

**ESOP Testimony**  
Interview with  
**Denise Denapoli**



**How long have you been with Griffith Company?**  
I have been with Griffith Company for 27 years.

**What does working for an employee-owned company mean to you?**  
Working for an employee-owned company means that as part Owner, it is my responsibility to see forth that all decisions being made on my behalf are for the betterment of the company. It is my responsibility to take accountability when situations presented are not the most ideal.



**Together we can make a difference!**

**“Griffith Summer Service Week”**  
By Ron Roberts, Jr.,  
Recruitment and Talent Programs Manager

my family.

**What advice would you give to a younger or newer employee who might not understand the value of our ESOP?**

Do your research! Ask questions to get to know ESOP and what it fully entails. Sit down and crunch in numbers. Set goals for yourself. Seriously, ask the questions.

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

Being an ESOP company essentially adds more income to our retirement. Having ESOP is an incentive for owners to not only think about making better choices for the company, but also to provide longevity for their career here at Griffith Company.

**How do you feel being an ESOP affects employee engagement?**

The main role of an ESOP stems from how much an employee is willing to engage. It allows us to take pride in our work and consistently make choices

**How has our ESOP benefited you?**  
Griffith’s ESOP has proven to grow time and time again. I am beyond grateful to be able to retire comfortably while ensuring financial security for my children.

**How does being and ESOP company have an affect on our culture?**

Being an ESOP company affects our culture by instilling as sense of ownership. With ownership comes a responsibility to help cultivate a positive and healthy learning experience for everyone at Griffith, no matter what department. As shareholders, we create our everyday culture by teaching, guiding, and developing in all areas of the company.

**How do you view our ESOP vs. a 401(k)?**

Extra money for retirement. Because of where my ESOP is now vs. my 401(k), I am proud to say I will be able to live a good retirement with

**Service to Community is a Griffith Priority**

Contributing to the communities where our employees work and live is a part of “The Griffith Way” and hence a priority for our company. Our community service arm, Griffith Company for Community (GC4C) was formed in 2017 to further amplify this priority. Our leaders wanted to engage a greater number of our employees in the important

work of service and wanted to better recognize those employees who were performing outstanding community service. Our GC4C Committee meets every other month to discuss potential activities for our employees to engage in and charitable organizations for us to contribute our time, talents, and treasure to.

The GC4C Committee organizes an annual summer

for the company that will, in turn, better our future. This means that we will continue to engage at the highest level of respect, not only for each other but also for deadlines, allowing us to move forward and keep Griffith Company at the top.

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

First and foremost, I am grateful to be a part of a company that thinks ahead. This foresight allows me to look forward to the future with little fear or worry, knowing I can provide not only an enjoyable retirement for myself but also a plan for my kids. My kids played a huge role in my success here at Griffith. Secondly, moving forward, I will continue to look to the future with respect to those coming in after me. My only hope is that when I retire, I would have done my part as a proud owner to leave the next generation equipped with all the tools and resources available for their success at Griffith.

week of service for Griffith Company employees, celebrating the spirit of community service and involving everyone in a company-wide project.

•**Event Timeframe:** July 29th – August 2nd.

•**Opportunities for Griffith employees to Support:**

- 1) Donate items;
- 2) Assist with assembling/packaging items;
- 3) Assist with distributing items to a nonprofit.

**Jaime Lutz, the Site Lead at the Santa Fe Springs Office, provided the following account of the office’s experience:**



We had so much fun shopping and assembling kits. The best part of this activity was the response we received from the staff at **Whittier First Day**. They were beyond grateful.

It was awesome to be able to donate to them. A huge thank you to everyone who brought in donations and participated!

The Santa Fe Springs office’s goal was to donate toiletries and similar items to Whittier First Day. Our staff assembled 20 female hygiene kits, 20 male hygiene kits, and 14 house kits!

**SAFETY CORNER** By Randy E. Franklin, CSP, Corporate Safety Director

**The Power of Great Safety Observations**

Safety observations have been around for a couple of decades now and are universally understood to be the backbone of any great safety program. Griffith Company has a safety observation process through Safety Mojo. Frontline supervisors and managers are asked to complete one safety observation per week. While most are committed to this process, there are still opportunities for us to increase overall engagement and improve on the process.



Safety observations are golden opportunities for frontline supervisors and managers to engage with workers on safety issues every day. Taking a photo of a worker wearing proper PPE and submitting it as a “safe” observation is nearly a wasted effort, especially if no conversation took place. Stopping a worker who is about to use a cut-off saw without a face shield and having a calm, polite discussion on the importance of protecting one’s face and eyes is the type of safety observation that makes a difference. Any great safety observation will be accompanied by a *conversation* about the observed behavior. The whole idea is to observe at-risk behavior, have a conversation about it, and have an agreement that the at-risk behavior will change going forward. That is the real power behind Safety Observations: the in-field opportunity for Griffith leaders to authentically engage with workers and have *meaningful discussions* around safe and at-risk work behaviors.

Conversations about at-risk observations are very easy if one can remember just a few basic rules. 1) Start by recognizing something positive the worker is doing. This will set them at ease. 2) ASK them to identify the at-risk behavior you observed. i.e., “I am concerned with something I see you doing, do you know what that is?” This gets their brain working by mentally reviewing what they were about to do. Don’t be so quick to point it out; Let them struggle and think a bit. Offer them a clue if necessary to get them to hone in on the at-risk behavior. 3) Once the at-risk behavior is identified, drive it to the worst possible consequence; again, ASK them “what is the worst thing that can happen if you \_\_\_\_\_?”. This will paint a very vivid picture in their own mind of the potential pain, broken bone, disfigurement, or disease that might occur if they continue. Finally, 4) Get them to agree that they will not do that at-risk behavior again and seal the deal with a handshake. Simple!

I would like to challenge each foreman, superintendent, Project Manager and Project Engineer to make December the month where we start to practice meaningful and authentic Safety Observations each week. The ones that include a real *conversation* about safe and at-risk work behaviors. The ones that can really make a difference!

Randy E Franklin, CSP  
Corporate Safety Director

**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**  
(562) 672-1178  
stthomas@griffithcompany.net

Today, First Day serves approximately 2,300 individuals through outreach, homelessness prevention, housing, health, advocacy, and other services on behalf of our clientele.

Here is information on where we donated:  
  
Whittier First Day is a non-profit organization with nearly 25 years of service and community collaboration. Founded in 1989 as the Social Services Coalition (SSC) by the Whittier Area Interfaith Council, the City of Whittier, and the Whittier Salvation Army, the organization initially coordinated cold weather shelter and referrals for services. Rotating sites among local churches every two weeks, SSC offered overnight shelter, dinner, and breakfast for homeless individuals during the winter months. SSC’s success in addressing this urgent need for shelter motivated its leadership to further develop local homelessness and prevention services. In 1994, SSC became a 501(c)(3) nonprofit organization, serving around 700 clients annually.



**Inside this Issue:**

- A Manager’s Perspective
- Executive VP’s View
- Promotions
- Kudos Korner
- Griffith Quarterly Photo Competition
- ESOP Testimony
- Interview with Denise Denapoli
- Griffith Company for Community
- Safety Corner

**Upcoming Events:**

- Wednesday, December 25**  
Christmas Day
- Wednesday, January 1, 2025**  
New Year’s Day
- Monday, March 17, 2025**  
Annual Stockholders Meeting & Quarterly Board of Directors Meeting

**Visit us on the Web at:**  
[www.griffithcompany.net](http://www.griffithcompany.net)



**A Manager’s Perspective:**

By Mac Tarrosa  
Division Manager, Concrete Division

**2024 in Review: Concrete Division’s Milestones and New Talent**

As 2024 nears its end, we are just a few weeks away from laying the foundation for 2025. It has been a great

Our division completed the Alaska Airlines Terminal 6 Airside Apron Paving Improvements at LAX Airport.



P-501 Concrete Placement at Alaska Terminal 6 Apron Paving in LAX Airport

year for the Concrete Division. Normally, our workload starts slow and picks up after the first quarter. However, this

Our crews paved 19,040 CY of P-501 paving and 3,800 CY of lean concrete base. Terminal 6 had to undergo some much-



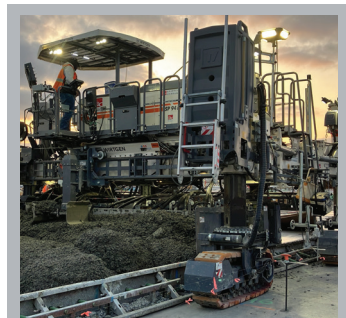
12.5” P-501 PCC Pavement at Alaska T6 Terminal in LAX Airport

year has been different with a steady stream of projects keeping both our crews and office staff consistently busy.

needed renovations, including the new PCC apron paving that will greatly improve the Alaska Airlines guest

experience. The renovation of Terminal 6 is accompanied by the development of a Terminal Vertical Core, which will link Terminals 5 and 6 to the upcoming Automated People Mover train system.

We have been busy as well at the San Diego International Airport. We have completed



P-501 Concrete Placement in San Diego Airport using our Wirtgen Slipform Paver

another 33,000 CY of P-501 concrete paving for the taxi lanes in Phases 4.1 & 4.2 and Phases 9A & 9B. We have moved to Phase 6 and intend to place another 8,900 CY to be completed before year-end. We faced some initial challenges with the paving operations, but we got everything on track with the new concrete mix admixture. Our concrete mix is now more consistent, and we hope that this will aid in getting more production in our PCC paving.

# Executive VP'S View:

By Luke Walker, Executive Vice President

## Building on Change and Reinforcing Our Core Commitments

As Griffith Company and the employees who make it thrive approach the year's end, it is a wonderful time to reflect on our progress, the changes we have embraced, and the core values that continue to guide our company. In this last quarter of the year, I want to highlight our commitment to maintaining consistency in our operations, even as we adjust to the leadership changes from earlier this year, all the while reinforcing our unwavering dedication to safety and celebrating our employee-ownership.

Change is a foundational and constructive element of any organization's journey. While recent shifts in leadership have generated new perspectives and ideas, our mission remains firmly anchored: We are an Employee-

Owned Heavy Civil Contractor building America's infrastructure. In so doing, we will provide a safe workplace for our employees, a quality product for our clients, and an acceptable return for our stockholders. Our commitment to consistency ensures that despite occasional changes in management, our values and goals resonate throughout the organization. Open communication is vital during these transitions; we must be able to have important, and sometimes uncomfortable, conversations as we adjust to these changes.

At the heart of our operations



Luke Walker

is an unyielding focus on safety. Every employee deserves to return home safely at the end of each workday, and we take this responsibility very seriously.

Our Safety staff conducts regular training sessions and site inspections, ensuring that safety protocols are not just in place but actively practiced. This culture of safety is integral to our success and well-being.

As a 100% employee-owned company, we have a unique advantage that sets us apart from our competitors and other organizations in our industry. Each of you has an important

role in our collective success, fostering a sense of ownership and accountability across all levels of the organization. Employee ownership empowers all of us to make decisions that directly benefit our work environment, the quality of our projects, and the financial success of our company. Together, we can drive innovation, improve efficiency, and create a workplace that values every individual's contribution.

Thank you all for your hard work, dedication, and commitment to making our company a leader in our industry. Let us continue to prioritize teamwork, safety, and the benefits of our employee ownership as we move forward into the new year!

continued from cover

We anticipate placing around 42,000 CY of P-501 paving this coming year at the San Diego International Airport.



P-501 Concrete Placement using the Allen Paver with the RTP 500 Placer in San Diego Airport

We have also started the Midfield Satellite Concourse (MSC) South project at LAX. Our contract portion for MSC South is \$15.2 million. The MSC South is an extension of the West Gates at Tom Bradley International Terminal

and will add approximately 150,000 SF and 8 gates for narrowbody aircraft. It is part of the \$14 billion LAX facelift project, which includes the construction of new ground transportation hubs, renovations of terminals, and an automated people mover system. We have placed 13,000 CY of 18" P-501 PCC pavement and 9,000 CY of LCB, along with some sidewalk



Lean Concrete Base Placement on MSC South in LAX Airport

work, curbs, gutters, and bollards.



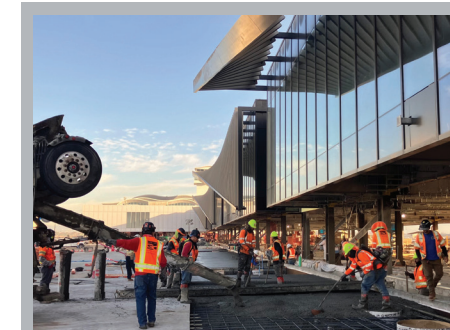
Progress photos of Lean Concrete Base and P-501 Pavement placed at the MSC South in LAX Airport

We have also been awarded the Burbank Airport Replacement Passenger Terminal, also known as Elevate BUR. The Concrete Division's portion consists of 15,300 CY of apron paving with some minor concrete

work and foundations. Our contract portion is part of the new 355,000 square-foot terminal that will replace the existing FAA standards and state building requirements. The design of the new facility, along with the concrete improvements, will improve the overall passenger experience. This includes added distance between airport runways and the terminal building. It also includes updates to meet current earthquake design and ADA accessibility standards. The new terminal is committed to sustainability and is designed to reduce the airport's overall emissions

and achieve a minimum LEED Silver Certification.

We currently have a backlog of approximately \$117 million in the Concrete Division. Given the workload ahead, we are pleased to welcome new Project Engineers to our team: Mario Trujillo, Andrew Perez,



P-501 PCC Placement right up against the MSC South Building in LAX Airport.

and Stephanie Jauregui. Mario Trujillo is working alongside Jason Mora on the completion of the Alaska Airlines Terminal 6 Improvements, the San Diego International Airport Project, LAX MSC South, and the Burbank Airport Replacement Passenger Terminal. Mario is currently helping manage a total contract value of \$60



First Placement of Lean Concrete Base on Ph 4 at MSC South in LAX Airport

million for the Concrete Division with all the airport concrete paving.

Andrew Perez is working alongside Ryan Zimmerman on various Caltrans projects such as Winchester Road, South Main Street, RTE

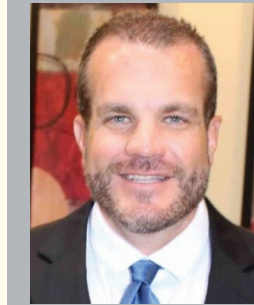
94/125, (11-430434) Bridge Rehabilitation in La Mesa/ El Cajon, RTE 805/52 at Governor Drive, HWY 58, SR 166, and the California High Speed Rail with Tutor Perini. He currently manages a total contract value of \$13 million for Jointed Plain Concrete Paving (JPCP), Individual Slab Replacement (ISR) work, and minor concrete work.

Stephanie Jauregui has transitioned from project accounting to the role of a Project Engineer, working alongside Taurean Cox. She is working on the LAX North Load Relocation Project, Pico Rivera Regional Bikeway Project, Terminal Roadway Improvements at Long Beach Airport, Parriott Place Pavement Replacement, and the Palmdale Boulevard SR-14. She is currently helping manage a total contract value of \$35 million in PCC paving and minor concrete work.

In the Concrete Division, ensuring safety is a top priority throughout the planning and execution of our projects. Our operation is very labor-intensive and thus requires everyone to be safe and mindful of the work that other field personnel are doing. This is more important than ever, especially since Griffith Company is now under captive insurance.

So please look out for one another and let's promote the importance of working safely and improving our safety culture.

We are thrilled to announce the promotions of several key members of our team, which marks an exciting shift in our leadership. Congratulations to the following employees on their well-deserved promotions!



Ryan Aukerman to President



Luke Walker to Executive Vice President



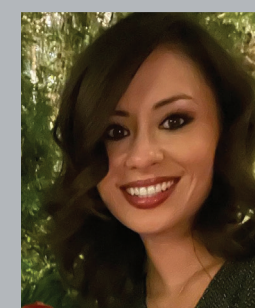
Sadaqat Rana to Division Manager - Materials



Daniel Leeper to Southern Regional Manager.



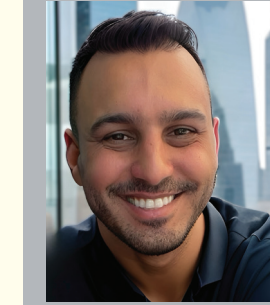
Danny Cortez to Corporate Safety Manager - Safety Division



Nikki Tracy to Lead Labor Compliance Administrator - Human Resources



Jane Pahimma to Corporate Lead - Accounts Payable



Shahin Agahzadeh to Estimator III - Alt. Delivery Operations



Armando Arroyo to Sr. Estimator - Landscape Division



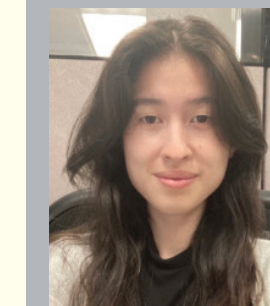
Jonah Carlos to Project Engineer - Landscape Division.



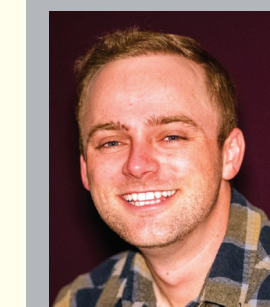
Pedro Archeiga to Assistant Project Manager - Landscape Division



Jorge Santiago to Helpdesk Support II - I.T. Department



Sophia Huynh - Senior Project Engineer - Southern Region



Austin Boone to Senior Project Engineer - Southern Region



Blake Loncar Senior Project Engineer - Southern Region

## Griffith Quarterly Photo Competition

Congrats to our Winner, Harjot Chahal, and Runner Up, Evelyn Yopez for the 2nd Quarter of our "Griffith Quarterly Photo Competition"!



Harjot Chahal



Evelyn Yopez

## HANG UP YOUR HARD HAT

**Robert Foss** - Congratulations to Rob Foss on his well-deserved retirement! We want to express our heartfelt gratitude for the incredible contributions he has made over the last 20 years in leading our company newsletter and website. Rob's dedication, creativity, and attention to detail have been instrumental in sharing our story and keeping us connected. His work has left a lasting impact, and we are truly grateful for his commitment and excellence. Thank you, Rob, for everything—your legacy will be felt for years to come!

Jaimie Angus  
CEO