



Great Lakes Dredge & Dock Company

The On-Going
Drive to World
Class Safety

SEPTEMBER 2018

GREAT LAKES DREDGE & DOCK COMPANY, LLC
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WORLD CLASS SAFETY

- 1 Today's Safety Culture
- 2 Who We Are
- 3 GLDD's Journey to Safety Excellence
- 4 Key Characteristics of WORLD CLASS SAFETY
- 5 GLDD's On-Going Drive to WORLD CLASS SAFETY





TODAY'S SAFETY CULTURE

MANY COMPANIES ARE LIMITING RESOURCES
NEEDED TO REACH SAFETY EXCELLENCE



95%

of companies have a *reactive* safety culture

- A reactive safety culture will never achieve “World Class”

98%

of all injuries are the result of unsafe human behaviors and actions:

- ✓ **Most companies concentrate their efforts on equipment**
- ✓ Only 1.5% of all injuries are related to machinery issues
- ✓ 70% of all injuries are the result of unsafe acts of persons other than the injured employee





RESULTS of TODAY'S CULTURE

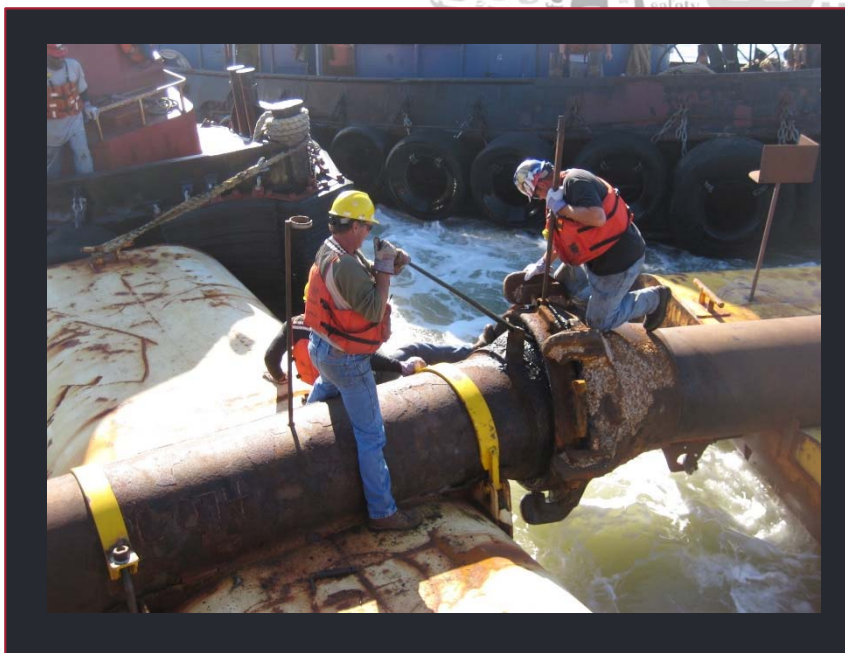


EACH DAY

- 16 people will die at work
- 15,479 people will be injured
- 38,689 children will experience a parent coming home injured from work

COST TO COMPANIES

- Direct cost are the tip of the iceberg
- Indirect costs can be “4 x” as much and can sink a company



“Hey, we work in rough offshore conditions with heavy floating equipment. People are going to get hurt.”
“What do you expect? This is dredging!”





WHO WE ARE





WHO WE ARE

GREAT LAKES DREDGE & DOCK COMPANY, LLC



- Providing Dredging Services since 1890
- Largest dredging contractor in the U.S.
- Annual sales \$700M+
- We have completed dredging projects on six (6) continents
- Largest volume dredging contract completed → 104,600,000 CY
- On average we dredge 51,000,000+ CY per year
- Operate CSD (hydraulic dredges), trailing suction hopper dredges (hoppers), and mechanical (clamshell & backhoe)





DREDGE FLEET

GREAT LAKES DREDGE & DOCK COMPANY, LLC

6 FIXED HULL CUTTER SUCTION DREDGES



2 PORTABLE CUTTER SUCTION DREDGES



6 HOPPER DREDGES



4 CLAMSHELL DREDGES



BACKHOE DREDGE NEW YORK



DRILL BOAT APACHE





PROJECT TYPES

GREAT LAKES DREDGE & DOCK COMPANY, LLC

CAPITAL



COASTAL PROTECTION



MAINTENANCE



INTERNATIONAL



RIVERS & LAKES










**GLDD's
ON-GOING
JOURNEY
TO SAFETY
EXCELLENCE**





GLDD SAFETY UP TO 2004

Typical traditional safety structure—with a TRIR drop of 50% between 1996 and 2004...

<p>Started to develop a formalized SAFETY DEPARTMENT</p> 	<p>Implemented RESPONSIBLE CARRIER PROGRAM (Tugboats) Input EM 385</p> 	<p>Implemented INTERNATIONAL SAFETY MANAGEMENT CODE (Hopper Ships)</p> 	<p>Implemented DREDGING SAFETY MANAGEMENT PROGRAM (All Operations)</p> 	<p>SIGNIFICANT PROGRESS </p> <ul style="list-style-type: none">✓ Safety Staff of 9✓ Implemented standardized procedures & policies✓ Company-wide safety manual✓ Safety training
1996	1999	2001	2002	2004

...and we thought we really had dredging safety figured out!





GLDD's **IIF** JOURNEY BEGAN IN 2005



- ✓ Gains became more difficult to achieve
- ✓ Great systems, procedures, and training were in place, but there were still injuries
- ✓ Frustration was setting in
- ✓ Began a process of realignment of GLDD's safety culture developed by JMJ Associates
- ✓ Change in safety attitudes from simple compliance with rules and regulations, to a mindset that intends to eliminate work-related incidents and injuries all together
- ✓ Chevron, Skanska, Bovis, and other larger international companies had successfully embraced IIF

The IIF Journey - Manson 2004
- **Great Lakes 2005**
- Weeks 2008





INCIDENT- and INJURY-FREE **is ABOUT...**



TAKING RESPONSIBILITY for
your own safety and the safety of
those you work with.

PLANNING activities and
asking questions.

SPEAKING UP when
you see something unsafe.

CARING for
your coworkers.

ACKNOWLEDGING your
importance to the company
and that of your colleagues.

CHANGING from complying
with safety practices to adopting
them as the standard.

CHOOSING to follow
safety rules because you
want to, not have to.



INCIDENT &
INJURY-FREE

AND IT'S ABOUT **GOING HOME SAFELY**
TO FAMILY AND FRIENDS AT THE
END OF EVERY DAY!





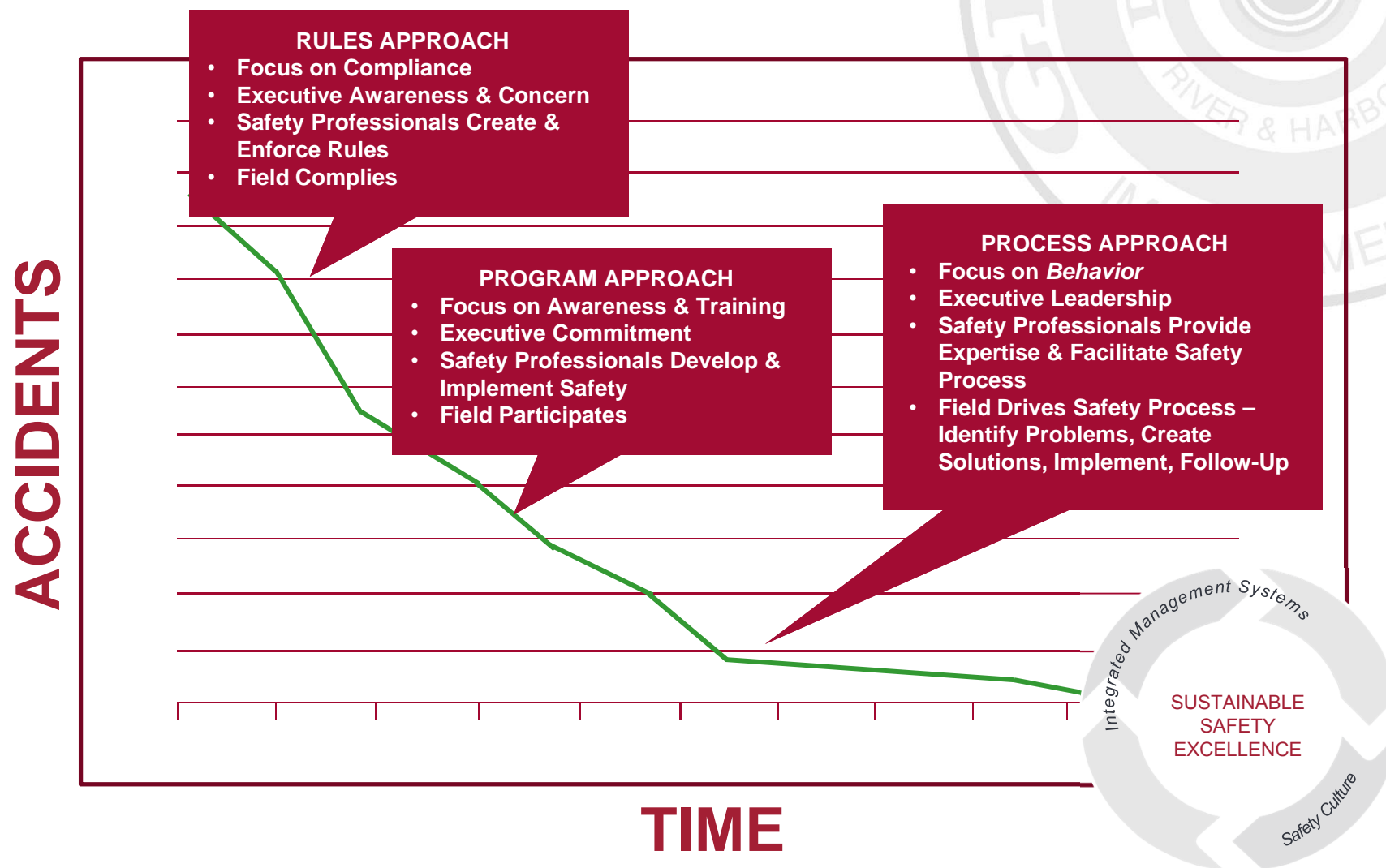
SAFETY SUCCESSES

- ▼ Decrease in incident claims and medical costs
- ▼ Significant reduction in insurance premiums
- ▼ Decrease in time spent by managers responding to incidents
- ▼ Reduction in equipment incidents & damage
- ▼ Decrease in employee recruitment/replacement costs
- ▲ Increase in historic gains in project size and complexity
- ▲ Improved communications throughout divisions
- ▲ Access to bidding opportunities
- ▲ Improved employee morale and productivity
- ▲ Increase in bench of “Great Lakes-grown” managers and leaders





SAFETY from RULES APPROACH to SUSTAINABLE SAFETY EXCELLENCE





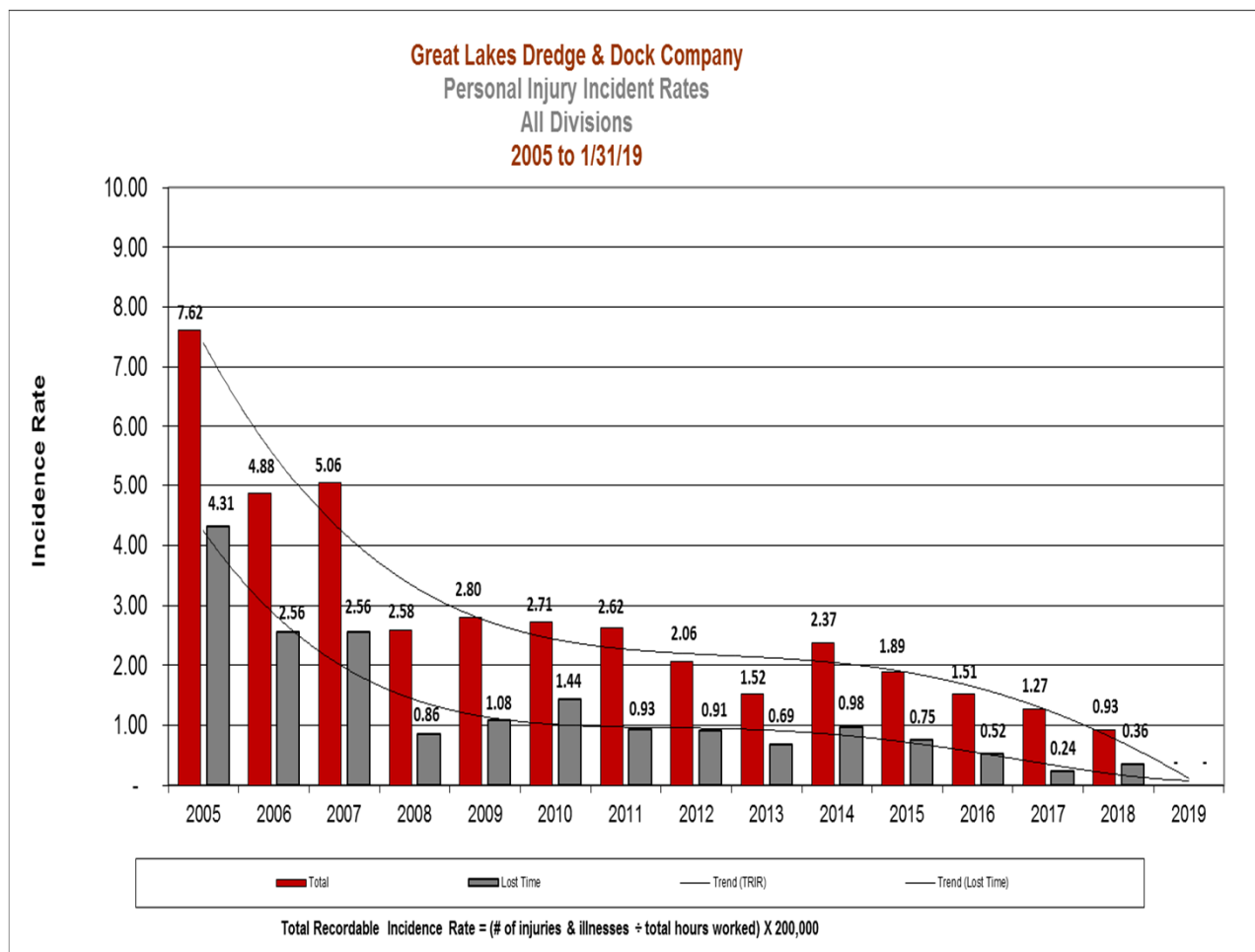
SAFETY STATS

GREAT LAKES DREDGE & DOCK COMPANY, LLC



Our commitment to IIF® culture has resulted so far in at least 1,260 fewer incidents at Great Lakes, and has positively impacted our business partners, families & friends.

PERSONAL INJURY INCIDENT RATES



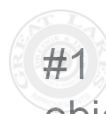


KEY
CHARACTERISTICS
OF
WORLD CLASS
SAFETY





FUNDAMENTAL BELIEFS of **WORLD CLASS SAFETY**



#1 Business objective is the health and safety of **PEOPLE.**



All injuries & occupational illnesses **CAN BE PREVENTED.**



EXCELLENCE in safety is compatible with excellence in other business parameters.



Safety must be made an **INTEGRAL PART** of every job.



Good safety is mainly **IN THE HEAD.**





KEY CHARACTERISTICS of WORLD CLASS SAFETY

🔑 Vision / Drive to be World Class

🔑 Management Leadership

🔑 Aligned to Broad Business Goals

🔑 Establishment of Targets & Accountability

🔑 Achievement of Goals / Objectives

🔑 Consistent Processes / Process-driven

🔑 Adoption of Best Practices

🔑 Ability to Adapt to Change





KEY CHARACTERISTICS of **WORLD CLASS SAFETY**

🔑 Management Commitment / Involvement

🔑 Responsibility & Accountability

🔑 Communication & Engagement

🔑 Behavior Analysis / Management

🔑 Recognition & Rewards

🔑 Continuous Improvement





SAFETY MANAGEMENT FUNDAMENTAL BELIEFS

- ✓ Top management must be committed to excellence
- ✓ Safety is a front line responsibility
- ✓ Requires involvement from everyone
- ✓ Safety training is an essential element

If committed to safety excellence, an organization will have a broad array of safety systems and practices which are thoroughly implemented and supported by broad workforce participation.








COMMUNICATION / ENGAGEMENT

 Universal systems in place to communicate on all safety issues

 All employees participate and take ownership

 Safety issues are at the forefront of company decisions

 Safety performance is well communicated throughout the company

 Policy & procedure communication is a three-way process

 Regular communication and one-on-one employee engagement meetings





SPECIFIC PRACTICES FOR SAFETY EXCELLENCE



- ✍ Safety Rules
- ✍ Safety Training
- ✍ Safety Meetings
- ✍ Risk Assessments
- ✍ Audits & Inspections
- ✍ Injury / Incident Investigation
- ✍ Modified Duty & Return-to-Work Systems
- ✍ Involvement in Community & Customer Safety





OUR ON-GOING
DRIVE TO WORLD
CLASS SAFETY





OUR ON-GOING DRIVE TO WORLD CLASS SAFETY



- ✍ Safety of Jobsite & Equipment
- ✍ Safety Discipline
- ✍ Performance Management
- ✍ Measurements & Benchmarking
- ✍ Safety Organization/Specialists
- ✍ Safety of Contractors & Subsidiaries
- ✍ Hiring for Safety Attitude
- ✍ Off-the-Job Safety



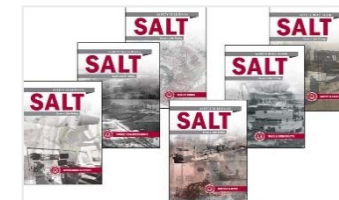


SAFETY TOOLS

REINFORCING GLDD PROJECT SITES TODAY

- ✓ IIF® Kickoff Meeting
- ✓ IIF® Operations Orientation
- ✓ Stop-Work Authority
- ✓ JSA
- ✓ Company-wide Good Catch, Near Miss, and Incident Broadcasts
- ✓ Support from Site Health & Safety Officers (SHSO's)
- ✓ Systems-Focused Incident Response
- ✓ Save A Life Today (The S.A.L.T. book)

Save A Life Today or the “S.A.L.T. Book,” is a collection of safety rules and recommended practices. It was written by representatives of our entire fleet - top to bottom, international to domestic, experienced employee to new hire - and our people follow its precepts proudly. We expect subcontractors and site visitors to comply with the S.A.L.T. book as well.



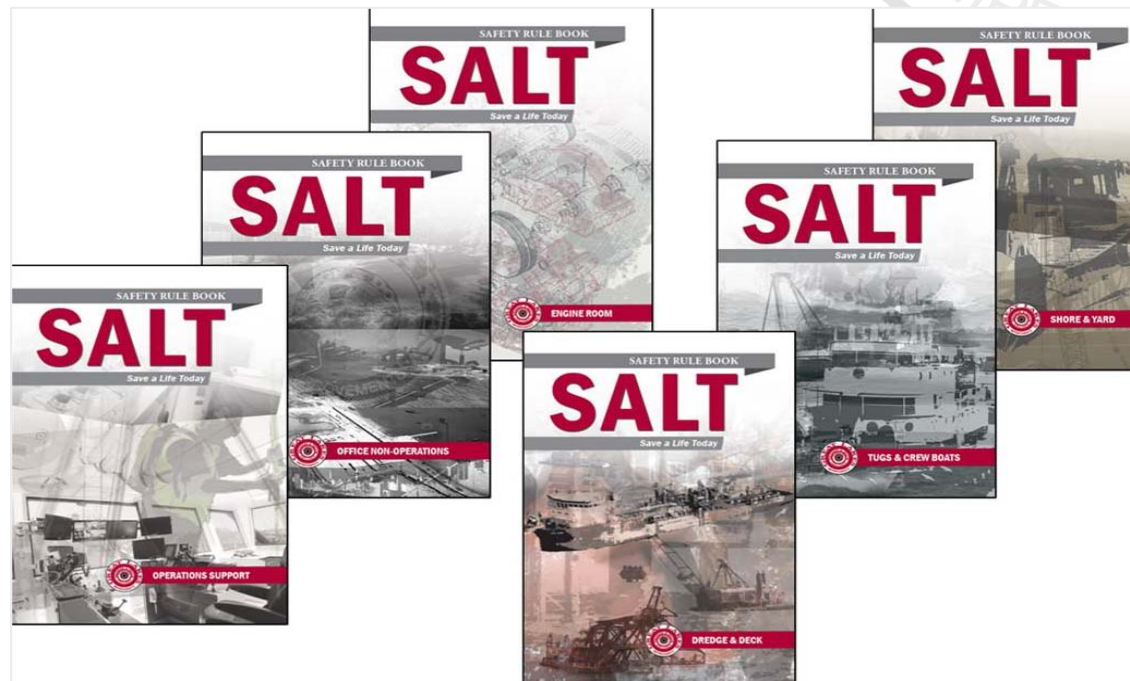


OUR ON-GOING DRIVE TO WORLD CLASS SAFETY



Safe a Life Today (SALT) Safety Rule Book

- ✓ 6 Rule books developed by crew in 2013
- ✓ Crews updated rule books in 2016





OUR ON-GOING DRIVE TO WORLD CLASS SAFETY



SAFETY WITHOUT COMPROMISE (SWOC) TRAINING

- ✓ Two (2) Day Course – both salary/hourly for all Operation Personnel
- ✓ Conveys GLDD Safety Culture
- ✓ Strengthen Hazard Awareness
- ✓ Focus on Mutual Accountability





OUR ON-GOING DRIVE TO WORLD CLASS SAFETY

LIFE SAVING ABSOLUTES

✓ Safety Accountability



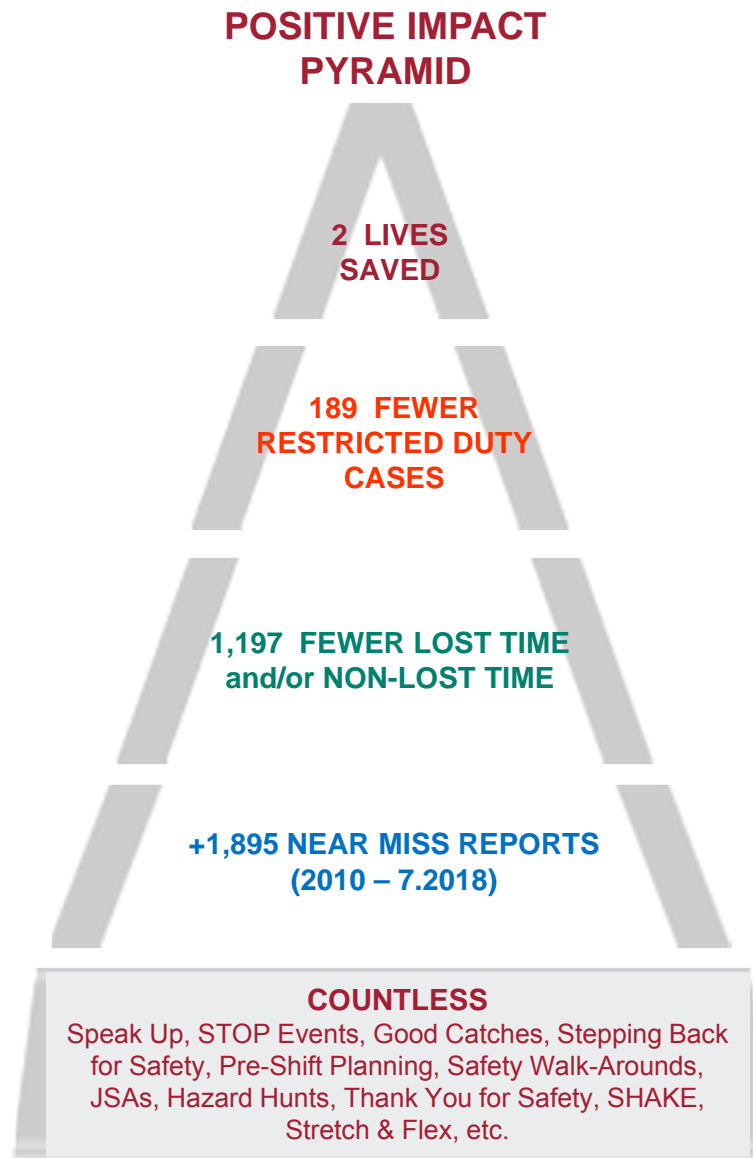
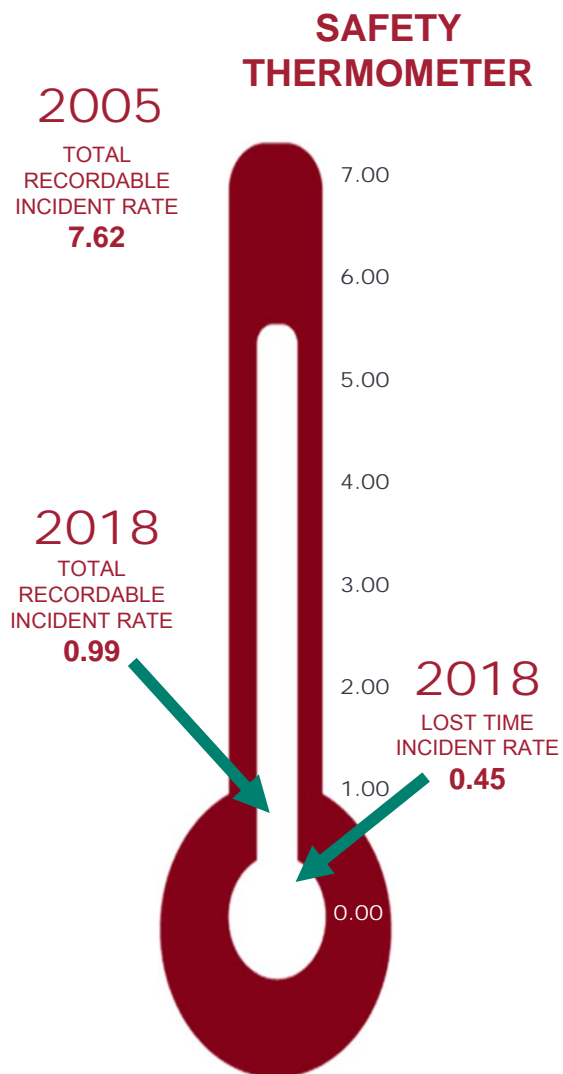
INCIDENT &
INJURY-FREE

LIFE SAVING ABSOLUTES





GETTING TO IIF – 2005 to through 3rd Qtr 2018





OUR ON-GOING DRIVE TO WORLD CLASS SAFETY



INCIDENT &
INJURY-FREE

UNINJURED CO-WORKER

IMPACTED FAMILY & FRIENDS



Children
Husband / Wife / Partner
Mom / Dad
Aunt / Uncle
Brothers
Sisters
Nephews
Nieces
Grandparents
School Friends

IIF IMPACT ON FAMILY & FRIENDS

1,389 Fewer co-workers injured with 5 close family or friends = **6,943 positively impacted** family members and friends.

1,389 Uninjured co-workers injured with 10 close family or friends = **13,885 positively impacted** family members and friends.

And if we say half of our NEAR MISS reports resulted in a safer, uninjured co-worker, then our IIF EFFORT has made a positive impact on **11,680 – 23,360** family members and friends! Many have no idea what we do, but they know their loved one made it home: SUCCESS!



SAFETY WITHOUT COMPROMISE

AT GREAT LAKES DREDGE & DOCK

SAFETY

is about making sure we all go home
safe and sound EVERY DAY to our
families and friends.



INCIDENT &
INJURY-FREE





SAFETY WITHOUT COMPROMISE

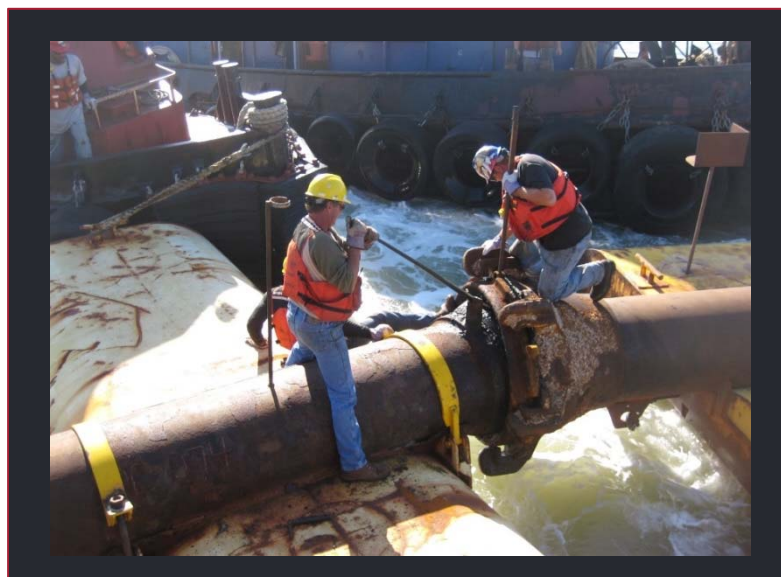


THIS IS GLDD TODAY

THIS IS WHEN I STARTED DREDGING (1982)

"Hey, we work in rough offshore conditions with heavy floating equipment. People are going to get hurt."

"What do you expect? This is dredging!"



**CSD "OHIO" - 3,000 DAYS
WITHOUT A LOST TIME ACCIDENT
& COUNTING**





SAFETY WITHOUT COMPROMISE



POP QUIZ

IS SAFETY A **PRIORITY** OR A **VALUE**?

QUESTIONS / DISCUSSION

