



Accountability: A state of being responsible for decisions made, actions taken, and assignments completed.

In **Integrity** I do what I say, and I say what I do. **Hypocrisy** exists in the space between language and action.

Personnel or Department	Accountable to ...	For ...	At Stake ...
Board of Directors	Shareholders	Value of the Company	Each employee's job, ESOP stock value, keeping Hendry Marine in business for a long time
Kelly Hendry, Mike Hendry, Dennis Manelli	Board of Directors, Shareholders, the Hendry Family, the ESOP	Making decisions that honor employees and increase company value. Making decisions which preserve and strengthen customer relationships. Spending HMI money wisely	Risk of litigation from family, risk to Hendry legacy and reputation, risk of litigation or regulatory action from outside. Loss of key employees, loss of customers, meeting payroll. Keeping the lights on for years to come
Company Presidents	Kelly Hendry, Mike Hendry, Board of Directors, Shareholders, the Hendry Family, the ESOP	Making decisions which honor employees and strengthen operating profit margins, making decisions which preserve and strengthen customer relationships. Spending company money wisely. Ensuring company compliance with laws and regulations.	Each employee's job, ESOP stock value, keeping GMR/ASC/UES in business for a long time.
VP, Estimating	Company Presidents, Mike Hendry, Kelly Hendry, Customers	Ensuring that we deliver what we commit to. Communicating with customers in a professional manner (sometimes telling them things they don't want to hear)	Customer decision to return to our facility. Customer decision to include us in future RFP's. Profit margins on jobs accepted.
Estimating Team	Company Presidents, Mike Hendry, Kelly Hendry, VP Estimating	Accurate and on-time return of bids, Ensuring our contracts are priced competitively while generating an appropriate profit margin	Underpriced: We do the work but don't cover costs (we lose money). Overpriced: Customers don't award business (we lose sale).
VP Operations, Yard Superintendent	Company Presidents, Port Engineers, Estimating Team, Mike Hendry, Kelly Hendry	Ensuring that that this facility provides the space, equipment, tools, materials and manpower to fulfill customer contracts	Making sure customers return to this facility. Protecting our customers' vessels. Protecting our assets. Keeping costs at minimum.
Ship Superintendents, Job Superintendents, Project Managers	Port Engineers, Owners Reps, Vessel Crews, Estimators, VP of Operations, Presidents	Getting the job done according to customer specifications: managing the space, equipment, tools, materials and manpower to fulfill customer contracts	Relationship and contract management: Making sure customers return to this facility. Protecting our customers' vessels.
HSE Reps, Safety Managers	Company Presidents, VP of Operations, Yard Superintendent, Finance	Ensuring health and safety of jobsites and of all employees	Fires, accidents, injuries, damage to customers' equipment (or to ours), loss of life, workers compensation and liability insurance premiums, compliance with laws and protection from litigation

Personnel or Department	Accountable to ...	For ...	At Stake ...
Quality Assurance (QA)	VP of Operations, Yard Superintendent, ABS	Ensuring that our work meets ABS quality standards	Our reputation, soundness of vessels we work on
Foremen and Leadermen Corps	VP of Operations, Yard Superintendent, Craft Area Supervisors, ABS, Ship Superintendents	Ensuring that daily tasks are completed on a timely basis and that work meets quality standards	Our reputation, soundness of vessels we work on, profitability of each job
Production Workforce: Craft Workers, Helpers and Laborers, all companies	Foremen and Leadermen Corps, Craft Area Supervisors	Completing tasks in a timely manner and in a manner which meets quality standards.	Our reputation, soundness of vessels we work on, profitability of each job
Drydocking Crew	President of GMR, VP Operations, Yard Superintendent	Proficient, safe and efficient operation of drydocks	Protecting our critical high-value assets, protecting customer vessels, profitability of each job
Human Resources Team	Company Presidents, Kelly Hendry and Mike Hendry, VP of Operations	Making sure we have the right people deployed in the right areas doing the right jobs, the right way. Recruiting talent and keeping our best people here.	Costs of employee benefits, keeping key staff on board, finding and bringing in new talent, compliance with laws and protection from litigation
CFO - Chief Financial Officer	Kelly Hendry, Mike Hendry, Dennis Manelli, Board of Directors, Company Presidents	Signing off on all financial reporting. Ensuring that information used to compile financial reporting is correct. Providing financial and quantitative indicators to assess financial health of business.	Regulatory compliance, tax compliance, keeping relationships with banks solid and sources of credit open, managing contracts with large vendors, keeping costs down
Accounting and Finance Team	CFO, Controller, Managers	Reviewing/auditing and paying bills, purchasing, invoicing customers, collecting past due accounts, banking, timekeeping, processing payroll	Keeping this place running – if money doesn't flow into and out of this business properly, the whole engine freezes up.
Business Development and Sales Team	Kelly Hendry, Mike Hendry, Dennis Manelli, Company Presidents	Generating opportunities to bring in new customers or service new vessels; keeping in touch with customers' needs; Growth of revenues	Keeps us from depending too much on one customer Ensuring a profit opportunity
Communications and Admin. Team	Officers, Managers, Supervisors	Managing details of the office, scheduling, drafting and formatting communications	Presents professional appearance to outside audience Helps keep operation running smoothly
Operations and Planning Teams	Mike Hendry, GMR President, VP Operations, Estimators	Seeking and implementing more efficient ways of accomplishing tasks. Using planning and technology tools to streamline operations and manage resources.	Presents professional appearance to customers. Strengthens profit margins. Provides better lead times to HR and purchasing for sourcing manpower and materials.