



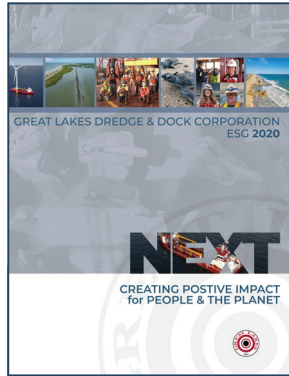
GREAT LAKES DREDGE & DOCK CORPORATION ESG 2020



CREATING POSITIVE IMPACT
for PEOPLE & THE PLANET



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Great Lakes Dredge & Dock Corporation (GLDD) follows effective environmental, safety, social, and governance processes in everything we do. Our 2020 ESG Report shares the initiatives we undertook and the progress we achieved in environmental protection and improvements, the safety and well-being of our company employees and business partners, our community contributions and partnerships, fleet improvements, our governance practices, and our rapid and thorough response to a global pandemic.

With the direction of GLDD's Board of Director's Safety, Environmental & Sustainability (SES) Committee, GLDD's ESG Committee has monitored and reported on our 2020 year and set forth the groundwork for GLDD's future improvements to the world around us.



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A MESSAGE FROM LASSE PETTERSON, CEO & PRESIDENT

AT GREAT LAKES DREDGE & DOCK CORPORATION (GLDD) we are committed to ensuring that all dredging projects are executed safely and in accordance with established environmental standards. We have dedicated ourselves as *environmental protectors* for the industry at large ensuring that all tasks we perform are completed efficiently and responsibly, and that they assist in the protection of the marine environment.

This report reflects our ESG activity during 2020. We have provided updated metrics that we will continue to improve throughout the coming years. Of particular note in 2020, was our focus on sea turtle relocation and protection, spill prevention, man overboard elimination, and compliance training.

At the end of this report we have set forth our ambitions for year 2021 which include new focus areas such as carbons and emissions reduction, recycling, company-wide safety training, and community engagement efforts.

ESG is one of GLDD's most valued priorities. We remain devoted to improving our positive impact in the areas where we live and work, and are supportive of the committed team members who make it possible for us to do so.

Lasse Petterson
CEO & President



WHO WE ARE



Dredges Terrapin Island, Padre Island, Liberty Island, and Dodge Island at York Spit Channel, VA. Photo: Aerophoto America



GREAT LAKES DREDGE & DOCK CORPORATION is the **largest provider of dredging services** in the **United States**, and has a long history of performing significant **international projects**. We own and operate the largest and most **diverse fleet** in the U.S. dredging industry, composed of over **200 specialized vessels**.

Our people are experienced civil, ocean and mechanical engineers; those newly hired follow a **disciplined training program** that ensures experienced-based performance while advancing through GLDD's extensive operations division. Our **Incident-and Injury-Free® (IIF®)** safety management program is integrated into all aspects of GLDD's culture, promoting a work environment where **employee safety is paramount**.

Our business is focused on ensuring that our nation's waterways are open, our shorelines are protected, and potential risks associated with storms and sea change are mitigated.

Our people seek and develop technical innovations so that our work can be completed efficiently and responsibly.

Our ambition is to leave the areas that we touch in a better state as a result of the work that we perform.



The Dredge Ellis Island offshore (far right) pumping to the beach. Emerald Isle, NC, Beach Nourishment Project. Photo: Brad Styron

ENVIRONMENTAL

GLDD's ENVIRONMENTAL STANDARDS

When performing our work, GLDD follows strict environmental processes which include:

- Environmental Monitoring
- Protection of Fish & Wildlife Resources
- Endangered Species Protection
- Preservation & Restoration of Landscape & Marine Vegetation
- Water & Air Resources
- Chemical Materials Management & Waste Disposal
- Integrated Pest Management
- Maintenance of Pollution Control Facilities
- Post-Construction Cleanup
- Protection of Historical, Archaeological & Cultural Resources

GLDD is proud to partner with the following organizations for many—if not all—of our environmental efforts:

Environmental Protection Agency (EPA)

The Florida Aquarium - Tampa, FL

Georgia Sea Turtle Center - Jekyll Island, GA

Loggerhead Marinelifelife Center - Juno Beach, FL

National Marine Fisheries Services (NMFS)

National Oceanic & Atmospheric Administration (NOAA)

State Environmental Agencies

United States Army Corps of Engineers (USACE)

United States Coast Guard (USCG)



ENVIRONMENTAL

GLDD actively develops new ways to protect the environment while we carry out our projects. The following section provides a look at our environmental initiatives and improvements during 2020.



Illustration: GLDD's new build project, a 6,500 cubic yard capacity Trailing Suction Hopper Dredge.



Illustration: GLDD's new build project, an inclined fall pipe vessel for subsea rock installation.

Fleet Innovation & Improvement

GLDD continues to strategically invest in the expansion of our dredging fleet as well as upgrade initiatives that improve our fuel efficiency and reduce our emissions of greenhouse gases and other pollutants. Multiple engines throughout the fleet have been re-powered to modern, more efficient and cleaner burning engines. In addition, many dredge pumps have been replaced with newer more efficient designs that help conserve fuel and thus reduce emissions.

In June 2020, GLDD announced the execution of a definitive contract for the construction of a 6,500-cubic-yard-capacity Trailing Suction Hopper Dredge. With expected delivery in the 1st quarter of 2023, the vessel will be equipped with EPA Tier IV engines and will complement the company's existing five-dredge hopper fleet. This highly automated new build vessel will increase the capabilities of our hopper fleet in the coastal protection and maintenance markets and address specific needs in the growing U.S. offshore wind market.

In December 2020, GLDD announced the development of the first U.S.-flagged Jones Act compliant, inclined fall pipe vessel for subsea rock installation. This vessel represents a critical advancement in building the future of the U.S. offshore wind industry.

GLDD's new vessels will be U.S. built, owned, and operated by American workers, helping to spur additional job growth and regional economic opportunities.

“ We applaud GLDD's foresight and decisive action in entering this potentially transformative new industry in its early days. Their new vessel will complete another major piece of the offshore wind industry puzzle. This milestone brings our nation one step closer to realizing the substantial benefits from clean energy including the economic growth from projects, supply chain development, and job creation.

LIZ BURDOCK—CEO, Business Network for Offshore Wind

ENVIRONMENTAL

Spill Prevention

Prevention of oil spills is paramount to GLDD's commitment to the protection of the environment. Prevention of any type of spill has as much to do with operational procedures as it does with modern technology and equipment. We are committed to following appropriate protocols, as well as the necessary maintenance procedures, that ensure the safe operation of equipment, supporting our goal to prevent spills from occurring across all dredging project operations.

Additionally, GLDD continues to investigate and adopt the use of Environmentally Acceptable Lubricants (EALs) on our vessels. EALs are biodegradable lubricants with minimal environmental impact. Should they become discharged involuntarily into the sea or in nature in general, they are not harmful to the marine environment. Currently, GLDD uses Biogrease™ HDS2, Panolin® 46, Mobile™ AW 32, and Neptune® AW 46, and we are in the process of considering EAL products for our water touching applications, trunnions, and spuds.

Ensuring process safety minimizes the risk of a spill and protects the health and safety of people and the environment.



During 2020, GLDD's dredge *Ellis Island* (top) and tug *Douglas B. Mackie* (bottom) received upgrades and repairs, and was returned to work at optimal safety and efficiency, and with a fresh coat of paint.



	ENVIRONMENTALLY ACCEPTABLE LUBRICANTS (EALs)	NON-EALs	DIESEL FUEL	TOTAL
2020				
# SPILLS	3	4	2	9
QTY (gallons)	116	300.5	3	419.5
2019				
# SPILLS	5	2	7	14
QTY (gallons)	250	6	48	304
2018				
# SPILLS	7	5	2	14
QTY (gallons)	557.5	337.5	80	975

ENVIRONMENTAL



TURTLE RELOCATIONS*

2020	190
2019	402
2018	808

The requirement and need for GLDD to relocate turtles is based on project specifications from our clients and local, state, and federal agencies.

Depending on the seasonal work schedule, we may see more or less of a need for turtle relocations. For example, GLDD performed a major project in 2018 that required additional turtle relocations due to the project's large size, scope, time of year, and duration.

Captured turtles are handled by a NMFS-certified biologist in a manner to ensure their safety during the relocation process.

*The number of turtle relocations are driven by the number of GLDD projects where sea turtles are present.

Sea Turtle Conservation Measures

Some of the projects that GLDD performs present opportunities to responsibly relocate sea turtles to reduce their risks. GLDD continues to take measures for the protection of sea turtles including:

- Engaging Endangered Species Observers (ESOs) who are on board hopper dredges to provide visual monitoring for species activity (sea turtles, right whales, sturgeon) and reporting of dredge interactions with species.
- Utilizing Turtle Exclusion Devices (TEDs) on hopper dredges to prevent sea turtle entrapment in the dredge gear. This includes testing and improving the use of turtle “tickler” chains.
- Use of LED lights to illuminate the area around the dredge gear, which would otherwise be dark and inconspicuous to sea turtles. Sea turtles are able to see the UV spectrum, though a this spectral range varies with turtle species and age.
- Contracting with environmental consulting organizations for turtle relocation trawling efforts on hopper dredging projects.
- Working with USACE, NMFS, US Fish & Wildlife Services, private NGOs, and conservation partners, such as the Loggerhead Marinelife Center in Juno, Florida, to investigate and implement ways to protect turtles while performing critical infrastructure projects and creating nesting habitats.

Coral Conservation | The Florida Aquarium Partnership

In October 2020, GLDD increased our investment in coral conservation and restoration work at The Florida Aquarium in Tampa, Florida, following a two-year contribution in 2019 for use by the Aquarium's world-renowned coral scientists.

Since 2014, The Florida Aquarium has focused on protecting and restoring North America's threatened coral population along Florida's Coral Reef. In 2019, the Aquarium's coral restoration efforts supported the largest outplanting of genetically diverse staghorn coral in Florida's history.



Photo: Courtesy of The Florida Aquarium
Tampa, Florida

ENVIRONMENTAL



During 2020, the Aquarium faced some unforeseen challenges due to COVID-19 that could have impacted the expansion of the coral complex located at the Center for Conservation.

Understanding that The Florida Aquarium's development of innovative coral solutions is vital to the health of our oceans and environment, GLDD increased our financial commitment to the Aquarium to ensure this important expansion continued to move forward.

In August 2019, The Florida Aquarium's coral conservation program accelerated to a new level when the Aquarium became the first to spawn endangered Atlantic pillar coral through lab-induced techniques. The Aquarium's success continued in April 2020 when they became the first to spawn ridged cactus coral in human care.

These novel coral propagation methods could ultimately help prevent local extinction of some coral species on Florida's Coral Reef.

Great Lakes has been an amazing partner and their commitment to coral reef restoration through their investments and actions is to be commended. We are grateful for their increased support of our important coral research and science efforts.

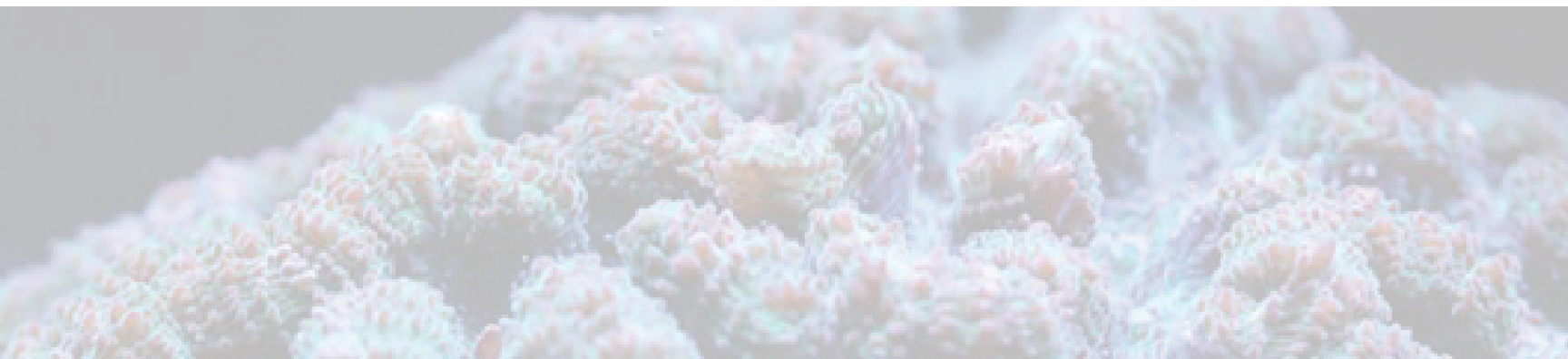
ROGER GERMANN—President & CEO, The Florida Aquarium



Photo: Courtesy of The Florida Aquarium
Tampa, Florida

“ We are only beginning to see the fruits of our relationship with The Florida Aquarium and look forward to expanding our collaborations into other areas including protecting sea turtles.

LASSE PETTERSON
CEO & President
GLDD





Spider Barge 175-185 and Derrick 1700 Crew shown with Covid-19 mask protocols in place while on site at the Charleston Harbor Deepening Project.

WE'RE COMMITTED

GLDD is committed to providing a safe and healthy working environment for all employees and trade partners. The safety tools that reinforce GLDD project sites today include:

- IIF® Kickoff Meeting
- Safety Without Compromise (SWC) on-boarding training which outlines expectations of new and front-line employees relative to their personal safety and that of their coworkers
- IIF® Operations Orientation
- Emergency Preparedness Plans - hurricane/ tropical storm protection plans for employees, environment, and equipment
- Stop-Work Authority
- Job Safety Analysis
- Company-wide Good Catch, Near Miss, and Incident Broadcasts
- Support from Site Safety and Health Officers (SSHO)
- Systems-Focused Incident Response
- Save A Life Today (S.A.L.T.) Safety Training Manual



SAFETY



Overview & Safety Metrics

GLDD is committed to providing a safe and healthy working environment for all employees and trade partners. In return, all GLDD employees are committed to Incident and Injury Free® (IIF®) safe work practices at both work and home. Our employees will not be asked to perform work that is unsafe and may refuse to perform tasks if they believe that the activity or work environment is unsafe. In addition, GLDD takes every opportunity to advocate for safety in our relations with other organizations. We require our trade partners to participate in the spirit and specifics of IIF® when engaged on our projects.

We are committed to spreading safety consciousness within our industry and throughout the maritime community, raising the spirit of IIF® in meetings and making our safety materials freely available.

Our IIF® safety journey has resulted in a dramatic reduction in work related injuries over the past decade and a half, and we are very proud of the lives we have positively impacted. During 2020, GLDD experienced an increase in reported incidents due to the COVID-19 pandemic which prohibited our normal interactions with our crew members and impacted our IIF® culture.

We continue to perform successfully and safely while nurturing a culture of taking personal responsibility for safety, care, and concern for one another, and that makes our work environment one of the safest in the dredging industry.

	TRIR	LTIR
2020	0.81	0.32
2019	0.58	0.14
2018	0.93	0.36

Safety Without Compromise

Safety Without Compromise (SWC) models and articulates GLDD’s safety culture in ways that make clear what is expected of new and front-line employees on the job relative to their personal safety and that of their coworkers—**every day**. SWC confirms our employees’ commitment to GLDD safety culture and willingness to work toward Company safety-goal achievement.

SWC works with our IIF® Operations Orientation, on-the-job training and mentoring, Life-Saving Absolutes, and S.A.L.T. compliance, as well as required classroom and/or Learning Management System training. SWC elevates safety awareness to the highest level possible which enables our employees to take immediate ownership of personal safety and the safety of others. SWC builds knowledge, skill, and ability around GLDD-specific safety values. Further, course activities result in consistent, ongoing communication with peers, supervisors, vendors/contractors, visitors, and/or civilians to express safety concerns, policies and procedures, and best practices.

Man Overboard Prevention

Man Over-boards (MOBs) are one of the more serious incidents within our operations and across the dredging industry. When a team member goes into the water it can quickly become a disastrous event.

GLDD’s **MOB Work Group** drives the effort behind **preventing and eliminating** all MOBs. We see evidence of the Group’s positive and successful influence on a daily basis every time a GLDD crew member boards any GLDD vessel. Our uniquely designed boarding platforms have been implemented and our Vessel Boarding Procedures are posted at every project. To date, the MOB Work Group has provided:

- **MOB Prevention Posters** - Aimed at breaking old habits and reminding crews to always make safe choices when around the water.
- **Innovative Pontoon Tank Design** - Requires the tank to have a flat top.
- **Job Safety Analysis Templates** - Assists when planning tasks that have the potential for a team member to experience an MOB.

During 2020, GLDD examined the installation of our pipeline, the floating equipment used to work on the pipeline, and ways to remove our team members from the hazards of working over and on the water. **GLDD is committed to the elimination of MOBs** and is working to make relevant system safety improvements.



MAN OVERBOARD INCIDENTS			
	GLDD	CONTRACTOR	TOTAL
2020	5	2	7
2019	7	2	9
2018	5	1	6



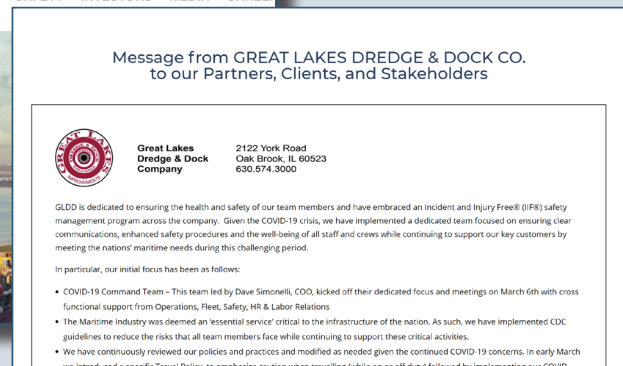
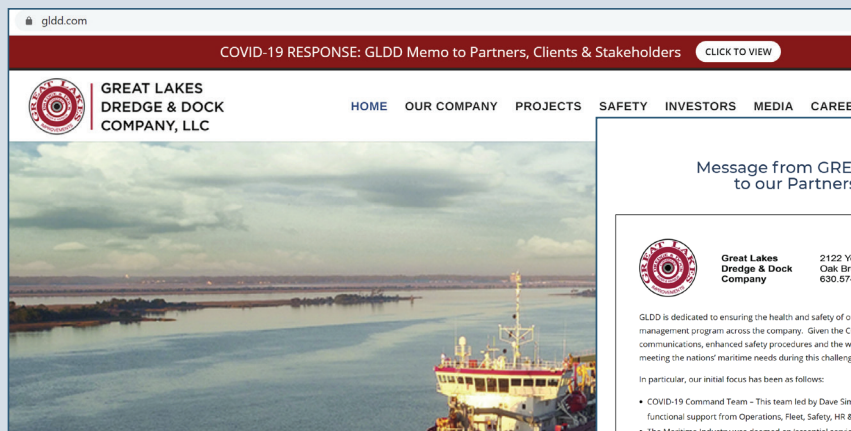
SAFETY



Responding to the Coronavirus Pandemic

Recognizing the serious nature of the Coronavirus (Covid-19) pandemic, GLDD immediately put into place a comprehensive approach to assess and respond to this threat. GLDD's *Covid-19 Response Plan* became effective immediately—and remains in effect—summarizing and communicating GLDD's approach and practices to its employees. A *Covid-19 Command Team* was created to monitor the changing situation and make recommendations and communications based on governmental guidance as well as industry resources to ensure the safety and health of all our employees. GLDD's *Covid-19 Response Plan* includes:

- Monitoring recommendations from the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC);
- Following regulatory directives from the United States Coast Guard (USCG) and local Health Departments;
- Meeting twice weekly or as necessary to reassess the situation and make necessary changes;
- Communicating changes to policies and pertinent information to GLDD employees;
- Conducting tabletop exercises with our project teams and vessels on the “What if’s” of Covid-19; and
- Taking additional steps to minimize the spread of the disease, and to protect our employees and our business.



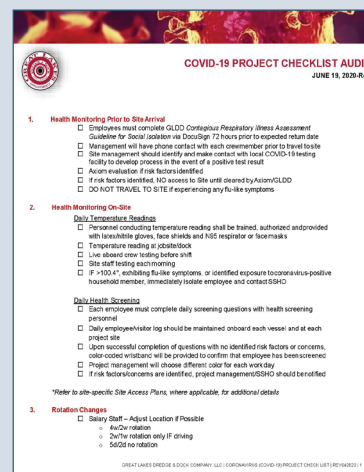
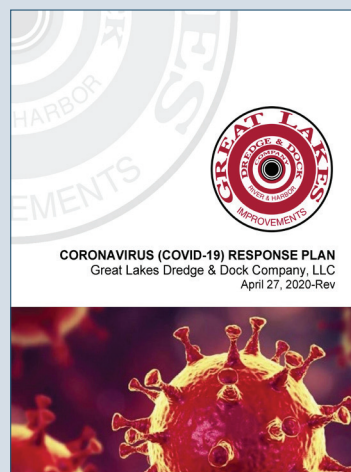


GLDD's Covid-19 Response Plan provides an overview of and incorporates all of GLDD's policies relating to the coronavirus outbreak, including our Covid-19 Safety Policy (v. 03.11.20), and Personal Travel Safety Policy – Coronavirus Disease 2019 (Covid-19). In addition, project sites issue site-specific Site Access Plans consistent with guidance from our Covid-19 Response Plan.

To lessen the risk of Covid-19 spreading to our employees, GLDD immediately issued mandatory preventative measures which will remain in place until further notice. These measures include:

- Business Travel Restrictions
- Personal Travel Guidance
- Visitor Restrictions
- Interim Policy Changes
- Employee Health Screenings
- Subcontractor Restrictions
- Resources, Education, Training and Mentorship
- Auditing of Policies and Procedures
- Periodic Mandatory Testing

Further, GLDD has communicated our commitment to Covid-19 safe practices to the general public, our partners, clients and stakeholders at www.gldd.com.





4 YEARS IIF



INCIDENT & INJURY-FREE

JULY 9, 2016 - JULY 9, 2020

The Crew at Cape Girardeau, MO, celebrates a significant safety milestone by hitting 4 years Incident- and Injury-Free.

SOCIAL COMMITMENT

We are dedicated to providing all GLDD employees, as well as our vendors and business partners, with a fair and ethical workplace where all are treated with dignity and respect.

- Employee Welfare & Human Rights
- Supplier Code of Conduct
- Anti-Discrimination
- Anti-Harassment & Abuse
- Grievance Systems
- Employee Health & Wellness
- Community Outreach
- Diversity & Inclusion
- Organizational Support



SOCIAL

All members of the GLDD team deserve to work in a fair and ethical workplace, and must be treated with dignity and respect. We ensure that our employees, as well as our vendors and partners, have access to and a solid understanding of GLDD key policies. Following are some of our key policies and guidelines. We have provided links below to review or download the policies from our website at www.gldd.com.

Employee Welfare and Human Rights

GLDD cares about its team members and understands that everyone wishes to work in a fair and ethical workplace. We emphasize the importance of everyone respecting co-workers and human rights.

[Great Lakes Dredge & Dock Company's Employee Welfare & Human Rights Policy](#)

Supplier Code of Conduct

GLDD's Supplier Code of Conduct includes a focus on Environmental, Health and Safety, Labor and Human Rights, Ethical Behavior, and Compliance with Laws. Collectively, we expect our suppliers to partner with us and be committed to proper business ethics, safety and integrity in the workplace and comply with the intent of these policy statements.

[Great Lakes Dredge & Dock Company's Supplier Code of Conduct](#)

Anti-Discrimination

GLDD prohibits any type of discrimination against any worker based upon race, color, gender, sexual orientation, gender identity, religion, national origin, age, veteran status, disability, genetic information or other characteristic protected by law; and deals with customers and prospective customers on a non-discriminatory basis. All new hires are trained on key policies including anti-discrimination and anti-harassment, and managers receive updated training on these critical topics annually. GLDD has a confidential hot line for employees to report any issues and prohibits retaliation against anyone who reports a potential violation.

Anti-Harassment and Abuse

All GLDD employees have the right to work in an environment which promotes equal employment opportunities and is free of unlawful discrimination in any form, including harassment based upon race, color, gender, sexual orientation, gender identity, religion, national origin, age, veteran status, disability, genetic information or other protected characteristics. GLDD is committed to a workplace free of harassment and abuse.

Grievance Systems

GLDD has an open door policy where employees may report any issue or concern to their manager, next level of supervision, Compliance, or Human Resources. In addition, the Company has a confidential Compliance Line available to team members who may report any violations of this or other GLDD policies.

Employee Health & Wellness

Our team members are provided wages and benefits that are competitive with the market including programs to assist with planning for the future (retirement). We encourage GLDD employees to aim for optimal health through wellness programs and activities, including biometric screening, fitness challenges, and resources for healthy eating programs.

All employees have access to an Employee Assistance Program to assist with personal or professional issues that may arise, and we routinely communicate with team members on topics related to wellness (rest, diet, exercise, work-life balance) and mental health issues (depression, anxiety, stress, suicide prevention).

GLDD provides training in both technical and managerial skills to all and offers tuition reimbursement for those who elect to pursue continued education. All employee information is kept safe and confidential.

Community Outreach

GLDD supports the communities where we work and live. Our outreach initiatives support the protection of the environment, the health and welfare of animals, supply for blood banks, and cancer research. Examples of our community outreach and charitable support include:

- Holiday gift donations for assisted living residents
- Blood Drives
- Toys for Tots collection at the holidays
- Winter clothing collection for night ministry / shelter programs
- Food Bank donation days
- Prostate Cancer Movember Foundation
- Breast Cancer Month - American Cancer Society



livewell bewell.

REDISCOVER PLAY JULY 23, 2020



ALL WORK AND NO RECESS CAN MAKE LIFE PRETTY DULL...
When is the last time you did something for the fun of it? Maybe you're so focused on work and family demands, you forget to set aside time for play. When you DO find some leisure, how do you spend it? Recent studies show that adults have a lot to gain from playing.

Throughout life, maintaining a sense of fun, laughter and creativity is linked with the ability to feel happy. And maintaining that attitude will help boost your resilience and good health. Specifically, play and humor can relieve stress and boost energy, help solve problems and improve relationships — on and off work.

Play is finding amusement, humor, joy and entertainment in your daily life. Enjoy play and fun in personal ways and those you live with — whatever boosts your mood and makes you smile and laugh.



- Explore a favorite famous locale online.
- Listen to music or learn to play an instrument.
- Get outdoors (observe social distancing and other protective measures if they're in effect).
- Camp in your backyard with your kids.
- Enjoy humorous movies and books.

DO MORE THINGS THAT MAKE YOU FORGET TO CHECK YOUR PHONE.



TECHNOLOGY IS AN INTEGRAL PART OF THE 21ST CENTURY, but it has a downside. If you don't balance your digital activities with the rest of your life, you may end up with little free time for family and friends, as well as exercise and other good health habits.

Commit to not checking your phone compulsively day and night. This can save you time and may improve your concentration, according to Georgetown University computer science professor Calvin Newport, PhD. Turn off your phone and tablet (and ask your partner and kids to do the same) while you have meals together and focus on conversation.

Movies, sports and other entertainment are available with a click. But concentrating on online diversions can keep you from enjoying the outdoors in the real world (depending on social distancing guidelines). Use technology to find and plan activities, including ways to be physically active, and enjoy time with friends and family.

SMART EATING STRATEGIES

Cara Rosenbloom, RD

THERE IS PLENTY OF NUTRITION INFORMATION OUT THERE, and sometimes it's difficult to know which advice to follow. So, if you're looking for simple guidance, consider these your ABCDs of healthy eating:

Always choose whole foods first. A whole food is one that's still close to how it was grown or raised, such as vegetables, fruit, beans, nuts, fish, meat, poultry, eggs, dairy and whole grains. Choose these more often than ultra-processed foods, such as candy, fries, chocolate, pastries and salty snacks.

Beverages count, too. The No. 1 source of sugar in the North American diet is sweet beverages such as soft drinks. Each 12-ounce can contains about 10 teaspoons of added sugar, and the World Health Organization recommends consuming no more than 12 teaspoons per day. Opt for water most often, or choose coffee and tea drinks without lots of cream and sugar.

Consider your hunger level. When you're distracted by screens, traffic or meetings, you may eat when you're not hungry. That may lead to overeating and cause upset stomach, heartburn, bloating or weight gain. Learn to focus on how hungry you feel. Rate it on a scale of 1 to 10. Eat until you feel just full, but not stuffed. If you're not distracted, it's easier to monitor fullness cues.

Divide your plate. When you plan meals and snacks, fill half your plate with vegetables and fruit, a quarter with whole grains, and the remaining quarter with protein options, such as fish, poultry or legumes. This balanced plan provides the nutrients your body needs.

BEST BITS

TO STAY HEALTHY, act to prevent the spread of viruses and other infectious germs:

- Wash your hands thoroughly in soapy water for at least 20 seconds.
- Use alcohol-based hand sanitizer when soap and water aren't available.
- Cough and sneeze into the inside of your elbow.
- Don't touch the "F-zone" — your eyes, nose and mouth — with your hands.
- If you're ill or have a weakened immune system, isolate yourself as much as possible.
- Follow public health recommendations for wearing a mask and other safety measures.

In these ever-changing times, try **progressive muscle relaxation** to ease body and mind.

- While lying down or sitting in a comfortable chair, tighten each muscle group in your body one at a time.
- Hold for 10 seconds and then slowly release.
- Start with your feet and ankles; move up to your lower legs and thighs, and then reach your abdominals, arms, shoulders and face.

IF YOU LONG TO BE TOBACCO FREE, WHY NOT START NOW? Meet with your health care provider. Nicotine addiction is a chronic illness, and your provider can guide you through quitting. Ask about non-nicotine medicine and nicotine replacement aids to reduce nicotine cravings and withdrawal symptoms. **QUESTIONS** about GLDD's Tobacco Cessation Program? **EMAIL:** HRBenefits@gldd.com



SOCIAL

Diversity & Inclusion

GLDD continues to focus on recruiting, retaining and developing staff. We support the participation of and identify opportunities for all employees, and are committed to increasing the participation of women and minorities in key roles. The charts below illustrate our improvement from 2019 to 2020.

GLDD remains steadfast in our commitment to enhance representation and development of key talent including greater diversity throughout the Company. This is a key focus area for 2021.

2020

Total Employees		%Women	%Minority
Salary	407	22%	16%
Hourly	767	4%	38%
TOTAL	1174	10%	31%
New Hires		%Women	%Minority
Salary	40	25%	18%
Hourly	177	7%	40%
TOTAL	217	11%	35%

2019

Total Employees		%Women	%Minority
Salary	385	25%	15%
Hourly	661	3%	37%
TOTAL	1046	11%	29%
New Hires		%Women	%Minority
Salary	40	33%	18%
Hourly	116	5%	34%
TOTAL	156	12%	30%



Organizational Support

GLDD remains committed to supporting organizations which are primarily focused on environmental enhancement and education. During the 2020 calendar year, the Company made dedicated contributions of funds and resources to more than 20 organizations. The Company also further developed our partnership with The Florida Aquarium, supporting its coral research initiative. Below are some of the organizations we have supported over the last several years.

American Association of Port Authorities
 American Shore & Beach Preservation Association
 American Maritime Partnership
 American Waterways Operators
 Associated General Contractors
 Atlantic Intracoastal Waterway Association
 Bay Planning Coalition (San Francisco)
 Business Council for International Understanding
 California Maritime and Navigation Coalition
 California Coastal Coalition
 California State University Annual Sponsorship
 Caterpillar Natural Infrastructure Initiative
 Center for US Global Leadership
 Coalition to Restore Coastal Louisiana
 Coast Builders Coalition (Louisiana)
 Coastal States Organization
 Cornell University
 Democratic Governors Association
 Dredging Contractors of America
 Ecological Restoration Business Association
 ENO Transportation Foundation
 Florida Shore & Beach Association
 Florida Chamber of Commerce
 Florida Ports Council
 Florida Maritime Partnership
 Great Lakes Governors & Premiers Association
 Great Lakes Shore & Beach Association
 Gulf Ports Association
 Gulf Intracoastal Waterways Association
 Illinois District Export Council
 Illinois Maritime Task Force

Jacksonville Chamber of Commerce
 KBR Charity Foundation
 Louisiana State University
 Lundeburg School of Seamanship
 National Association of Manufacturers
 National Governors Association
 National Waterways Conference
 North Carolina Beach & Intracoastal Water Association
 Offshore Marine Service Association
 Pacific Northwest Waterways Association
 Philippine Engineers & Scientists Organization
 Port Everglades Association
 Propeller Club
 Rebuild by Design
 Republican Governors Association
 Sierra Club Foundation
 South Carolina International Trade Association
 South Carolina Shore & Beach Association
 Texas A&M University
 Texas Shore & Beach Association
 Transportation Research Board
 University of California, Davis
 University of Delaware
 University of New Hampshire
 University of North Florida
 Virginia Maritime Authority
 Western Dredging Association
 World Organization of Dredging Associations

Background image: Backhoe Dredge New York - St. John's River Deepening, Jacksonville, FL. Clamshell Dredges #53 and #54 in the distance.



Unloader #2 at Poplar Island, Chesapeake Bay, MD.

GOVERNANCE

CORPORATE GOVERNANCE

GLDD has processes in place to ensure that all activities are carried out in a manner that complies with all legal requirements and corporate governance best practices.

- Code of Conduct
- Enterprise Risk Management
- Executive Compensation Practices



GOVERNANCE

GLDD has vigorous processes in place to ensure that all activities are carried out in a manner that complies with all legal requirements and corporate governance best practices. GLDD's Board of Directors is an independent body led by an independent Chairman. All Chairpersons of Committees, as well as the majority of the Board, are independent and no employees serve on any key Board Committees including Audit, Compensation, and Nominating and Corporate Governance. The majority of members of the Audit Committee have been deemed financial experts. The Board is composed of distinguished professionals with expertise in corporate governance, audit, executive compensation, dredging and infrastructure, government contracting, health, safety and environmental, sustainability, and general management. Additionally, GLDD has an established Environmental, Social, and Governance (ESG) Committee comprised of executive leadership sponsors and committee members representing GLDD operations, health and safety, estimating, human resources, marketing and communications, and site engineering departments.

Following are examples of policies and processes employed by GLDD to ensure adherence to effective governance practices.

Code of Conduct

GLDD is committed to and believes that conducting our business with a strong sense of ethics, honesty, and integrity is critical to maintaining trust and credibility with customers, suppliers, employees, communities, owners, and business partners. Every GLDD employee plays a crucial role in continuing this long-standing tradition. It is GLDD's policy to comply with all applicable laws everywhere we do business. All new hires are trained on our key policies including anti-discrimination and anti-harassment, and managers receive updated training on these critical topics annually. The Company has a confidential hot line for employees to report any issues and prohibits retaliation against anyone who reports a potential violation.

Enterprise Risk Management

As part of our enterprise risk management (ERM) process, senior management discusses and identifies major areas of risk to ensure that appropriate mitigation plans are in place to reduce impact to the Company, our stakeholders, and the environment, and periodically reviews these risks with the Board. Our ERM process includes the following:

- Conduct annual "top-down", and every other year "bottoms-up", look at risks to develop the risk register;
- Rank the likelihood and impact of risks including using safety and level of business disruption, in addition to dollars, for the impact ratings;
- Assess a series of new or emerging risks for inclusion in the risk register; and
- Prioritize risks and assign critical risks to an executive owner to oversee actions to address and reduce or eliminate the risk.

This process employs a framework for identifying and assessing key strategic, operational, financial and compliance risks based upon guidelines of the Committee of Sponsoring Organizations of the Treadway Commission. At least annually, the ERM process is discussed with GLDD's Audit Committee. As part of the Audit Committee's regular oversight of the ERM framework, the Audit Committee reviews risks relating to financial controls, operational processes, cybersecurity and other information technology risks, controls and procedures as well as the Company's plans to mitigate such risks.



Beach pump out at Charlotte County, FL.



Photo Above: Mississippi Coastal Improvements Program (MSCIP) Beach Nourishment Phase III.
Gulfport / Biloxi, MS



GOVERNANCE

On an annual basis, the Board and/or the Audit Committee receives a report from management on the major types of environmental risks related to our project operations as well as the Company's processes to reduce, mitigate or eliminate such hazards. Environmental risks inherent in the Company's projects include:

- Equipment-related issues, such as oil or other spills from GLDD equipment, black and gray water discharge, slurry pipeline failures, and equipment failures resulting in draft loss exceedances or open hull violations;
- Encountering underwater or overhead utility or pipeline crossings;
- Interactions with endangered species, such as coral, sea grass, manatees, sea turtles, right whales, sturgeon, piping plovers, etc.;
- Exceeding maximum depth dredging restrictions;
- Contact with unexploded ordnance; and
- Overpressure, vibration, and other risks from drilling and blasting operations.

Executive Compensation Practices

Our executive compensation program is designed to support our financial and strategic goals, align executive pay with stockholder value creation, and discourage unnecessary and excessive risk-taking. Our Compensation Committee regularly reviews our executive compensation program to incorporate commonly viewed best practices as it deems appropriate. Select examples include:

- Executive compensation is variable and linked to meeting financial and strategic goals and stock price performance
- All senior executives have stock retention requirements
- No tax gross-ups for excess parachute payments
- A compensation recoupment (i.e., clawback) policy
- The Compensation Committee engages an independent compensation consultant
- Regular risk assessment of executive compensation programs
- Annual incentive compensation and long-term compensation are based on a variety of performance metrics
- Directors, officers and all other employees are prohibited from hedging or pledging Company securities



2020 PROGRESS SNAPSHOT



Dredge Ohio load out in Bahrain on a semi-submersible transport vessel in preparation for return to the U.S.

2019

2020

ENVIRONMENTAL

Turtle Relocations	402	190
Spill Prevention	14 spills (304 gal.)	9 spills (419.5 gal.)

SAFETY

TRIR	0.58	0.81
LTIR	0.14	0.32
MOBs	9	7

SOCIAL

Diversity & Inclusion

Total Employees		%Women	%Minority
Salary	385	25%	15%
Hourly	661	3%	37%
TOTAL	1046	11%	29%
New Hires		%Women	%Minority
Salary	40	33%	18%
Hourly	116	5%	34%
TOTAL	156	12%	30%

Total Employees		%Women	%Minority
Salary	407	22%	16%
Hourly	767	4%	38%
TOTAL	1174	10%	31%
New Hires		%Women	%Minority
Salary	40	25%	18%
Hourly	177	7%	40%
TOTAL	217	11%	35%

GOVERNANCE

N/A 2019

% COMPLETED

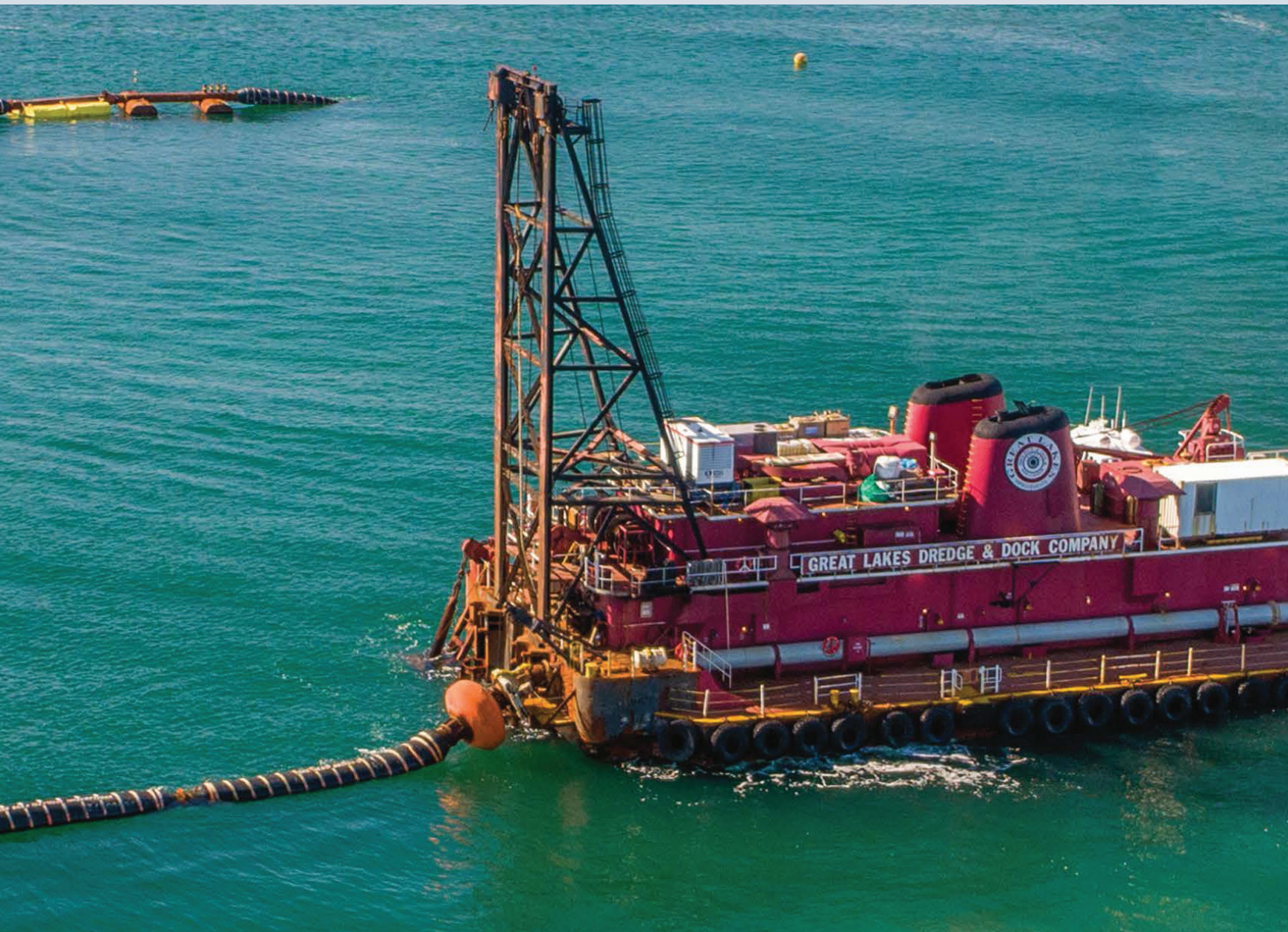
Compliance Training

- **Securities Trading & Disclosure of Confidential Information Policy Review** (Insider Trading & Regulation FD). Members of Executive Management, Senior Management and Targeted Group of Salaried GLDD Employees. **100%**
- **Code of Business Conduct & Ethics Policy Review.** Members of the Board of Directors and All Salaried GLDD Employees. **100%**
- **The Foreign Corrupt Practices Act & Anti-Bribery Provisions.** Members of Executive Management, Senior Management and Targeted Group of Salaried GLDD Employees located in Middle East Office and Domestic Employees with international components to tasks completed in the ordinary course of business. **100%**
- **Ordinary Course of Business Various Topics Refresh Training Sessions.** Targeted Group of Salaried GLDD Employees based on topic: **Copyright Basics** **89%**

ESG AMBITIONS TO ACTIONS 2021

GLDD's **ESG Committee** has developed *Ambitions to Actions for 2021* to grow both the organization and the people who are striving to achieve them.

On the following pages, we have defined our *Ambitions to Actions* for each focus area: Environmental, Safety, Social, and Governance.

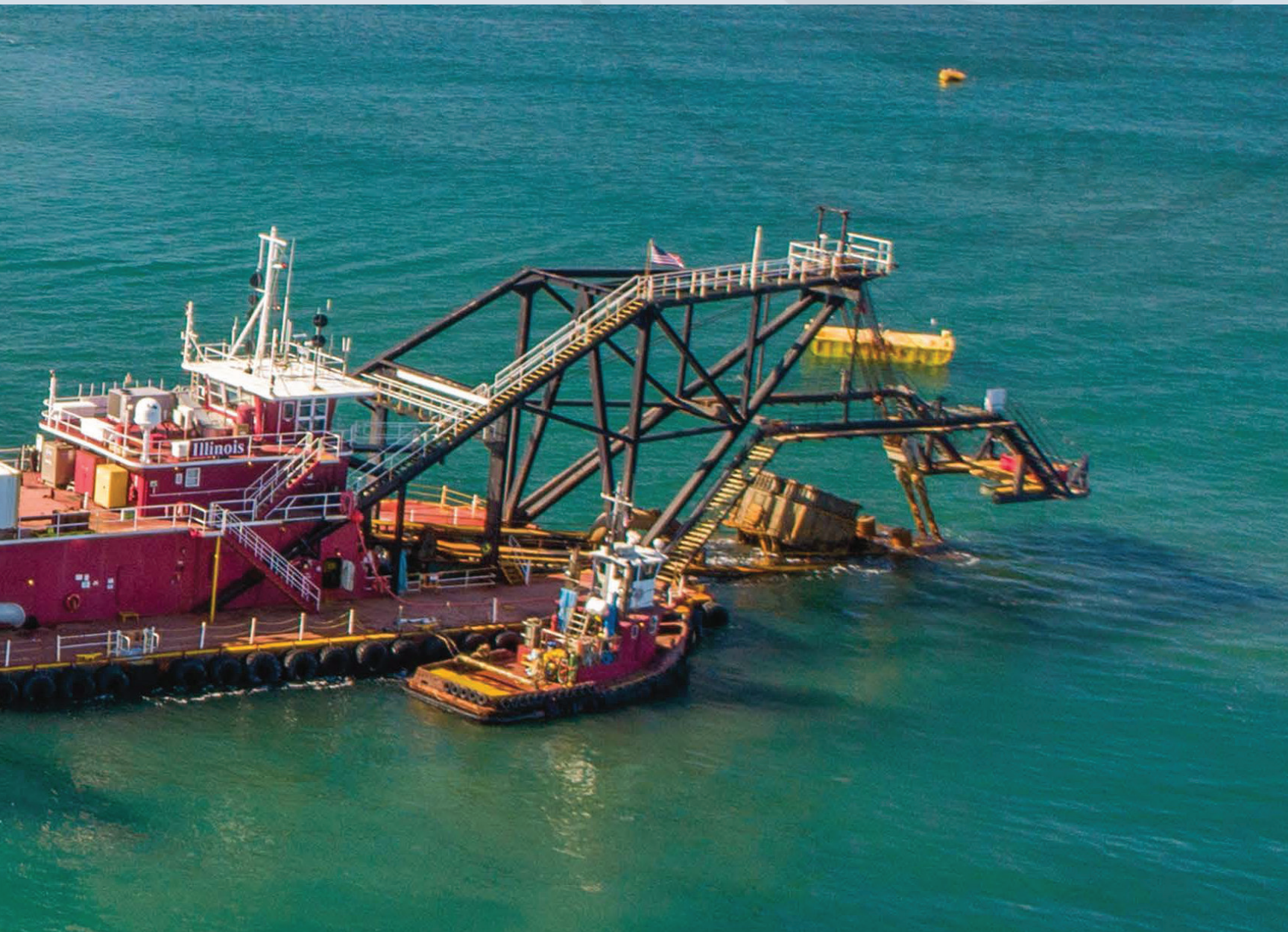


ESG AMBITIONS TO ACTIONS **2021**

GLDD's ESG COMPANY-WIDE 2021 GOAL

Materiality Assessment - 2021

In 2021, we will conduct a comprehensive companywide materiality assessment to establish a baseline for spills, emissions, and priority sustainability indicators, set goals for reductions in each towards 2030, and create an implementation plan to achieve these goals. We will select ESG criteria based on industry rating agency measures that most closely match the business sector in which we operate.



Dredge Illinois

ENVIRONMENTAL 2021 AMBITIONS TO ACTIONS

Managing Our Impact

GLDD's ENVIRONMENTAL INTENT:

Great Lakes Dredge & Dock seeks to conduct our work in a manner which demonstrates the best environmental stewardship. Our ambition is to leave the areas that we touch in a better state as a result of the work that we perform.

EMPLOYEE ENVIRONMENTAL COMMITMENT:

We strive to protect and prevent harm to our shared natural resources during our operations and actions at work and home.

AMBITIONS TO ACTIONS

Carbons & Emissions

In 2021, we will baseline CO2 emissions and fuel usage for select vessels to measure and evaluate 2022 reduction targets.

Marine Wildlife Protection & Conservation

In 2021, we will baseline time tracking of Protective Species Observers on select vessels. Our marine population target: Turtles, Atlantic Sturgeon, Manatees, Right Whales, and select bird species.

Recycling

In 2021, we will baseline select vessels for tracking of recycled product by recycle pickup manifests to evaluate 2022 waste reduction targets.



Dredge Ellis Island - Mississippi Coastal Improvements Program (MSCIP) Beach Nourishment Phase III. - Gulfport / Biloxi, MS

SAFETY 2021 AMBITIONS TO ACTION

Personal, Relevant, Important

GLDD's SAFETY INTENT:

Great Lakes Dredge & Dock lives the Incident- & Injury-Free safety culture, and strives for everyone to go home safely every day.

EMPLOYEE SAFETY COMMITMENT:

We care and perform our work to prevent harm to people, assets and the environment.

AMBITIONS TO ACTIONS

Safety Observations

In 2021, we will perform baseline tracking of GLDD's daily safety observations for all vessels and operations to improve safety awareness and reduce on the job incidents. Safety observations include but are not limited to:

- Safety Inspections
- Safety Meeting Held
- Attendees to Safety Meetings
- Attendees to Pre-Shift Meetings
- Job Safety Analysis (JSAs) in Use
- JSAs Newly Developed
- JSA Updated
- JSA Audits
- End of Shift Forms Submitted
- Stop Work or Time Out Submitted
- Good Catches Submitted
- Near Misses Submitted
- Formal Training
- Audits

TRIR and LTIR

Continue to target sub-1 TRIR and LTIR for year over year improvement.

Covid-19 Response Plan & Actions

To keep our employees safe and healthy, we will continue with consistent updates of GLDD's Covid-19 Response Plan, and will achieve 100% employee vaccinations for COVID-19 by year-end 2021.

Man Overboards (MOBs)

Eliminate MOBs across all dredging operations crews.

RIR

Reduce RIR to < 20 for fleet as a whole.

Functional Capability

Achieve 50% completion by GLDD employees of the Functional Capability Exams.



SOCIAL 2021 AMBITIONS TO ACTIONS

Employees, Future Employees, Communities & Business Partners

GLDD's SOCIAL INTENT:

Great Lakes Dredge & Dock seeks equal opportunity and diversity in identifying, recruiting, retaining, incentivizing and integrating our existing and future employees. We also provide opportunities for volunteerism and community engagement. We invest in our workplaces and employees to promote professional growth while fostering respectful professional relationships with our clients and business partners.

EMPLOYEE SOCIAL COMMITMENT:

We believe teamwork is the foundation of our collective knowledge and experience and is what attracts and retains our talented and diverse workforce. At project sites and regional office locations, we seek opportunities in the communities where we work to give back and support local efforts.

AMBITIONS TO ACTIONS

Diversity & Inclusion

- We commit to recruit and interview diverse candidates for all available employment opportunities in all project locations and regional offices with no less than 20% of candidates from underrepresented groups.
- In 2021, we will develop and implement GLDD's Diversity & Inclusion Program.

Training and Development

In 2021, we will develop and implement baseline programs to include:

- Project Execution Model (PEM)
- Procurement Compliance Practices and Policies
- Employee Compliance Policies
- 8 hours of Safety training to all Great Lakes employees relevant to their position
- New Employee Onboarding

Community Engagement + Development

In 2021, each project site and office location will select one local community affiliation for charitable, environmental, or social engagement.



GOVERNANCE 2021 AMBITIONS TO ACTIONS

Our Business Practices

GLDD's GOVERNANCE INTENT:

Great Lakes Dredge & Dock will continuously work to develop and maintain an understanding of our business and its drivers. We ensure business activities are conducted in compliance with legal requirements and corporate governance best practices.

EMPLOYEE GOVERNANCE COMMITMENT:

We participate in compliance training and workshops to stay current with all regulatory, business and governance practices.

AMBITIONS TO ACTIONS

Compliance Training

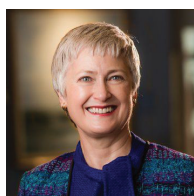
In 2021, we will conduct compliance training and workshops, deliver management messaging (such as Town Halls and employee communications) and reissue employee commitments for all employees to include the following:

- **Securities Trading & Disclosure of Confidential Information Policy Review (Insider Trading & Regulation FD)** Target: Members of Executive Management, Senior Management and Targeted Group of Salaried GLDD Employees. Target Completion: 100%
- **Code of Business Conduct & Ethics Policy Review** Target: Members of the Board of Directors and All Salaried GLDD Employees. Target Completion: 100%
- **The Foreign Corrupt Practices Act & Anti-Bribery Provisions** Target: Members of Executive Management, Senior Management and Targeted Group of Salaried GLDD Employees located in Middle East Office and Domestic Employees with international components to tasks completed in the ordinary course of business. Target Completion: 100%
- **Ordinary Course of Business Various Topics or Refresh Training Sessions** Target: Targeted Group of Salaried GLDD Employees based on topic such as Copyright Basics. Target Completion: 100%



THE SES COMMITTEE

Safety, Environmental & Sustainability



ELAINE J. DORWARD-KING, Ph.D., SES Committee Chair, most recently was the Executive Vice President, Sustainability and External Relations at Newmont Mining Corporation (“Newmont”) (NYSE:NEM), the world’s leading gold mining company. Dr. Dorward-King has spent the majority of her career in mining and joined Newmont in 2013. Prior to joining Newmont, Dr. Dorward-King spent 20 years with Rio Tinto, one of the world’s largest diversified producers of metals and minerals, in general management and Environmental Health and Safety leadership roles. [Read Dr. Dorward-King’s full bio here.](#)



KATHLEEN M. SHANAHAN is currently Chief Executive Officer of Turtle & Hughes, Inc., a private, certified women-owned business, which services the industrial, construction, commercial, electrical contracting, export and utility markets. Ms. Shanahan joined the Board of Directors of HireQuest (NASDAQ:HQI) in 2019 and currently serves on the Audit Committee. Ms. Shanahan has served as Chair of Ground Works Solutions (previously known as URETEK Holdings, Inc.), which provides foundation lifting and soil stabilization solutions, since 2011 and previously also served as Chief Executive Officer from 2011–2016. [Read Ms. Shanahan’s full bio here.](#)



D. MICHAEL STEUERT rejoined Fluor Corporation (NYSE:FLR), one of the world’s largest publicly traded engineering, procurement, construction, maintenance and project management companies, on June 1, 2019 as Chief Financial Officer. He retired from that position at the end of 2020. Previously, Mr. Steuert served as Senior Vice President and Chief Financial Officer of Fluor Corporation from 2001 until his retirement in 2012. [Read Mr. Steuert’s full bio here.](#)



SAFETY, ENVIRONMENTAL & SUSTAINABILITY COMMITTEE

Members:

Elaine J. Dorward-King, Ph.D.
Chair

Kathleen M. Shanahan

D. Michael Steuert

Meetings in 2020:

3

Independence:

The Board has determined that all members of the Safety, Environmental and Sustainability Committee are independent according to the NASDAQ Marketplace Rules.

Scope:

Assists the Board on matters relating to the review and oversight of:

- The Company’s compliance with safety, environmental and sustainability laws and regulations and developments at the global, national, regional and local level.
- The Company’s response to the above-mentioned laws and regulations as part of the Company’s business strategy and operations.
- The Company’s response to evolving public issues affecting the Company in the realm of safety, the environment and sustainability.

Primary Functions:

- Reviewing and overseeing the Company’s safety, environmental and sustainability policies, practices and actions.
- Identifying the significant risks or exposures faced by the Company in the safety, environmental and sustainability areas and the steps taken by management to address them, including review of significant issues or incidents.
- Reviewing and overseeing the Company’s safety, environmental and sustainability objectives and performance, including metrics relevant to that performance.
- Overseeing significant environmental litigation and regulatory proceedings in which the Company is, or could become, involved.
- Identifying trends and emerging issues at the legislative, regulatory and judicial levels concerning safety, environmental and sustainability issues that affect the Company and the industry, and overseeing the Company’s positions and responses with respect thereto.
- Overseeing public reporting relating to the Company’s environmental, safety and sustainability performance.

THE ESG COMMITTEE



JAMES TASTARD, Ph.D., Committee Chair
SVP, Chief HR & Administration Officer

James joined Great Lakes as Senior Vice President & Chief Human Resources and Administrative Officer in October 2020. As a member of the Executive Team, he is responsible for leading GLDD's HR organization, Talent Management, Leadership Development, and Learning, Compensation, and Benefits, Employee Relations, Payroll, Risk Management, and Marketing and Communications. James currently serves as Chair of the ESG Committee.



JASON CAMPBELL, Committee Member
VP, Health, Safety & Environment

Jason joined GLDD in September 2013 as Risk Manager, and was appointed VP of Health, Safety & Environment in 2021. Jason has over 24 years of experience and has held various safety and risk roles in Oil and Gas, Utilities, Deep Tunnel, and Heavy Civil industries. He is extremely dedicated to the health and safety of GLDD employees, business partners and those in the communities where we perform our work. Jason is instrumental in establishing GLDD's environmental policies and procedures and guides their development into ESG initiatives.



SHARON B. SPEZIALE, Committee Member
Marketing & Communications

Sharon joined GLDD in 2016 as Proposal & Marketing Manager for former GLDD subsidiary, Great Lakes Environmental & Infrastructure, and acquired responsibility for marketing and creatives services for the dredging division in 2017. Prior to GLDD, Sharon held marketing and creative roles for professional services firms in environmental remediation and construction, geotechnical engineering, civil and structural engineering, and energy and utilities industries. Sharon provides content management and design of the ESG Report.



KELSEY LANK, Committee Member
Production Engineer

Kelsey recently joined GLDD's Production Department as a Production Engineer, Level II after working in the field as an Assistant Project Engineer and Site Engineer. Kelsey has found a passion for dredging and sees beach restoration and re-nourishment projects to be the most rewarding. She serves on the ESG Committee as a staunch supporter of environmental conservation and improvement, and is dedicated to finding creative solutions that benefit GLDD and project site communities. Kelsey received her B.S. in Environmental Engineering from Michigan Technological University in 2015.



MARLEY MACRON, Committee Member
Project Engineer

Marley joined GLDD in the summer of 2016 as a Site Engineer shortly after receiving her B.S. in Mechanical Engineering from Virginia Tech. She is currently a Project Engineer serving GLDD's Head of Passes project in Venice, LA. Prior to joining GLDD, Marley completed internships with Johnson Controls and Turner Construction.



ASHLEY RICHARDSON, Committee Member
Director, Estimating

Ashley and her team are responsible for developing cost and execution models as a basis for bidding government and private dredging and construction projects. Ashley began her GLDD in 2007 as a Field Engineer. She joined the Estimating Department in 2013 and was initially assigned to the Middle East, India and Africa Division office located in Bahrain. In 2015, she returned to the US to focus on domestic estimating and bidding opportunities. Ashley is a member of the Western Dredging Association and the Society of Women Engineers.



STAN EKREN, Executive Advisor
VP, Rivers & Lakes

Stan has over 39 years of experience in the dredging industry working with 23 USACE District Offices throughout the West, Gulf and East Coasts, Great Lakes, Mississippi River System, and mid-America. He has completed project work for GLDD that includes Harbor and Channel Deepening, Beach and Marsh Restoration, Land Creation, Car/Rail Tunnel Crossings, Navigation Dredging, and Inland Reservoir Dredging.



WILLIAM H. HANSON, Executive Advisor
SVP, Government Relations & Business Development

A 40-year veteran of the dredging and maritime construction industry, Bill has been with GLDD for 30 years and opened GLDD's first office in Washington DC. He began his career with the US Army Corps of Engineers in Galveston and Los Angeles, and then worked for Connolly Pacific of Long Beach, California before joining GLDD in 1988. Bill serves on several academic advisory boards related to ocean and coastal engineering and is a 1979 Ocean Engineering graduate of Texas A&M, where he was named a distinguished alumni in 2013.



VIVIENNE SCHIFFER, Executive Advisor
SVP, Chief Legal Officer

Vivienne "Lie" Schiffer joined GLDD in December 2020 as SVP, Chief Legal Officer, Chief Compliance Officer, General Counsel & Corporate Secretary, and leads the Company's legal and compliance organization, providing legal counsel to Executive Management and the Board of Directors. Lie's specific responsibilities include the oversight of corporate governance, policy and regulatory strategy development, litigation, environmental matters, intellectual property, global corporate compliance, and labor and employment laws.



RUSS ZIMMERMAN, Executive Advisor
SVP, Project & Area Operations, Southeast

Russ oversees Project and Area Operations for GLDD's Southeast region. Prior, he was Vice President and Area Manager, South Atlantic since 2013. He was promoted to Vice President for Special Project in 2009 and served as Vice President, Chief Estimator from 2011 – 2013. He joined the Company in 1982 as a Field Engineer and has held positions of increasing responsibility in project management. Mr. Zimmerman earned a Bachelor of Science in Construction Management Technology from Purdue University. He is a member of the Society of American Military Engineers and the Western Dredging Association.



Dredge Ellis Island - Mississippi Coastal Improvements Program (MSCIP) Beach Nourishment Phase III.
Gulfport / Biloxi, MS



GREAT LAKES DREDGE & DOCK CORPORATION