kyle Campbell	Manager Safety & Compliance	Bothwell
Amy Jo Marcus Campbell	Office Manager	Bothwell
Roger Philmore	Maintenance Manager	Bothwell
Al Deseure	Logistics Manager	Bothwell