

Employee Spotlight:
Interview with Baktash Karimi - Project Manager, Southern Region



When did you start with Griffith Company?

I started working for Griffith Company in March of 2018.

What is your role here at Griffith Company, and what is a typical day like for you at work?

I currently work as a Project Manager, and my daily tasks include reviewing timesheets, approving invoices, reviewing project schedule, submittals, RFIs, project budget, and change orders. My duties also include reviewing and requesting subcontracts and POs, coordinating with field personnel, sub-divisions,



subcontractors and suppliers, and leading in-house and owner meetings.

What do you enjoy most about your job?

Learning is a lifelong process, and here at Griffith I learn something new from different people every day, which is very rewarding.

What do you like to do in your spare time?

I love the outdoors, so I hike, bike & camp as much as I can. I also like to play ping pong, and sometimes go snowboarding.



What would people be surprised to learn about you?

That I enjoy cold weather more than hot.

What do you value most about Griffith Company?

I feel grateful for being a part of a group of people that are always willing to help me learn and grow.

ESOP Testimony:

Interview with Mark Davenport - Division Manager, Recycling

How long have you been with Griffith Company?

Since May 2015, 9 years in the ESOP.

What does working for an employee-owned company mean to you?

I get to work with people who care about the company and are invested in its prosperity. I think this brings the employees closer together for a common cause. This ultimately fosters a more family-type atmosphere.



How has our ESOP benefitted you?

Our ESOP has given me the opportunity to retire 3 years earlier than I originally planned. My retirement has also been funded to a level that far outperformed what I expected. So, it really is life changing.

How does being an ESOP company influence our culture?

Our turnover rate is far less than the industry average. I think this is due, not only to our ESOP, but to our company feeling more like a family-run business. It's about relationships and caring.

How do you view our ESOP versus a 401(k)?

A 401(k) is a great retirement savings plan and having it as a supplement is a great benefit to Griffith Employees. But if you work for a well-run company, the ESOP employee benefit plan will outperform a 401(k) 99% of the time. Then add in the fact that Griffith Company pays 100% into it. There is no better retirement program out there.

What advice would you give a younger or newer employee

who might not understand the value of our ESOP?

Take the time to really learn it! I don't always think there's a clear understanding of how substantial this benefit is. As with all investments, time is the biggest factor. Just ask any Griffith employee that's been here 25 years and see how incredible their ESOP is.

How does being an ESOP company separate us from our competitors?

When you have employees who care about the company and each other, it makes a big difference. We have a culture of not just caring about our company and our people, but we also care about our industry, our vendors, and our subcontractors. This really separates us from our competitors.

How do you feel being an ESOP affects employee engagement?

Our employees are invested. When you own the company (which we do) your efforts directly affect your own future. This is the best possible motivator for engagement.

How has your perspective on the ESOP changed, if at all, during your employment with Griffith?

To be honest, I didn't know much about ESOP companies before working with Griffith Company. Had I known earlier what I know today, I would have only applied for positions at ESOP companies a lot sooner. I think anyone who is goal oriented and has a vision of what they want for their future would "never" consider anything other than an ESOP, and with Griffith Company of course!

Monday, March 18th Griffith held its Annual Stockholders Meeting and Quarterly Board of Directors Meeting.

The Shareholders in attendance, from left to right, were: Brad Austin, Tina Hutton, Luis Cervantes, Johnny Yang



SAFETY CORNER By Randy E. Franklin, CSP, Director of Risk Management and Safety

The ABCs of Behavioral Safety and Normalization of Deviance

The best safety cultures are those that are firmly rooted in the values and beliefs of the people in an organization who value the principles of personal accountability and are centered around safe work behaviors that are driven by outstanding leaders. We should all be familiar with Griffith's values that most of us know as "The Griffith Way": Honesty, integrity, and a commitment to deliver on our promises. As we go about evolving our culture over the course of the next couple of years, these types of simple things will become increasingly important.



Ensuring employees exhibit the proper safe work behaviors takes training, time, money, and authentic engagement. For every behavior, there is an antecedent or actuator (A), or some event that happened to cause the behavior *before* it happened. Then there is the behavior (B), and the consequence of that behavior or (C). Thus, we have antecedent (A), behavior (B) and consequence (C), or as I like to call it, the ABCs of behavior. As a simple example, if your child comes straight home from school and dives right into his homework without being told (behavior or B), they probably recall you saying they could not go out to play unless their homework was finished (antecedent or A). The child acted based on an event that occurred *before* the behavior. The result, or consequence (C) was that they finished their homework and were able to go outside and play with their friends.

Similar events occur in the workplace all the time. People act on simple events of what they see, what they hear, what is happening around them, and what they see other people doing. People naturally want to do their best to please the boss. This often goes unchecked when it comes to safe work performance. As an example, if the crew rolls up to the project site and immediately starts working (behavior), there is an increased risk that one of them may get hurt (consequence) because there was no toolbox talk conducted or no task hazard analysis (THA) discussed. The question becomes; how did this become normal behavior? What prompted the crew to just jump right in without discussing and addressing potential hazards? What *antecedent* prompted that behavior? Is that the way they were trained? Did they observe the Foreman do it that way before, and that became the expectation or normal behavior? Do they consider toolbox talks and THAs "just paperwork" that is needed to satisfy management? What *exactly* drove that at-risk behavior? What *exactly* was the antecedent? When this occurs over and over unchecked, it becomes what we call "normalization of deviance." The undesired behavior has been allowed to occur so frequently that it becomes the new normal.

Good supervisors must constantly be aware of these three things: Antecedents, behaviors, and consequences (ABCs). Everything we do with our employees should be firmly rooted in understanding these three factors and setting clear expectations for safe work behaviors. In the above example, if the supervisor made it clear that he expected the crew to conduct a tool box safety talk and conduct a task hazard analysis *before* the crew started to conduct work each day, the clear direction and expectation (antecedent) would have prompted the crew to discuss the job hazards (behavior), take note of the hazards (behavior), and discuss work methods (behavior) that would prevent injury (consequence). The clear and simple communication by the supervisor would drive those safe work behaviors leading to a significantly reduced chance of injury and avoid the dreaded "normalization of deviance."

GRIFFITH COMPANY

The *Griffith Company News* is published four times per year in order to keep our employees better informed of Griffith Company events and accomplishments.



For more information contact:
Susanna Thomas, M.A.
Marketing Coordinator,
sthomas@griffithcompany.net

GRIFFITH COMPANY NEWS

VOLUME 43, ISSUE 2

JUNE 2024



Inside this Issue:

- A Manager's Perspective
- Employee focus
- CEO's Corner
- 8th Annual Griffith Women in Construction Luncheon
- New Hires
- Kudos Korner
- Hang Up Your Hat
- Safety Corner

Upcoming Events:

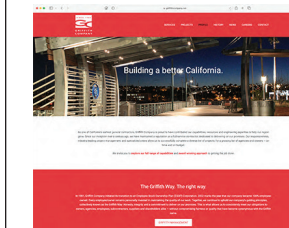
Thursday, July 4th
Independence Day

Summer BBQ's

- Friday, June 21st (Corporate)
- Friday, July 19th (Landscape)
- Friday, August 23rd (Structures)
- Friday, September 13th (Underground)

Tuesday, September 3rd
Board of Directors Meeting

Visit us on the Web at:
www.griffithcompany.net



A Manager's Perspective: Answering the Call

By Michael Carpenter
Environmental Services Division Manager

Our Goal:

Griffith Company, 88 Haz A, is the premier heavy civil contractor building Southern California's infrastructure. Our ambition is to become a billion-dollar company and we are on our way! What is it going to take to get us there?

My perspective is teamwork, utilizing the strength of our people! The Griffith organization is evolving and growing; how we work together within the changing conditions and market developments will determine our success. We are a great team and adapting and evolving into the premiere construction company with a construction management general contracting capability this will make us a valuable organization. What can we do to keep in line with our growth and expectations? My belief



Griffith Company is an equal opportunity employer and an employee-owned company.

is answering calls and being engaged.



Griffith Environmental Services Division Perspective:

We can never stop learning and growing. Griffith established its Environmental Services Division in 2017. We established our asbestos contractor's license, C 22 in 2022 and have trained 10 asbestos supervisors and an additional 15 craft workers. We attend regular refresher classes reviewing hazardous waste and OSHA requirements. Using training education with refresher classes we push ourselves. At the market level we push maintaining relationships with vendors and the unions; seeking the best pricing and always looking for a workforce we can put into the field with



pride. We do what is best for Griffith and the big red bucket. Our employees, the company

first, not the division. Our team members understand all governing rules and regulations and how it is applied while completing our tasks safely. The Environmental Services Division has no recordable accidents or injuries and has been profitable from inception. Our team is working independently and within the Griffith family of divisions with internal labor and using the support of more than thirty, specialty trained, professionals following 29 CFR HAZWOPER, general waste knowledge and regulatory guidelines.

Answering Calls and Being Engaged:

When opportunity presents itself are we ready? Saturday morning November 11, 2023, a call came at 9:30 am in the morning, testing our abilities. The Griffith team answered the

continued

CEO'S CORNER



Jaimie Angus

Safety Culture Evolution

By Jaimie Angus, President & CEO

As an ESOP company, we have an obligation to the shareholders to do all we can to protect ourselves from various insurable risks and to control the costs of obtaining business insurance. Insurance premiums continue to rise and are climbing higher than anticipated. To control the costs of our insurable risks and ensure maximum return on investment for our employee owners, while protecting ourselves from catastrophic losses, we have changed our insurance program for 2024 and beyond. After thorough financial analysis of our Risk Management Program by our Executive Team, we have concluded that we have the potential to significantly reduce our insurance costs, save substantial money, and still provide the protection we need.

The changes to our insurance program are from a traditional purchase Insurance program to a Captive Insurance Program, Innovative Risk Management. This will include taking on greater financial responsibility for the first several thousand dollars for every loss that occurs, whether a work-related injury, an auto claim, or a general liability claim. By doing so, we have the potential to save hundreds of thousands of dollars in insurance premiums year after year. This means taking greater responsibility for every incident that occurs and paying most of the losses directly. We are no longer simply concerned about meeting a deductible.

This can be a double-edged sword if we fail to manage and control our risks every day. We could end up paying more in claims than we previously paid in premiums and deductibles if we fail to ensure the highest level of safe work performance.

One of our strategic planning initiatives in 2024 is to improve the Griffith Company safety culture even more. We are rolling out a comprehensive plan to implement a Safety Culture Evolution for Griffith Company.

- Providing Division Managers, front line leaders and supervisors with the knowledge, skills, and tools to measure safe work behaviors.
- Providing workshops, training, and educational materials for Company Leaders to authentically engage with workers in promoting optimized processes and measuring safe work behaviors.
- Establishing protocols, data sheets, score cards and systems to measure and record safe work behaviors. What gets measured, gets done!
- Provide Company Leaders with a systematic approach to developing people as well as a method for objectively quantifying the progress of the safety culture evolution process.
- Provide Executive and Division Managers with regular progress reports on the health and status of the safety culture evolution process.

Our past safety performance can be categorized as good, but with additional improvement we can reap the benefits of the changes to our insurance program. Our shareholders and every employee at every level must commit to taking on greater responsibility and accountability for safe work performance. **Improving our safety culture is the duty of every Griffith employee.**

We are not taking unnecessary risks. Our financial position is very strong, and we are committed to protecting the investments of all our employee shareholders while ensuring maximum return on investment.

Please join me in the commitment to improve Griffith's safety culture and minimizing our losses.

continued from cover

call. The call was from the State of California's Caltrans District 7 and voiced by a long-term Griffith Manager, Mr. Mike Finley, and Mr. Ben Walnum, both of our Structure Division. The call was asking if we could respond to the 10 Freeway to evaluate the State of California's



fire situation and provide guidance. Griffith took the call and arrived directly on scene with our families pulling out of Saturday household chores, gym workouts, and family time.

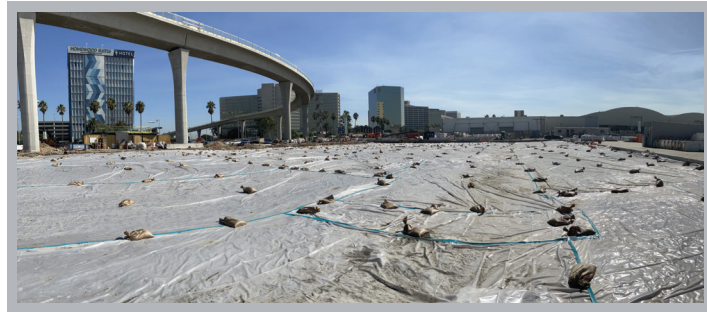
Our environmental regulatory understanding provided the key ingredient giving the State of California's Caltrans District 7 a comfort level with Griffith. We took a few hours and reached out to key vendors, simultaneously requesting variances from the State of



California removing governing regulations on working hours at facilities, etc. and the teams went to work. The original time estimate was 7 working days to remove the waste,

using crews 24 hours per day. Griffith completed the task in 3 days. We did the response together with multiple Griffith divisions working as one; and under the watchful eye of the national press core and the highest levels of government, all reporting our every move.

Training and work experience is critical and knowing how



to apply a skill set within a team is invaluable. As a manager of Griffith what I am so very pleased to see is the development of our people and how they create a synergy allowing Griffith to meet growth expectations and develop its people, teams, in new pursuits.

The Environmental Services Division responds quickly to environmentally regulated conditions when encountered, allowing Griffith to better pursue projects with environmental issues. Our division continues to make



investments in environmental monitoring equipment to support field activities. This first quarter of 2024 we completed a 40-hour refresher training event at Brea and will conduct training typically twice in a calendar year. This investment in the Griffith team allows us a quick response and flexibility

for Griffith, its divisions, and the outside clients we serve.

Below are some projects with pictures of the work the Environmental Services Division has completed in 2024.

Griffith's Future: The future of Griffith looks bright, and our environmental team is active. Our team is

developing into a vertically integrated in-house environmental company-providing onsite environmental solutions for our clients and team members. Mike Carpenter, Griffith's Environmental Services Division Manager along with James Walsh and Diego Bautista have a combined 60 years of onsite working knowledge. We will answer the calls, stay current on technologies and regulations and we strive to move Griffith in the correct and best direction. Always ask us any questions. We are available in our Santa Fe Springs office and onsite

within hours as needed. Working together and utilizing the strengths of our team members allows Griffith to maintain its premier status in the industry. We look forward to collaborating with you on your projects. People and experience make us good; teams make us great!

Project	Scope	Regulatory Oversight
State of California - Caltrans District 7 I-10 Fwy Post Fire Closure	Lead Compliance Plan, Health and Safety Plans, Hazardous Waste Removal including unexploded cylinders, unknown narcotics, hazardous waste, burned cars, trash and metals recycling and ash management.	Griffith worked with Los Angeles County Fire Department -Health HazMat, Los Angeles City Fire Department, Department of Toxics and Caltrans District 7.
Los Angeles World Airports Delta Hanger-LINXS	Asbestos site assessment following governing rules and regulation. Developed a Site-specific agency approved work plan and closed out a potential multi-million-dollar project for LAWA/LINXS with no NOV's, at a fraction of the owners estimate and within 6 months. (On schedule)	Griffith used a CIH, professional geologist and Certified Industrial Hygienist to develop its plans within the SCAQMD 1403 framework. All work completed onsite and within the Griffith family with no NOV's.
Los Angeles County Department of Public Works Various Stockpiles Force Site	Griffith sized and recycled concrete, sampled on controlled the waste removing 80,000 yards of materials. All work was completed using Griffith trained team members.	SWPP plan compliance and close out, hazardous waste laws outlined in 40 CFR and CA Title 22.

8th Annual Griffith Women in Construction Luncheon

On Friday, March 8th, over sixty of Griffith's ladies gathered at North Hills Church for our "8th Annual Griffith Women in Construction Luncheon". As was the case in previous years, this Luncheon served as a platform for the ladies of our company to better connect with one another, build on their career development and to be celebrated for their tremendous contributions to Griffith. The event was kicked off by a welcome and opening remarks from our Executive Vice President, Ryan Aukerman and our Vice President/Human Resources Director, Megan Stone. After an icebreaker and delicious lunch, our ladies participated in a couple of engaging and thought provoking personal/career development activities. The two activities were designed to align with this year's Women in Construction (WIC) Week theme, "Keys to the Future." The event concluded with a few employee recognitions, a raffle, and an overview of Working Wardrobes, a nonprofit that Griffith chose to donate clothing and accessories to as part of this year's WIC Week. A highlight of this year's Luncheon was the presence and verbal encouragement of 2 of Griffith's male senior leaders: Ryan Aukerman and Luke Walker (Regional Manager, Southern Region). Ryan and Luke were joined in attendance by a couple of our other male leaders, Dan Leeper (Assistant Regional Manager, Southern Region) and Luis Cervantes (Division Manager, Landscape Division). A big thank you to all the ladies who helped to plan and execute this very successful luncheon. We look forward to celebrating our 9th annual luncheon next March.



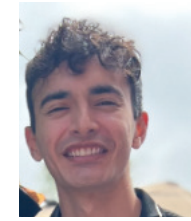
WELCOME, NEW HIRES!



Manali Mehta
Senior Project Engineer



Wendy Byars
Badging Coordinator



Andrew Perez
Project Engineer



Krystina Palomares
Labor Compliance Administrator



Rodolfo Diaz
Superintendent



Jameson Ramos
Associate Design Manager



Michelle Uriostegui
Corporate Union Payroll Specialist



Nicholas Gatward
Senior Project Engineer



Margarita Rizo
Accounts Payable Clerk



Maria Pasaba
Assistant Project Manager



Fabiola Ortega
Accounting Clerk



Star Niesel
Accounts Payable Clerk



Spencer McClymont
Project Manager



Cameron Howard
Project Engineer



Edwin Floyd
Project Manager



Bert Somers
Preconstruction Manager Alt Delivery



Chazmin Baker
Project Engineer



Jaysen Zapata
Estimator/Project Engineer



Kudos to the following employees on their well-deserved promotions (March to June).

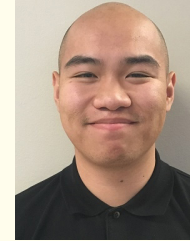
Linh Tran - Estimator I, Landscape Division

Phily Luu - Senior Project Engineer, Southern Region

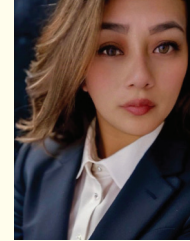
Mercy Canul - Project Manager, Underground Division



Tran



Luu



Canul

HANG UP YOUR HARD HAT

Contributor, Megan Stone - Vice President H.R. Director and EEO Officer

Patsy Fitzpatrick

After serving as a Director on Griffith Company's Board of Directors for almost 20 years, Patsy Fitzpatrick has begun her retirement journey. Patsy, having worked in the industry for more than 60 years, has brought her vast expertise and extensive network to not only the Board, but the Audit and Investment Committees as well. Prior to joining the Board of Directors, Patsy had a long-standing relationship with Griffith Company dating back to the early 1980's when she served as the Head of Construction Lending Division for the Bank of California. Following her time with Bank of California, Patsy spent 16 years serving as the Director of Construction for Moss Adams LLP. In 2007, Patsy was the first female to be awarded the prestigious Golden Beaver Award for Service and Supply. In addition to her impressive background and achievements, Patsy is beloved in the Griffith Company community. She is a champion for those she works with and is described as encouraging, approachable, supportive, sharp, prepared, and conscientious. Those who work closely with her say that she practices accountability and always works to achieve what is in the best interest of Griffith Company and its shareholders. Patsy will be dearly missed but we wish her the best in her retirement!



Prior to her retirement, Patsy assisted with the selection process to identify a replacement for her board position. We are excited to welcome the newest Director, Keith Bennett, to the Griffith Company Board of Directors. Keith brings over 45 years of professional experience. He has spent the last 23 years serving on the Board of Directors for Emery Sapp Construction, Inc., an ESOP company operating out of Columbia, Missouri. Keith's extensive industry finance and ESOP experience makes him a great addition to the Board.