



PRESIDENT & CHIEF EXECUTIVE OFFICER

British Columbia Ferry Services Inc.
Suite 500 – 1321 Blanshard Street
Victoria, BC V8W 0B7

Tel (250) 381-1401

www.bcferrries.com

November 3, 2016

John Wright
Managing Director
WrightWay Training Limited

LETTER OF REFERENCE

To whom it may concern,

In 2007, British Columbia Ferry Services Inc. and the BC Ferry and Marine Workers' Union (BCFMWU) embarked on a journey towards creating a world-class safety management system, with the hope of establishing what we call today a 'just' safety culture. To achieve this, both organizations agreed to utilize the expertise and the experience of WrightWay (WWL) in conjunction with Force Technology of Denmark. From the very start, John Wright and his team brought their enthusiasm and commitment to the table, understanding the complex issues we were dealing with and assisted us to define a clear plan to fulfil the mandate of BC Ferries and its partner in safety, the BCFMWU.

WWL met the challenges of working with us within the context of having a labour agreement in place and the significant organizational changes that take place on an on-going basis in a dynamic company such as BC Ferries. Through developing strong, respectful relationships with the participants, John and his team established an effective partnership with management, the trade union and our employees. This in turn helped us to launch our program for change (SailSafe), effectively dispensing with past contentious history and materially improving both safety and efficiency at BC Ferries. As a result, hundreds of our employees over the years have been saved from having an injury and just days ago, BC Ferries received notice from WorkSafeBC that our annual premiums for 2017 would be decreased, saving us approximately two million dollars per year. This serves to prove that safety and efficiency are two sides of the same coin.

I have no hesitation in providing a reference for WWL to any company looking to establish a world-class safety culture. Feel free to contact me directly for more information relating to the work provided by John Wright and his team.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Corrigan".

Mike Corrigan
President & CEO