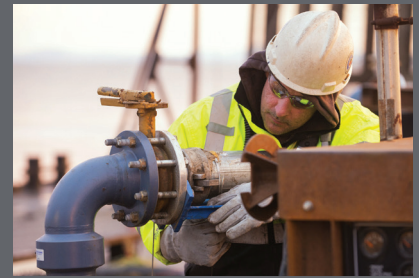


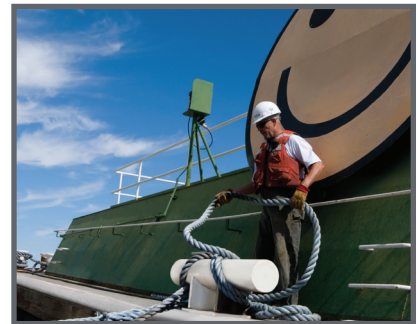
AWO SAFETY LEADERSHIP 3.0



Goal 1 of AWO's strategic plan, *Charting the Future*, directs the association to lead and support members in continuously improving safety, security and environmental stewardship. This commitment to safety leadership was reinforced by the Board's unanimous approval of the 2011 recommendations of the Task Force on the Future of AWO Safety Leadership, which articulated the vision that:

"AWO members, by creating strong safety cultures, will lead the industry in safety and environmental stewardship by exceeding regulatory minimums, striving for continuous improvement and measuring performance."

Significant changes have occurred in the regulatory and safety landscape since the FOSL Task Force completed its work, including most notably publication and implementation of Subchapter M. AWO must ensure that its safety work meets member needs, reflects member priorities, and provides real value to members in this changed environment. To that end, in October 2018, the Board of Directors directed that the AWO safety portfolio include the following objectives and work.



1. Leadership

- a. Focus on and communicate AWO's commitment to a culture of safety
- b. Maintain and strengthen the integrity of the Responsible Carrier Program and promote third-party audited compliance with safety management systems as a means of driving continuous improvement
- c. Provide forums and opportunities for senior executives and safety professionals, and other stakeholders including government partners and shipper customers, to share experiences and learn from each other on safety issues
- d. Identify other transportation modes and industries that are safety leaders and find ways to transfer learning to our industry

2. Data

- a. Capitalize on data derived from the transition to Subchapter M, including nonconformities and deficiencies identified and corrective actions approved by the U.S Coast Guard and third-party organizations to educate members and ensure their smooth transition to towing vessel inspection



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2. Data (Continued)

- b. Use the Safety Statistics Reporting Program to identify opportunities for improvement and measure progress over time
- c. Identify preventative safety behaviors (leading indicators) which result in improved safety performance while also analyzing the data from casualties and near misses (lagging indicators)
- d. Differentiate data based on regions and market sectors
- e. Benchmark the safety performance of AWO members against the towing industry, the transportation industry as a whole, and all U.S. workplaces

3. Member Resources and Communication

- a. Develop and/or curate useful safety materials, including those created by knowledgeable third parties
- b. Implement the remaining FOSL Task Force recommendations, including development of:
 - i. An industry-endorsed vision of environmental stewardship;
 - ii. A tool for promoting continuous improvement; and,
 - iii. A process for sharing near misses and lessons learned
- c. Provide members with tools and resources to assess the maturity and functionality of their safety management systems
- d. Ensure that the safety committees routinely provide opportunities for reflective learning
- e. Utilize issue-specific workgroups to allow for robust problem solving by peers and expert third parties and make recommendations for safety improvements
- f. Distribute safety tools and resources, such as best practices, lessons learned, and training materials, to assist members (especially smaller companies) in improving their HSSE programs



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