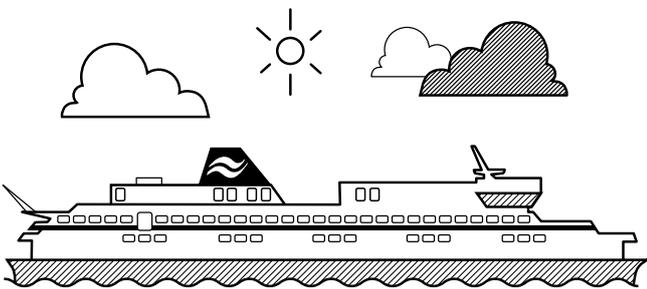




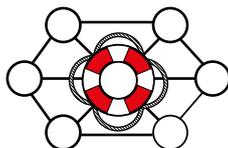
# BC FERRY SERVICES INC.

British Columbia Ferry Services Inc. (BC Ferries), one of the largest year-round ferry systems in the world, has been recognized as a global winner in the DuPont Safety and Sustainability Awards due to the company’s achievements in transforming its safety culture through the ‘SailSafe’ program.



Since its founding in 1960, BC Ferries has grown from a two vessel, two terminal operation, into a 24 route vehicle and passenger service that performs a vital role in connecting communities and facilitating commercial activity along the Pacific coastline of British Columbia. The company now moves over 21 million people and 8 million vehicles annually, on more than 186,000 sailings. With 4,500 employees, a fleet of 35 vessels, 47 terminals, multiple retail, food and beverage facilities, and a complex maintenance, supply, and distribution network, BC Ferries recorded revenues in 2016 of \$834 million.

Despite a long-term commitment to safety, a high profile and tragic incident in 2006 led the senior management of BC Ferries to embark upon a major renewal of the company’s safety culture. Developed in partnership with the BC Ferry & Marine Workers’ Union, the employee-driven



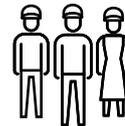
has guided continual improvements to the Safety Management System over the last ten years.

The initiative is based on the premise that all levels of the organization can participate by identifying areas for improvement. As a result, more than



4,500

recommendations



4,500

employees



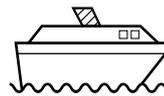
90

action plans

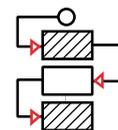
organized under the four pillars of:



people



assets



procedures



and

communication

Following the conclusion of Phase III, ‘SailSafe’ has formally shifted from a defined safety implementation program into an ongoing, embedded commitment to safety excellence integrated into the full sweep of daily operations. To date, the initiative has not only resulted in fewer safety critical incidents, as well as improved training and reporting, but more importantly...

a

90% ↑



improvement in the employee safety index.

and a close to

60% ↓



drop in passenger injuries.