



## Safety at Great Lakes

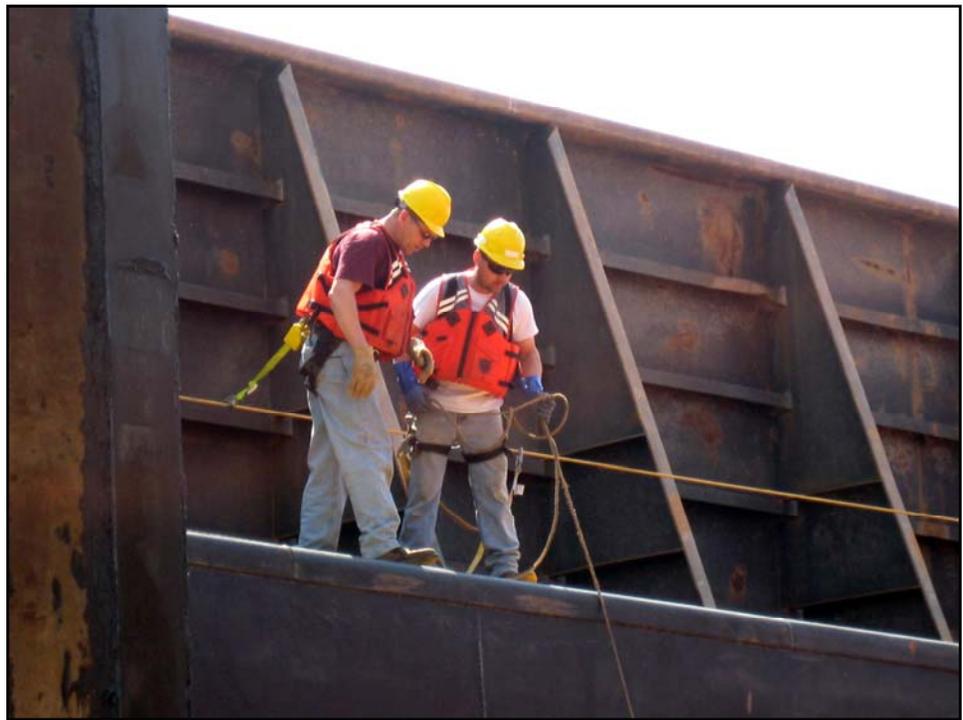
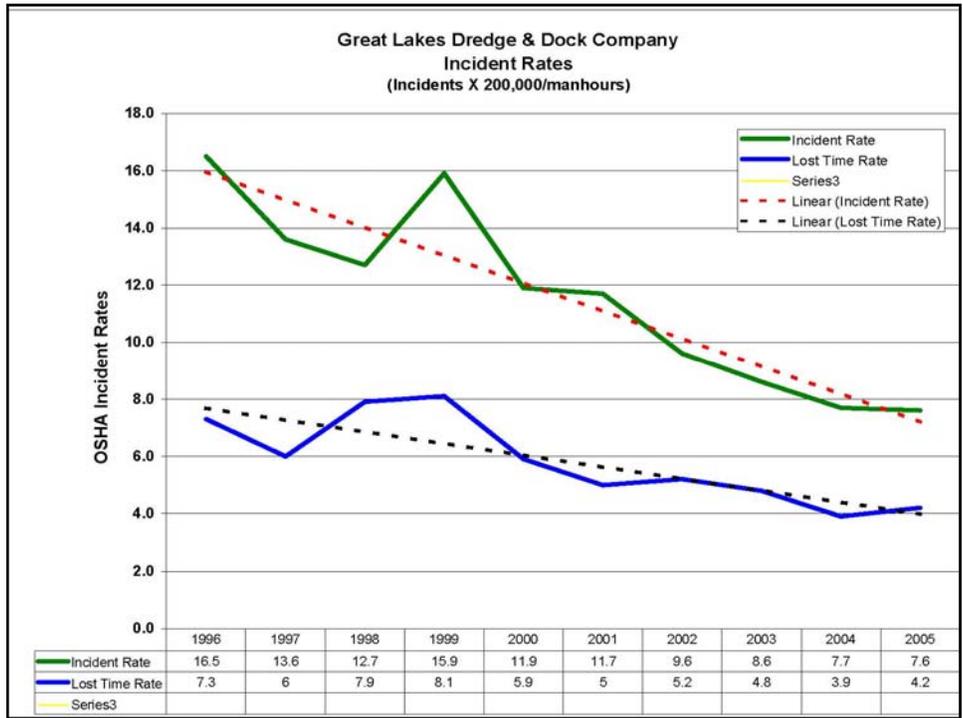


- 1995 Formalized our Safety Department under Glenn Thomas
- 1999 EM385
- 2001 ISM
- 2002 DSMP
- 2004 – Significant progress in 10 years
  - Safety department with a staff of 9
  - Standardized procedures, policies, company safety manual
  - Safety Training

We had a typical 'Traditional' Safety Structure and thought we really had dredging safety figured out!

-our TRIR dropped >50% between 1996 and 2004

The Trend Lines were all headed in the right direction!





## What is Different at GLDD?

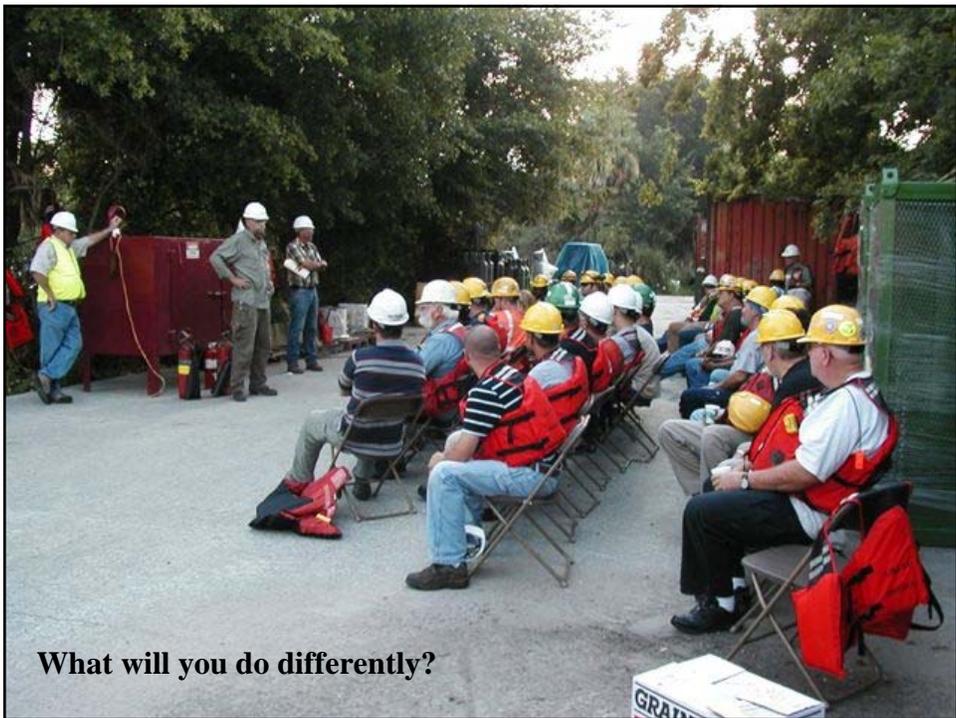


- From the tender stage through final demobilization, safety is at the table
- Every department, including non-ops, has participated in our safety transformation
- Operating methods, crew levels and equipment usage that was acceptable in the past is scrutinized from a safety perspective.

Our Chief Estimator John Karas recently commented, “In my 25 years at GLDD, I have never seen a program that is intertwined into everything we do and always takes precedent, like IIF. Everything stops for safety!”

The commitment is incredible



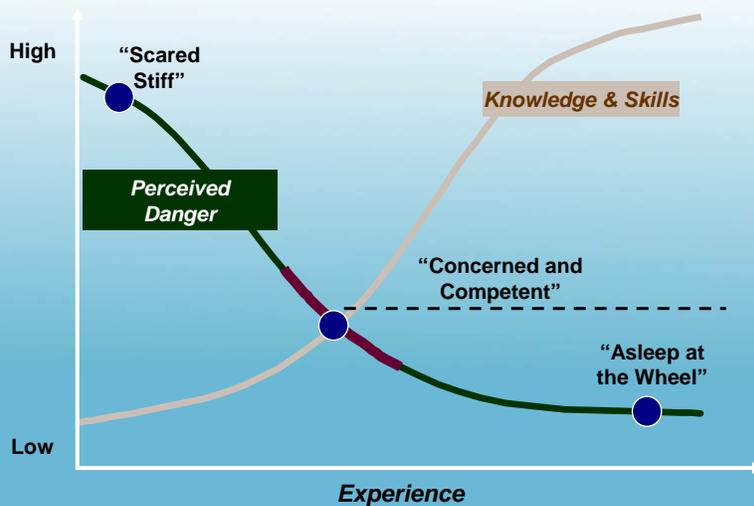


## RELATIONSHIP as the FOUNDATION of ACCOMPLISHMENT



The foundation of all accomplishment is relationship. Expand the relationship and the opportunity for accomplishment expands proportionately.

## RELATIONSHIP OF COMPETENCY TO RISK



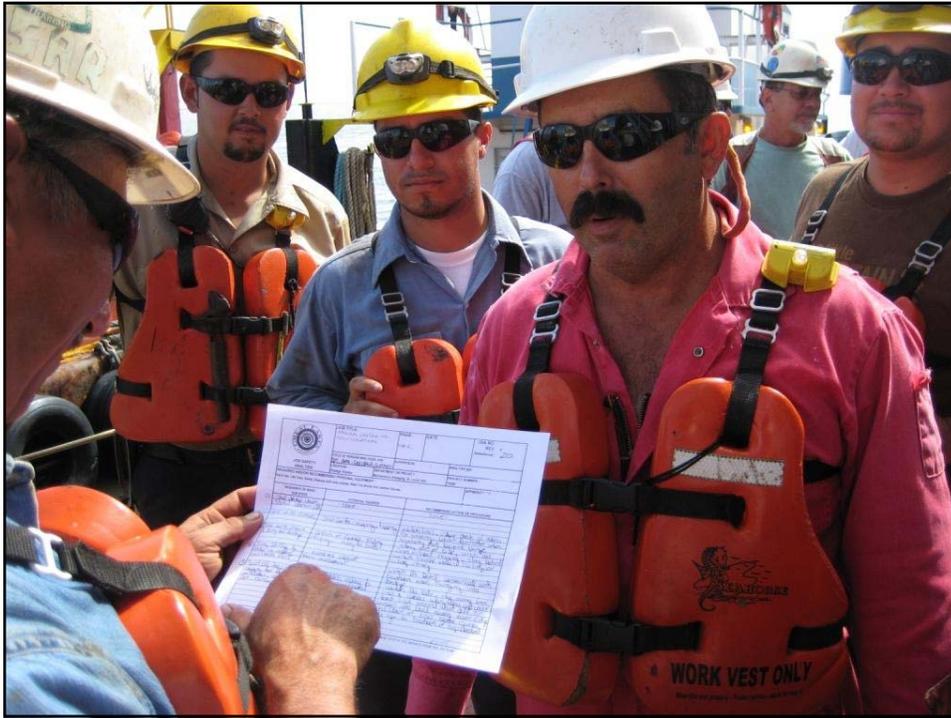
# THE INJURY PYRAMID



From the perspective of **severity**, there is a huge difference between the consequences of a near miss and of a fatality. And there is a huge difference in our responses to them.



**Captain & Chief leading a Pre-Shift Meeting on the Dredge 'Alaska' working in Houma La**



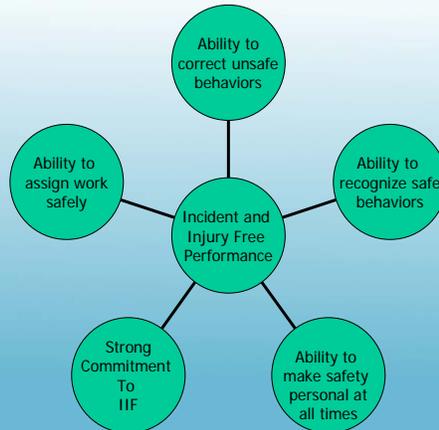
## Step Back



Before beginning a task or activity such as (walking from bow to stern)

Take a minute – step back – look around – is it safe to proceed?

## Training Front Line Supervisors 'Leadership from Within'



## Visible Management Commitment



- Phone calls – ask about safety before production
- Site Visits – take time to talk to groups of crew members
- Attend preshift meetings and JSA discussions
- Provide the resources needed to help safety succeed
- Ask questions about close calls
- Recognize safety excellence – single out the Captain and Crew

# Baltimore Maintenance Project – 120 days 0 Incidents

May 28, 2007



*Great Great Great!!*  
 Doug Mackie  
 Rickie [unclear]

Steve O'Hara  
*THANKS FOR YOUR EFFORTS IN MAKING THIS PROJECT A SUCCESS FOR ALL.*

Dave Simonelli  
*IT'S ALL ABOUT THE BEST PEOPLE! THANKS FOR THE EFFORT!*

Glenn Thomas  
*Well done guys!*

Russ Zimmerman  
*Russell F. Zimmerman*

Mark Reid  
*Mark L. Reid*  
**CONGRATULATIONS ON REACHING OUR GOAL**

Bill Moore  
*Bill Moore*

The Baltimore project staff and the management of Great Lakes Dredge & Dock Company would like to congratulate all the crews and field supervisors of the Baltimore Harbor Maintenance Project for your exceptional safety performance.

Your experience and safe work practices made this project a safety success. You overcame many days of harsh weather conditions. A project of this magnitude required great teamwork and communication throughout the workforce, and you delivered.

This accomplishment is a great example for the rest of the company of what is possible when crews, supervisors and management embrace the Incident and Injury Free (IIF) concept of taking responsibility for your own safety and the safety of your fellow workers.

We would like to thank you for your contribution to creating a safe work environment at Great Lakes.

Please take a few minutes to complete the attached questionnaire to help us identify positive programs that assisted in the Baltimore Project becoming Incident and Injury Free. This will also help all of our employees and your co-workers obtain a safe workplace on future projects with the ultimate goal of becoming Incident and Injury Free.

Congratulations to everyone on the Baltimore Harbor team.





DREDGE: Dredge PROJECT: GLDD Project #####  
 DATE: 5/24/2007 SHIFT: 0700-1900 / 1900 - 0700 (Circle one)

END OF SHIFT -- SAFETY QUESTIONNAIRE

Safety and Incident and Injury Free: (Circle Y or N, comments as applicable)

1. As a participant in Great Lakes' IIF Work Environment, did you perform any unsafe tasks during your shift today? YES / NO IF YES, please explain: \_\_\_\_\_
2. Were you involved in any incidents or accidents or were you a witness to any accidents during your shift today? YES / NO IF YES, please explain: \_\_\_\_\_
3. Did you witness any 'close call' incidents or unsafe acts during your shift? YES / NO IF NO, please explain: \_\_\_\_\_
4. Did you identify any unsafe conditions during your shift that need to be addressed? YES / NO IF NO, please explain: \_\_\_\_\_
5. Were the tasks you performed on this shift reasonably safe under the circumstances and were you provided a safe way to perform them? YES / NO IF NO, please explain: \_\_\_\_\_
6. Were you adequately trained to perform the tasks assigned to you on this shift? YES / NO IF NO, please explain: \_\_\_\_\_
7. Were the vessels you were assigned to on this shift reasonably fit for their intended use? YES / NO IF NO, please explain: \_\_\_\_\_
8. Did you participate in a Pre-shift meeting today? YES / NO IF NO, please explain: \_\_\_\_\_
9. Did you participate in or review a JSA for the job you were assigned? YES / NO IF NO, please explain: \_\_\_\_\_

Employee Name: Finch, Vernon Employee's Position : Equipment Operator

Employee's Signature \_\_\_\_\_

CA-A-FO-090

process - REV. 1



ESQ

>Started as defensive protection against South Texas lawsuits

>Secondary Benefit Method to voice safety concerns daily

>Discussed and addressed by Site Management at Pre-Shift Meetings



Personal Injury Broadcast

Great Lakes Dredge & Dock Company, LLC

Reported Occupational Injuries and Illnesses  
 September 22, 2008 through September 30, 2008

This update is being provided to increase awareness of workplace incidents that occur at GLD&D workplaces. This added awareness helps us to focus on trends we see in the workplace, and allows us to respond rapidly to prevent similar incidents in our areas of responsibility.

- **Non-recordable, no-lost-time injury reported on the Houma Navigation Canal project on dredge tender TAR RIVER on 9/20/08.**  
 Reported that an engineer was going down the steps into the engine room to check the bilge pump when he slipped and fell on the steps, striking his left lower back ribcage on the step and resulting in a sore spot on the lower left side of his ribcage.
- **Recordable, no-lost-time injury reported in the Moon yard in Norfolk on 9/24/08.**  
 Reported that a derrick operator was moving oxygen and acetylene bottles when he felt a strain on his left side, resulting in a chest contusion (bruised chest).
- **Non-recordable, no-lost-time injury reported on the Houma Navigation Channel project on dredge tender TAR RIVER 9/28/08.**  
 Reported that a boat captain was on his knees checking the depth of water with a spike pole when the pole slipped out of his hands; he went down on his stomach to try to get the pole and hit the left side of his ribs on a bit, resulting in an sore spot on the left side of his ribcage.



# Incident Analysis



Type of Incident :	
Bodily Reaction	
Caught in, under, between	4
Contact with radiation, caustics, etc.	1
Contact with temperature extremes	1
Fall from elevation or overboard	
Fall, slip or trip on same level	3
<b>Overexertion or strain</b>	<b>6</b>
Rubbed or abraded	1
Struck against object	3
<b>Struck by object</b>	<b>9</b>
Trans. accident other than motor vehicle	
Foreign object in ...	
	<b>28</b>

Inexperience vs. Complacency

Years Experience:	
<3 months	2
3 to 6 months	3
6 months to 1 year	4
1 - 2	1
2 - 3	1
3 - 4	4
4 - 5	1
5 - 10	5
>10	7
Unknown	
	<b>28</b>

**Recordable Injuries**



# IIF Action Alert



Date: 19 November 2007  
 From: International Division Safety Department  
 To: All Field Employees  
 Subject: Wearing of Safety Glasses



## A Bahrain 'Close Call' and Lesson Learned

### IIF Alert helps get the message out to the fleet

### English and Tagalog

On Sunday 18 November 2007, Jon Soderberg, the Stores Manager was observing the placing of two pump liners on top of each other in the Yard. He was about 20 ft away from the operation. As the one liner was lifted by the forklift, a piece of metal broke free and struck Jon's safety glasses causing two hard impacts which cracked the left lens. Jon reported the incident to the office. His words were "NOW I KNOW WHY THE COMPANY HAS A 100% EYE WEAR POLICY"

Thanks Jon for reporting the incident to us. This is the kind of incident that could have serious implications for any person not wearing their Personal Protective Equipment.

Noong Ika-18 ng Nobyembre 2007, si Ginoo Jon Soderberg, ang Stores Manager ay nag-observa ng paglagay ng dalawang pump liners sa Yard. May dalawangampung talampalan ang kanyang layo mula sa nasabing operasyon. Habang ang isang liner ay binubuhay ng forklift, nasira ang piraso ng metal at trinaman ang salaming pang-protakta ni Jon na nagdulot ng dalawang matinding impakt at naging sanhi ng lamat sa kaliwang lente ng kanyang salamin. Ipinalam ni Jon ang insidenteng ito sa opisina. Ang kanyang mga salita ay "NGAYON AY ALAM KO NA KUNG BAKIT ANG KOMPANYA AY MAY POLISIYA NA 100 PORSYENTO NA PAGSUSUOT NG SALAMING PANG-PROTEKTA"

Salamat Jon sa pagbigay sa amin ng impormasyon tungkol sa insidenteng ito. Ito ay isang uri ng insidente na maaring labantangan ng seryosong implikasyon para sa kahit na sinong tao na hindi nagsusuot ng kaniyang Personal na Kagamitang Pang-Protakta.

**TO BE POSTED ON DREDGES, PROPELLED VESSELS, YARD FACILITIES & SITE OFFICES**

Safety Report DR #54		GLDD# 14962	Boston Harbor, USACE W912WJ-07-C-0023	Week ending 14-Sep-08	CM Review by: Matt Ferrell
Category	This week	To date	Weekly Safety Narrative		
Near misses	0	18	No incidents or injuries to report for week ending 14 Sep 08. Mike Trone maintained SSIA responsibilities from 08 Sept through 10 Sept, Rich Smith assumed SSIA duties on 11 Sept and through 14 Sept. This week two crew boats were operating on the project. The master aboard the PL20N had corrected items of deficiencies listed on the inspection sheet provided. Modifications were made to the crew boat landing, a larger gangway was installed to decrease the incline angle from the fixed pier to the bow loading/docking line tubes. This was an effort to make a safer exit/entry point for the dredge crews. Work aboard dredge during the week included the installation of the scow way gate and radiator. Chained proper LOTO procedure followed. Additionally observed repair crew cleaning water on deck as the project progressed maintaining dig board. SSC's are being attached and removed from SSC's with care as were instructed. Both SSC's with comments were submitted by W. Molyneux aboard the LEMMERHIRT and were IRT a line being caught in the wheel and another on forward deck flood lights require repair.		
Non recordable	0	0			
Illness	0	0			
First Aid	0	1			
Recordable	0	0			
Non Lost Time	0	0			
Restricted Duty	0	1			
Lost Time	0	0			
Project man hrs	2836	44124			
Project TRIR	0	4.53			
Was week IIF	Yes		<b>Summary of Daily Safety Activities &amp; Observations</b>		
Monday	8-Sep-08	Pre shift safety meeting:	Meeting discussed the nature of the material being dug and the hazards associated with such contaminated materials. Avoid skin contact and avoid inhalation of mist.		
		JA's Discussions:	Starting evaporator, Pressuring scow, Greasing bucket, Changing scows ( sailing and landing ) Painting dig marks.		
Tuesday	9-Sep-08	Activities / Behavioral Observations:	Crew operating well as a team a constant and orderly operation. Dredge moves and cuts are laid out and discussed with Captain and Operator on a daily basis. The communication between safety and Dredge crew avoids potential confusion and maintains steady, safe progress.		
		Pre shift safety meeting:	Discussed progress of the night shift. Discussed activity for the day. Discussed proper PPE for working on scows.		
Wednesday	10-Sep-08	JA's Discussions:	Checking scow voids for water level. Pressuring scow. Changing scows ( sailing and landing )		
		Activities / Behavioral Observations:	Observed scow change. Crew of the Lemmerhirt consistently uses lanyards properly when pulling lines. Richard Lowery conducted meetings throughout the day to clarify production issues and also inspected the buckets.		
Thursday	11-Sep-08	Pre shift safety meeting:	Scow scheduling. Working on or in scows and the safety precautions necessary.		
		JA's Discussions:	Greasing bucket, Changing scows (sailing and landing), Cutting back closing wire. Confined space entry. Pressure scow.		
Friday	12-Sep-08	Activities / Behavioral Observations:	Crew entered a confined space to repair scow 65. The engineer used took an air quality reading and oxygen content of 20.9 was acceptable. A confined space entry form was filled out prior to entering and an attendant was present at all times.		
		Pre shift safety meeting:	Capt Mike presented the Personal Injury Broadcast to the crew for discussion. Discussed contractor working on scow.		
Saturday	13-Sep-08	JA's Discussions:	Hydrographic survey, change scows, pressure scow, Landed scow, grease bucket, Moving cargo (placing oil in hold)		
		Activities / Behavioral Observations:	Crew boat operator indicated that he observed co-workers telling other co-workers not to forget their safety glasses or to zip-up referring to their life jackets while boarding the crew boat.		
Sunday	14-Sep-08	Pre shift safety meeting:	Weather should be a factor rain in forecast. Capt Mike discussed hazards associated with the unsuitable material that is being dug by the dredge. It is important to keep clean and if you get any of the material on you you should immediately clean yourself, especially keeping hands cleaned.		
		JA's Discussions:	Bucket repair, Landing scow, clear scow, Grease bucket, paint marks, Change out radiator on aux generator		
Safety Drills Conducted		Activities / Behavioral Observations:	Discussions with crew boat operator indicated that he had a close call on an evening run with a local water taxi that was not conforming to rules of the road. It is important that the crew boat maintains a strong awareness of traffic, especially in the evenings.		
		Pre shift safety meeting:	Discussed plans for the day, when time permits between scows, rescoat holding wire, contractor still working to fine tune GL-65 and installation of radiator on the auxiliary generator.		
		JA's Discussions:	Cut holder back, Grease bucket, Landing scow, change scows.		
		Activities / Behavioral Observations:	Observed Mate on S4 identify spe deficiency on contractor (hard hat not properly worn). Mate confronted contractor and he complied, issue resolved immediately. Other observations include repair/fabrication work on aux gen radiator, proper use of LOTO program		
		Pre shift safety meeting:	Dredge moving to zone 4. Weather will be rainy. Discussed dredging materials in scow and moving from one cut to the other today, there is a difference in the materials that are suitable for offshore disposal and what could be placed on the S4D cell.		
		JA's Discussions:	Changed deckwre, paint marks, Grease bucket, Change scows.		
		Activities / Behavioral Observations:	Observed dredge movements and scow changes. WTB/DREDGE 54 Working around heavy equipment. WTB/ATLANTIC DAWN: Shield your body from unexpected cold.		
		Pre shift safety meeting:	Atlantic Dawn conducted: Ladder safety 3 points of contact, Station drills and PPE and general housekeeping.		

Safety Report		DR #54	GLDD# 14962	Boston Harbor, USACE W912WJ-07-C-0023	Week ending 14-Sep-08	CM Review by: Matt Ferrell
Category / Employee	Location	Date	Summary of Incidents To Date on this Project			Remedial Measures
<b>Misses</b>						
Arco Mejia	DREDGE 54	UNK	Deckhand commented on close call handling lines at MCA. (previous report of 8 Jun)			Incorporated into training/pre-shift meeting topic
David Mills	Boat landing	6/4/2008	Slipped on wet brow			First aid on self conducted, brow modifications made
Isa Popovick	Boat landing	6/4/2008	Slipped on wet brow			Brow modifications made, no other actions for this person
Isa Viggor	Office steps	6/6/2008	Tripped on loose board at office steps/cut elbow			Person did not wish any treatment, board inspected and secured
Peterson	LEMMEHRHT	6/9/2008	Tow wire parted			Re-socketed wire, made repairs
	Pier	6/12/2008	Fire broke out on pier next to GLDD boat landing			No injuries or damage to GLDD property, Yard making repairs.
Isa Viggor	Pier	6/12/2008	MBR stated that he hurt back while opening garage door to storage (door sticks)			Door runner is bent, Yard facility director has repairs contracted
Public boater	Tug mooring	7/13/2008	A public boater ran over the mooring line at LEMMEHRHT's Mooring ball and was ejected into the water			THAMES RIVER to secure the line when not used
	Boat landing	7/14/2008	ATLANTIC DAWN Capt noticed a fire on pier at boat landing and extinguished the fire			UNK cause; Project has established no smoking zone on wood pier
	LEMMEHRHT	7/26/2008	LEMMEHRHT reported being struck by lightning and losing some electronics.			LEMMEHRHT repaired and back in line
<b>Recordable</b>						
<b>Illness</b>						
None						
<b>First Aid</b>						
David Mills	Boat landing	4-Jun-08	While transiting the brow, MBR slipped and hit knee on edge of brow causing a scratched right knee			MBR treated himself
Isa Peronne	DREDGE 54	4-Aug-08	Mate caught right ring finger between pin head and bull head of holding wire.			MBR treated himself
<b>Restrictable</b>						
<b>Lost Time</b>						
None						
<b>Restricted Duty</b>						
Arco Mejia	DREDGE 54	2-Jun-08	Deckhand loss balance and fell diagnosed with contusion/effusion to the left knee.			Placed on restricted duty for 4 days then released for full duty
<b>Lost Time</b>						
None						

Monthly SHE Walk Around																			
Project: Jones Inlet Project # 14974																			
 <i>Devotee Illness</i> X - No Observation or not applicable Gradings = (3) Very Good (2) Good (1) In Need of Improvement	SHE Walk Around											Final Score by Condition	Potential Score	% Performance by Condition	AREAS IN NEED OF IMPROVEMENT				
	DREDGE - ALL DECK AREAS	DREDGE - ENGINE ROOM	DREDGE - GALLEY	EDLER BARGE	BOOSTER	CRANE BARGE	ANCHOR BARGE	Tug Franklin	Tug Sea Bear	Tug Bourque	FILL OPERATIONS					SITE OFFICE			
1 Housekeeping in work areas	1	2	3			1	1	3	1	3	1	2	18	30	60	✓			
2 Regular disposal of waste, trash, oily rags	2	3	3			3	3	3	2	3	2	3	27	30	90				
3 Passageways & walkways free of tripping hazards	2	1	1			2	2	3	1	2	2	1	17	30	57	✓			
4 Access to fire extinguishers and fire hoses	3	3	3			3	1	3	3	3	1	1	24	30	80				
5 Monthly & annual inspection of fire extinguishers	3	3	3			3	x	3	3	3	2	1	24	27	89				
6 Stowage of soft lines, wire ropes, slings & rigging	2	3	x			2	2	3	3	3	3	x	21	24	88				
7 Ropes, cables, slings & rigging inspected before use	3	3	x			1	3	3	3	3	3	x	22	24	92				
8 Use of proper lifting techniques	3	3	3			3	3	3	3	3	3	3	30	30	100				
9 Emergency drills conducted monthly	3	3	3			3	3	3	3	3	x	x	24	24	100				
10 Proper use & storage of gas cylinders, torches, etc.	2	x	2			3	1	x	2	x	3	2	15	21	71				
11 Proper use & storage of hand & power tools	3	3	x			2	3	3	2	3	3	3	25	27	93				
12 Spill containment pans and supplies maintained	2	3	x			3	1	3	3	3	1	x	19	24	79				
13 Stepback program observed before each task	3	3	3			3	2	3	3	3	3	1	27	30	90				
14 Job Safety Analysis reviewed before undertaking task	3	3	x			3	2	3	3	3	3	2	25	27	93				
15 Reporting of Close Calls on ESQ during current quarter	2	3	3			3	3	3	3	3	3	2	28	30	93				
<b>Total Scores by Area</b>	37	39	27	0	0	38	30	42	38	41	33	21							
<b>Potential Score</b>	45	42	30	0	0	45	42	42	45	42	42	33							
<b>% Performance by Area</b>	82	92	90	#DIV/0!	#DIV/0!	84	71	100	84	98	79	54							
Observation period													From	To					
Terry Downs, Earl Blandford, Harley Price, Adam Lacey, Andrew Francis, Dan Mahison, Pierce, Ouellet, Bob Pierce Ouellet, Povich													Yr	Mo	Day	Mo	Yr	Mo	Day
													2008	02	15		2008	02	15

Until you've grown wings,  
don't fly!



Always step: Never jump!



**100%**  
Incident- and Injury-Free

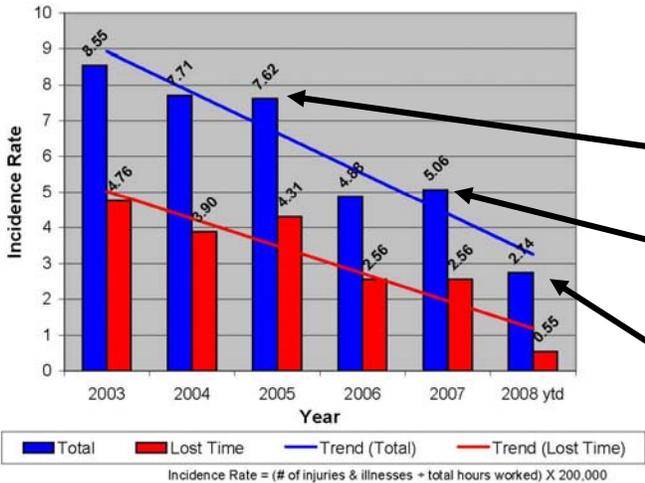
**safety**

**It's NOT just about YOU!**

# So Where are We Today?



**Personal Injury Incidence Rates  
Calendar Years 2003 through 2007  
and First Six Months 2008**



**Stepped Change**  
 2004-05 Glass Floor  
 2006-2007 IIF w/ JMJ  
 2007 – 2008 IIF+ Hile Group

## Incident & Injury Free

