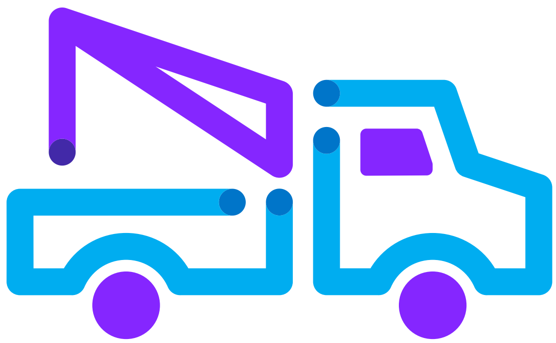

Towing & storage program

Program guide

CL802 (082026)

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1. Introduction

1.1 The Towing & Storage Program

Towing & Storage Program Participants ("**Participants**") and ICBC commit to working cooperatively to establish an effective and efficient business relationship that benefits our mutual customers.

Participation in the Towing & Storage Program (the "**Program**") is voluntary for towing and storage facilities that meet and maintain the Program requirements and agree to the Material Damage Direct Billing Terms (the "**Terms**").

The Program:

- accredits towing and storage facilities that meet and maintain standards for safe handling of damaged or disabled vehicles and customer service
- ensures that customers receive efficient, cost-effective and prompt towing, storage and recovery services aligned with industry standards and ICBC policies
- promotes continuous improvement in service efficiency for customers through cooperation between ICBC and Participants
- creates efficiencies by removing obstacles and improving workflow
- creates opportunities for increased facility efficiency and improved coordination of towing, storage, and recovery services
- supports Participants with business systems for dispatch, inventory tracking, photo capture, and invoicing
- establishes a framework and model to support future recognition of high-performing Participants, and
- recognizes the investments Participants make in training, equipment, facilities, productivity, and customer service.

Participants must adhere to the requirements, policies and procedures set out in the Agreement (defined below), which includes this Towing and Storage Program Guide, the Material Damage Claims Procedures, and the ICBC Business Partners Page (together referred to as the "**Manuals**", all as amended from time to time), and the Terms.

Note: The Terms take precedence over this Guide and other Manuals. Where there are conflicting requirements in the Guide and the other Manuals, the provisions of this Guide take precedence.

1.2 Benefits

Participants benefit from a direct billing relationship with ICBC, which enables streamlined payment for towing and storage services on behalf of ICBC customers. Program benefits also include:

- Participant placement on the ICBC Tow Rotation List (as set out in Claims Procedures)
- Participant access to ICBC systems and towing applications for dispatch, inventory management, photo submission and invoicing
- Streamlined payment processing where authorized
- Support from a regional account representative for training and issue resolution

Program benefits may vary based on Tier, performance and compliance with Program requirements. Participants demonstrating strong performance, as determined by ICBC, may qualify for financial incentives.

1.3 Key Terms

In this Guide:

"**Agreement**" means the Terms, this Towing & Storage Program Guide (the "**Guide**"), all relevant directions and instructions posted on ICBC's online Business Partners Page ("**Partners Page**"), Material Damage Claims Procedures ("**Claims Procedures**"), ICBC's other online agreements setting out the legal terms for access and use of ICBC systems and ICBC data, any other terms related to direct billing and any ICBC Directive (as defined in the Terms).

"**Claim**" means a valid ICBC claim made by a customer in relation to an ICBC insurance policy.

"**Guided Photo Capture App**" means a function in Tow Suite that enables Participants to capture and upload vehicle images for ICBC, in accordance with the Vehicle Photo Package Requirements published on the Partners Page.

"**ICBC Salvage Facility**" means an ICBC-operated location used for storage and sales of salvage vehicles.

"**Legacy Provider**" means a towing and storage service provider that as of October 1, 2026 held an active direct billing relationship with ICBC in good standing and was identified by ICBC for transition into the Program, subject to meeting applicable Program requirements.

"**Offsite Storage and Salvage Sales Facility**" or "**OSS Facility**" means a supplier facility approved by ICBC to be used for storing Program Vehicles and supporting salvage activities, in accordance with the standards outlined in the Offsite Salvage Yard Guide.

"**Participant**" means a towing and storage facility that has been approved by ICBC and is participating in the Program.

"**Program Vehicle**" means a vehicle associated with an ICBC claim number that ICBC has confirmed to the Participant as being involved in, or related to, a claim, as recorded in ICBC's systems.

"**Tow Information Management**" or "**TIM**" means the web-based application used to check ICBC's interest in a vehicle and support documentation requirements, as applicable.

"**Tow Suite**" means the applications, consisting of Tow App and Tow Console, used by Participants to receive dispatches and photo requests, document pickups/drop-offs, assign drivers or trucks, invoice ICBC and manage the ICBC job request queue.

"**Towing Applications**" collectively refers to Tow Suite and TIM.

"**Vehicle Photo Package**" means the image package requested by ICBC to document a Program Vehicle (e.g., identification, condition, options, damage).

2. Program Application Criteria

A towing and storage facility interested in enrolling in the Program must meet the criteria set out in this Guide. Each location of a facility, company, franchise, or multi-site operation must qualify separately, unless otherwise directed by ICBC.

2.1 General Participant Criteria

To be granted entry into and maintain their status in the Program, applicants and Participants must meet and maintain the criteria set out in this section 2 of the Guide.

2.1.1 Good Standing

All towing and storage facilities, companies, or franchises must meet ICBC's definition of good standing.

Good standing means that a facility, including its ownership, management, and personnel:

- complies with and has a history of compliance with all regulatory and contractual obligations related to towing and storage operations;
- is not subject to any form of sanction, suspension, or disciplinary censure relating to towing and storage operations; and
- demonstrates a history of trustworthy relationships with business suppliers and insurance providers.

2.1.2 Trust

Applicants must demonstrate a level of trust with ICBC, evidenced to ICBC's satisfaction, by:

- a documented history of compliance with the Manuals within the previous 12 months; and
- a history of successfully managing a towing and storage facility for a continuous period of one year within the last three years.

ICBC may assess prior compliance and determine whether past performance history has been successful by reviewing documented performance history, including but not limited to:

- Past performance with ICBC
- Results of performance monitoring, audits or other compliance activities

Alternatively, applicants may demonstrate a history of successful management within the towing and storage industry or equivalent for a continuous period of one year within the last three years, evidenced to ICBC's satisfaction, if applicable.

2.1.3 Business Operations

All Program applicants and Participants must:

- be solvent and meet financial obligations as they become due
- have no outstanding tax demand, garnishing order or court order against them
- not be the subject of a proceeding for bankruptcy or the relief of creditors that has not been discharged
- pay any applicable Supplier Administration Fee upon acceptance to the Program, as directed by ICBC
- have no substantiated customer service complaints within the six months immediately prior to application
- demonstrate successful service delivery and customer service performance in the 12 months immediately prior to application
- have not used ICBC's proprietary marks without authorization
- meet all requirements as may be described on the Partners Page and in the Claims Procedures.

2.1.4 Facility

To successfully enroll and maintain their status in the Program, each Participant must operate from a physical business location that is licensed in accordance with applicable laws and municipal requirements ("**Primary Business Location**"). Temporary locations, virtual offices, and mobile-only operations are not permitted. Each Participant must:

- Maintain a customer reception area separate from storage areas, with its own direct entrance;
- Ensure all areas accessible to customers are kept clean, sanitary, professional and welcoming to all customers and ICBC employees;
- Keep all customer-accessible outdoor areas safe and free of preventable hazards;
- Display visible signage with their business name and contact number secured to a gate or fence; and
- Clearly mark all tow vehicles used for ICBC Claims with the Participant's business name and/or branding.

Participants must have and use secure storage for all Program Vehicles, either:

- outdoor storage that is fully fenced with a locked gate; or
- secured storage inside a building.

Fencing must be secure, permanent and structurally sound, with a minimum fence height of 6 feet plus an additional foot (12 inches) of barbed or razor wire.

If the secured storage capacity of the Participant facility does not meet the facility's vehicle volume, off-site secure storage can be used provided it meets the above criteria. Off site secure storage and any off site locations must be listed on the Participant's garage and commercial general liability insurance policies.

Each Participant must comply with all applicable:

- regional district and/or municipal by-laws and building codes; and
- Provincial and Federal legislation, including but not limited to:
  - privacy legislation, including but not limited to the *Freedom of Information and Protection of Privacy Act* ("FIPPA"),
  - WorkSafeBC occupational health and safety requirements, and
  - environmental regulations, including but not limited to the *Environmental Management Act, Ozone Depleting Substances and Other Halocarbons Regulation*.

Participants must obtain and maintain, in good standing, all licences, certificates, and permits required to conduct business, perform services, or as may otherwise be required by law ("**Required Licences**") and such Required Licences must be produced for inspection if and as required by ICBC. Participants must immediately inform ICBC of any cancellation, loss, suspension, or conditions placed on Required Licences and must work to promptly resolve any such issues.

2.2 Program Tiers and Requirements

New Program applicants may apply for Tier 1 or Tier 2 status depending on whether they meet the corresponding specific requirements of the respective Tier. For Legacy Provider Tier retention at Program launch, refer to the Legacy Provider section of this Guide below.

In addition to the requirements set out in section 2.1 above, each Tier has specific requirements that must be met.

Tier 1 facilities must also:

- Have and maintain equipment and tools capable of providing Category 2+ towing and recovery services, as outlined on the ICBC Towing & Storage Rate Payment Schedules posted on the Partners Page;
- Have and maintain vehicle storage capacity of at least four spaces per Participant tow vehicle;
- Have and maintain adequate exterior lighting at their Primary Business Location to fully illuminate the storage area;
- Staff their Primary Business Location during Program Hours (as defined in the Hours of Business and Business Days section of this Guide);

- Require drivers to wear professional uniforms displaying the business name and visible staff name identification; and
- Have and maintain clean, accessible washroom facilities available to customers at their Primary Business Location.

Tier 2 facilities must also:

- Have and maintain equipment and tools capable of providing Category 1 towing and recovery services, as outlined on the ICBC Towing & Storage Rate Payment Schedules posted on the Partners Page;
- Have and maintain vehicle storage capacity at a ratio of two spaces per Participant tow vehicle;
- Have available on call an office contact to grant site access during Program Hours (as defined in the Hours of Business and Business Days section of this Guide); and
- Have and maintain site-appropriate exterior lighting at their Primary Business Location.

2.3 Agreement

To be granted entry into the Program, all Participants must be approved by ICBC, accept the Terms and enter into the Agreement. The Agreement start date is the date the Participant is granted entry into the Program.

Any participation in the Program is subject to the Agreement. Applying for direct billing, submitting an invoice to ICBC for direct billing, or otherwise using an ICBC-provided material damage vendor number constitutes agreement to the Terms. Facilities or service providers that do not agree to be bound by the Terms must not provide Program services or bill ICBC directly.

Unless otherwise directed by ICBC, a Participant that is terminated from the Program (whether by choice or by ICBC), must wait a minimum of 12 months before reapplying. Reapplications must follow the first-time application process.

3. Applicants

3.1 First-time Applicants

First-time applicants may be approved into the Program if they meet the minimum Program requirements set out in this Guide, including but not limited to business standing, personnel, training, facility, and equipment requirements, and the terms and conditions of the Agreement. First-time applicants must pay the Supplier Administration Fee of $85 plus GST. Each location must qualify separately unless otherwise directed by ICBC.

3.2 Sale or Acquisition of a Program Facility to a First-time Applicant

ICBC's approval is required for a Participant to remain in the Program following any change of ownership or control of a facility.

At least 30 days before the closing date, the current owner of the participating facility must provide written notice to ICBC's Supplier Programs & Administration (supplierprograms@icbc.com) of their intention to sell, or otherwise undergo a change of ownership or control, and an application from the purchaser with supporting documentation, which may include resumes and a business plan.

Failure to meet this timeline may result in ICBC withholding its approval of the purchaser and the Participant may not be permitted to continue in the Program.

The purchaser must meet minimum requirements set out in the Program Application Criteria section of this Guide. ICBC may approve if the purchaser is able to continue to meet the Program requirements, including but not limited to business standing, personnel, training, facility and equipment requirements, as well as the terms and conditions of the Agreement. At its sole discretion, ICBC may withhold its approval or impose conditions on its approval.

3.3 Current Program Participants expanding or acquiring new locations

Current Participants seeking to expand to new locations may apply for Program entry for each additional location and seek ICBC's approval to enroll the new location into the Program. At least 30 days before activation or closing, ICBC's Supplier Programs & Administration department (supplierprograms@icbc.com) must be provided with an application seeking ICBC's approval, along with the Supplier Administration Fee of $85 plus GST, per location.

3.4 Legacy Providers

Legacy Providers in good standing with an ICBC vendor number and a direct billing relationship with ICBC established before October 1, 2026 (the Program implementation date) may be invited into the Program and assigned to their applicable Tier. Upon entry into the Program, a Legacy Provider's Tier designation may be retained provided the Legacy Provider continues to meet the applicable Tier requirements (see section Program Tiers and Requirements section of this Guide above).

As a transitional measure, eligible Legacy Providers may elect, at the time of Program entry, not to use the Towing Applications. A Legacy Provider that does not make this election at Program entry must use the Towing Applications in accordance with Program requirements.

Legacy Providers that opt out of using the Towing Applications may be ineligible for future Program-related financial incentives unless and until they adopt use of the Towing Applications. ICBC may modify or discontinue this transitional exception upon notice to Legacy Providers.

Note: No Supplier Administration fee is required for Legacy Providers joining the Program.

4. Program Requirements

4.1 Management and Administration

Facility management approved at the time of acceptance into the Program must be maintained for a minimum of six months after Program entry. A Participant may request approval of additional or alternate management personnel from time to time.

A Program contact must be appointed as the prime contact/focal point between ICBC and each participating facility regarding all Program matters. The contact must be assigned full authority to give and receive all communications regarding the Program, and to grant approval on required information and decisions.

Participants must submit an Annual Fleet Declaration to ICBC as directed. Participants are responsible for keeping their contact information current and for promptly notifying ICBC of any changes. Communications sent by ICBC to the contact information on file will be deemed received by the Participant, and ICBC is not responsible if a Participant does not receive such communications.

To ensure system compatibility and consistent delivery of communications, each Participant must designate to ICBC an email address for each of the following functions (the same address may be used for multiple functions):

- Correspondence Email (general communications, including invoice submission copies)
- Tow Dispatch Email
- Photo Request Email
- Electronic Funds Transfer ("**EFT**") Email (for Participants enrolled and paid by EFT)

Designation of these email addresses and any changes must be made by emailing ICBC at supplierprograms@icbc.com.

4.2 Collection of Personal Information

ICBC is authorized to collect personal information, pursuant to section 26 of FIPPA, for the purposes of reviewing ownership information and qualifying the facility as a Participant in the Program.

Participants must advise owners and employees working on ICBC Claims that specific information will be shared with ICBC for program administration and performance monitoring.

Information stored by ICBC may include:

- Business facility and yard information
- WorkSafeBC coverage and registration information
- Employee name and business contact information (address, email, phone)

- Driver's license number (where applicable)
- Ownership percentage (for facility owners) and signing officer details
- Primary Business Location contact information

4.3 Hours of Business and Business Days

Participants must, at a minimum, maintain business hours in alignment with local ICBC claims offices ("**Program Hours**"), typically 8:30 a.m. to 5:00 p.m., from Monday to Friday.

ICBC should be advised of any closures due to unforeseen circumstances to reduce possible delays for customers.

For the purpose of the Program, "**Business Day**" means any day other than a Saturday, Sunday or a statutory holiday in the Province of British Columbia

4.4 Computer Requirements

Participants must ensure that they are technically capable of maintaining communication with ICBC including but not limited to having an email account(s) with an internet service provider that is compliant with FIPPA. Participant use of business systems must also comply with FIPPA.

Any associated upgrade costs remain the responsibility of the Participant.

Tier 1 Participants must have the ability to submit digital photos to ICBC in accordance with the Vehicle Photo Package Requirements found on the Partners Page.

4.5 Use of the Towing Applications

Except as outlined in the Legacy Participants section of this Guide, Participants must use the Towing Applications for ICBC-related towing activities as applicable.

Participants must use the Towing Applications to:

- Receive and manage Tow Requests
- Check coverage status in TIM
- Record Program Vehicle information and status updates
- Submit required documentation, including photographs
- Submit invoices and track payment status

Participants must use the Towing Applications to support service delivery requirements, including:

- Receiving service requests and dispatch to drivers or trucks via Tow Suite (unless ICBC requests another method). Service requests are considered accepted unless rejected within six hours of receipt
- Recording pickup and drop-off of Program Vehicles and provide departure/ en route updates as appropriate
- Submitting and tracking invoices and payment status
- Documenting required photos and fields in Tow Suite, and supporting any additional services with photos as required

Towing Application requirements and functionality may be updated from time to time, and are subject to change as improvements are released. Participants are responsible for complying with such updates. Participants are encouraged to maintain a smart mobile device capable of running the Towing Applications, and taking photos, but any associated costs will be the Participants' responsibility.

4.6 Equipment and Materials

Participants must:

- Maintain equipment capable of safe towing and recovery services consistent with any minimum requirements on the Partners Page;
- Keep equipment, machinery and tools in good working order; and
- Ensure personal protective equipment (PPE) and consumables are up to date (e.g. flares, absorbent material, vehicle wrap, fire extinguishers, electrical gloves etc.)

4.7 Qualification of Personnel

Participants are responsible for ensuring that all personnel are properly trained and qualified to perform assigned duties. All personnel working on ICBC Claims must hold and maintain all licences and certificates required by law to perform the service being provided (including but not limited to a valid BC driver’s licence with any applicable class/endorsements as appropriate).

Personnel handling the towing and recovery of Program Vehicles must be competent and trained in the safe operation of equipment and in the performance of assigned towing and recovery tasks.

4.8 Program Administrative and Towing Application Training

ICBC may provide Program administrative and Towing Application training (collectively, “**Program Training**”) for Participants. Any Program Training will be made available on the Partners Page. Personnel who access online services (including the Towing Applications) should complete Program Training, as may be required.

5. Program Standards

Participants must perform towing and related services in accordance with Program requirements, including the use of Towing Applications where required.

5.1 Timelines

Participants are expected to meet the following timelines with respect to Program Vehicles:

Service	Timeline Expectation for Participants
Tow from accident scene to Participant storage yard or other safe location (under 160 km)	• Immediate action for safety (as may be directed by authorities).
Tow from Participant storage yard to an ICBC Salvage Facility or OSS Facility (under 160 km)	Unless otherwise directed or authorized by ICBC: • If ICBC Salvage Facility or OSS Facility has after-hours drop-off, tow to be completed within one calendar day of receiving the tow request. • If ICBC Salvage Facility or OSS does not have after-hours drop-off, tow to be completed within one Business Day of receiving the tow request.
Tow from Participant storage location to or from a repair facility (under 160 km)	• Tow to be completed within one Business Day of receiving the tow request, or at the specified date and time noted in the tow request.
Tow between repair facilities (under 160 km)	• Tow to be completed within one Business Day of receiving the tow request, or at the specified date and time noted in the tow request.
Tow to or from a customer residence (under 160 km)	• Tow to be completed at the specified date and time noted in the tow request.
Long Distance Tow (160 km or more) or Transport Over a Body of Water	• Tow to be completed within three Business Days of receiving the tow request, or as otherwise authorized or specified by ICBC.
Log Program Vehicle in Tow Suite and TIM	• Program Vehicles to be logged in Tow Suite and TIM within 24 hours of Participant coming into possession of the Program Vehicle.
Respond to tow requests	• If the Participant is unable to perform the requested service, the request is to be rejected within six hours of receipt.

Service	Timeline Expectation for Participants
Upload requested photo package	• Photo packages to be uploaded within 48 hours of receiving the request from ICBC. **Note:** Low quality or incorrect photos may require retakes to be uploaded within the original timeframe to ensure full payment of the Photo Submission Incentive.
Incorrect delivery	• Incorrect delivery to be remedied within 24 hours. **Note:** The Participant may not charge ICBC any additional fee for correcting an incorrect delivery. Incorrect deliveries include, but are not limited to, delivery of the wrong vehicle, placement of a Program Vehicle in an aisle, or Program Vehicles positioned in incorrect or misaligned stalls.

Important: The Participant is responsible for contacting the relevant party (e.g. a repair facility or customer) in advance to confirm pickup or drop-off arrangements.

Service request cancellations will be communicated to the Participant by ICBC through Tow Suite.

Participants will not be held responsible for delays that arise from circumstances outside of their control, such as customer unavailability or delays caused by a repair facility.

If a repair facility rejects a drop-off, tows must be delivered to the nearest ICBC Salvage location or OSS Facility indicated by ICBC on the tow request.

If the Participant arrives at a service call as directed by ICBC and the Program Vehicle is unavailable for transport, the Participant may invoice ICBC for basic compensation (i.e. kilometers and fuel surcharge).

Persistent failure to meet Program standards may result in Performance Management, coaching, or corrective actions as set out in the Terms.

5.2 Vehicle Key Handling Requirements

Participants should obtain Program Vehicle key(s) from the customer whenever possible when the Program Vehicle is in their custody.

When a Participant has possession of keys for Program Vehicles, the Participant must:

- safeguard such keys against damage, misplacement, loss, theft, or misuse;
- provide key photographs to ICBC in accordance with the Vehicle Photo Package Requirements (if requested by ICBC); and
- attach such keys to the steering wheel of the Program Vehicle after any photos are taken, and at least upon pickup or drop-off of the Program Vehicle.

5.3 Safe Towing & Recovery — Participant Responsibility

Prior to accepting any towing or recovery request, Participants must determine whether they are capable of providing prompt, safe and efficient recovery and towing of the Program Vehicle as requested. If the Participant is incapable of doing so, the Participant must refuse the work. Participants may not sublet (i.e. subcontract) tow-only operations. Additional services may be sublet where necessary and appropriate, but must be supported by documentation and invoices. ICBC does not compensate Participants for unnecessary, unauthorized or incidental costs.

Participants must provide general scene clean-up of spills and debris, and call the appropriate authority immediately if hazardous materials or escaped cargo are present.

5.4 Specialized Services

Offsite Storage and Salvage Sales Facilities: When approved by ICBC, Participants may serve as offsite salvage facilities to enable sale of salvage vehicles directly from their Primary Business Location. OSS Facilities must comply with the terms and conditions set out in the Offsite Salvage Facility Agreement and procedures outlined in the Offsite Salvage Yard Guide.

Long Distance (160 kms or more) or Transport Over a Body of Water: At ICBC's sole discretion, Participants may be asked to perform long distance tows, ferry crossings, carrier arrangements, or complex recoveries. In these exceptional circumstances, ICBC may bypass the Tow Rotation List and negotiate rates commensurate with the unique service required. Such services require pre-approval from ICBC.

6. Standards for Invoicing & Documentation

6.1 Invoicing

Participants must only submit invoices:

- that align with the applicable ICBC Towing and Storage Rate Payment Schedule in effect on the date that the towing and/or storage services were performed. Charges must align with:
  - the Participant's Tier,
  - the applicable Storage Zone, and
  - the Program Vehicle's weight category;
- through the Tow Suite invoicing function;
- for services and materials that were necessary to complete the towing or storage services (and when applicable, as authorized by ICBC); and
- within 90 days of completing the service or storage, along with required supporting documentation

Participants acknowledge that ICBC may review and adjust invoices to correct errors, non-compliance or unauthorized charges. Such adjustments may occur before or after initial payment, and will be communicated to the Participant.

Participants are not permitted to charge ICBC or the customer additional fees for the services as set out in the ICBC Towing and Storage Rate Payment Schedules unless otherwise permitted or directed by ICBC.

6.2 Limitation Period

ICBC Claims are generally subject to a two-year limitation period from the date of loss (the "**Limitation Date**").

Participants should familiarize themselves with the Limitation Date for each Claim. Invoices submitted after the Limitation Date may not be paid.

6.3 Vehicle Photo Package Requirements

When requested by ICBC and supplied by the Participant, Participants must capture clear digital images that accurately identify the Program Vehicle, its condition and options, and any applicable damage.

All images must be submitted using the Guided Photo Capture App.

To qualify for payment, photos submitted by Participants must comply with the standards outlined in the Vehicle Photo Package Requirements available on the Partners Page.

6.4 Document Retention

Participants must retain invoices, images, and supporting documentation accessible on-site for a minimum of two years from the service date (hard copy or clear and legible digital copies).

Documentation must be readily accessible and printed copies must be provided to ICBC upon request for audits or review purposes, including Audits and Governance Reviews as described below.

Documentation may include:

- sublet invoices and supporting documentation;
- purchase invoices or packing slips for consumables (bulk items may require proof of purchase);
- a copy of the original invoice;
- for complex tows, a copy of the Towing Supplier Safety Questionnaire; and
- any other records, including photographs supporting invoiced services.

Note: Invoices for services that are not supported by the applicable documentation may be subject to rejection or payment reversal.

7. Performance Management

7.1 Purpose

A Performance Management model is used to:

- support Program activities;
- provide coaching, guidance and support to Participants;
- monitor and promote Participant performance and compliance with ICBC policies and standards;
- minimize potential financial risks to ICBC through the use of appropriate auditing controls and Corrective Actions; and
- help identify opportunities to improve the administration and technical aspects of the Program and the towing process, for the benefit of customers, ICBC and industry.

The results of ICBC's performance management may support coaching or corrective actions, as set out in the Terms, including invoice adjustment and payment recovery, further performance reviews, suspension of Program benefits, or termination from the Program.

7.2 Key Performance Indicators (KPIs)

ICBC monitors KPIs on an ongoing basis. Data informs coaching, feedback, and continuous improvement. Thresholds and targets may be published on the Partners Page and are subject to change.

7.2.1 KPI Monitoring and Data Collection

Through the Participant's use of the Towing Applications, ICBC documents and measures the following activities:

Towing Application Usage	
App Usage Parameter	**Description**
Inventory List	Entering a vehicle in the Participant's lot list within the Tow Suite.
Location Tracking	Updating vehicle location and status, including pickup and drop-off, in the Towing Applications.
Photo & Conditioning Quality	Submitting clear, complete photo packages within 48 hours (including any necessary retakes).
Invoice Accuracy	Correctly applying services and rates according to the Rate Payment Schedule, with supporting documents as required; the number of invoices requiring correction are tracked.
TIM usage	Using TIM to confirm ICBC interest in the vehicle.

Cycle Time	
Cycle Time Parameter	**Description**
Dispatch Response Time	Rejecting dispatches within six hours, with no late or missing responses.
Vehicle Pickup/Drop-off Cycle Time	Meeting the timeline expectation outlined in the Program Standards section of this Guide.
Photo Package Response Time	Providing photo packages within 48 hours.

7.3 Governance Reviews and Audits

7.3.1 Governance Reviews

Governance Reviews are a mechanism to capture instances of the Participant's non-adherence to Program standards, requirements or procedures. The purpose of Governance Reviews include:

- documenting billing practices and service delivery, including adherence to policy/procedures and accurate entries; and
- addressing issues such as billing anomalies, customer concerns, supplier conduct issues, repeated low-quality or delayed images, repeated late Program Vehicle drop offs, and outstanding requests requiring follow-up.

The results of ICBC's Governance Reviews may support coaching or corrective actions, as set out in the Terms, including invoice adjustment and payment recovery, further performance reviews, suspension of Program benefits, or termination from the Program.

7.3.2 Governance Review Disputes

Governance Review outcomes are shared with the Participant, including any coaching or feedback. Financial impacts and substantiated complaints are communicated directly in writing.

Participants may dispute the Governance Review findings by providing a clear basis for the dispute via email to supplierprograms@icbc.com within seven days of being advised of the Governance Review outcome. ICBC will review the assessment, supporting documentation, and explanation from the Participant. ICBC may uphold or amend the Governance Review, and will inform the Participant of the outcome.

7.3.3 Audits

Audits assess compliance with Program policies, procedures and standards. Audits are conducted at ICBC's discretion at any time, either scheduled or ad hoc, with additional triggers including adverse KPI trends, Governance Review results that indicate systemic issues, or customer complaints.

Audit results will be shared with the Participant, and may support coaching or corrective actions, as set out in the Terms, including invoice adjustment and payment recovery, further performance reviews, suspension of Program benefits, or termination from the Program.

7.4 Supplier Conduct Committee

The Supplier Conduct Committee (SCC) provides a review process for suppliers who create reputational or financial risk for ICBC due to not following Claims Procedures, performance standards or contractual obligations. The SCC's mandate is to:

- Provide guidance on supplier conduct issues;
- Protect the safety of customers and mitigate risk;
- Offer consistency on supplier conduct matters; and
- Determine or recommend corrective actions.

Referral to Supplier Conduct Committee

Participants may be referred to the SCC when issues are identified, including such issues as erratic performance, or serious issues as described in section 13.2 of the Terms.

7.5 Conduct and Corrective Actions

The following conduct is prohibited and may result in corrective actions or contract termination under the Terms. For greater clarity, this is a non-exclusive list that expands on the Terms:

- a failure to abide by the terms of the Agreement;
- unprofessional conduct, as determined by ICBC;
- a breach of ICBC's Code of Ethics;
- aggressive, inappropriate and/or abusive behaviour or communication towards an ICBC employee or customer;
- actions or omissions that adversely affect or that are harmful, detrimental, or disrespectful to the public image, reputation, or goodwill of ICBC, ICBC customers, or ICBC's proprietary marks;
- a failure to cooperate with ICBC;
- a failure to provide minimum reasonable service standards;
- a failure to adhere to invoicing requirements as set out in the Agreement;

- misrepresentation to ICBC, an ICBC customer, or otherwise, including providing misleading information, misrepresenting services or providing false or altered documentation;
- unacceptable Audit or Governance Review results, as determined by ICBC at its sole discretion;
- other reasons related to the performance of services outlined in the Agreement, as determined by ICBC.

7.6 Representative Conduct

Participants are responsible for the conduct of their representatives and personnel.

ICBC may instruct a Participant to prohibit a representative from providing Program services due to unacceptable conduct (e.g. inappropriate behaviour, unsafe equipment, repeated non-compliance, or failure to follow yard rules).

8. Advertising & Use of ICBC Logo

Participants must obtain written approval from ICBC prior to referencing ICBC, or services related to ICBC Claims, the Program or Program participation in any advertising (including websites and social media).

Requests for approval must be submitted to ICBC Supplier Programs at SupplierPrograms@icbc.com.

Unauthorized use of ICBC's name, logos or branding, without prior written approval, is prohibited.