

GRIFFITH COMPANY NEWS

A Manager's Perspective

By Sadaqat Rana | *Materials Division Manager*

Honoring Our Past, Forging Our Future: The Materials Division's Next Chapter

As we say goodbye to the Hicks Canyon Materials Site, we mark the end of a significant chapter in the journey of Griffith's Materials Division. For decades, this site served as a cornerstone of our operations—supporting rubble crushing and recycled material handling with consistency and reliability. Its closure in the first quarter of this year was not an easy decision.

Hicks Canyon played a vital role in our materials processing workflow, contributing to the success of numerous client projects, and helping drive ESOP stock growth. The absence of an active crushing site placed immediate pressure on our business plan, slowing the momentum we had worked hard to build.

Yet, this moment also offered an opportunity for reflection, strategic realignment, and renewal. As our industry evolves, so too must we—becoming more agile, forward-thinking, and innovative in how we operate. In response, our team has been actively exploring new locations to reestablish operations. With numerous promising leads, we're confident that it's only a matter of time before we secure one—or more—new sites that will allow us to reset and accelerate our progress.

These future sites represent more than just replacements for Hicks Canyon. They are part of a broader vision for the division—one that prioritizes flexibility, accessibility, and alignment with emerging regulatory and market trends. Our goal is to build a more adaptive and scalable foundation that can weather future uncertainties and support long-term growth.

In addition to searching for a new home base, we're excited to introduce innovative strategies that will expand our service capabilities and strengthen our market position. One of the most promising developments is the deployment of **track-mounted mobile crushers** to serve clients with smaller quantities of rubble. This

mobile solution allows us to bring services directly to job sites—eliminating the need for large stockpiles and permanent crushing locations.

This approach not only enhances our responsiveness to client needs but also reduces transportation costs and emissions—a win-win for both our clients and the environment. As more construction projects **prioritize sustainability**, mobile rubble crushing positions us as a forward-thinking partner aligned with modern demands.

We're also **placing a strong emphasis on value engineering**—a strategic approach focused on maximizing function while minimizing cost. Through detailed analysis and creative problem-solving, we aim to reduce project expenses and increase material efficiency without compromising quality or structural integrity.

This approach is especially timely in light of **Assembly Bill 978, recently introduced by state Assembly member, Josh Hoover**. The bill encourages the use of recycled materials by the Department of Transportation and local agencies in constructing and maintaining streets and highways. As this legislation gains momentum, it opens up significant opportunities for the Materials Division to



Hicks Canyon Material Site, Irvine, California

UPCOMING EVENTS

Friday, July 4th
Independence Day

Monday, September 1st
Labor Day

**Griffith's Grill N Chill:
Summer BBQ Friday**

Join our Brea office for good food, great company, and summer vibes!

June 20th
Hosted by Corporate

July 18th
Hosted by Landscape

August 29th
Hosted by Structures

September 19th
Hosted by Underground

Monday, September 8th
**Quarterly
Board of Directors
Meeting**

For more information contact:
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Newsletter Editor
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support public infrastructure with environmentally responsible solutions. By aligning our services with AB 978 and similar initiatives, we are not only future-proofing our offerings but also positioning ourselves as leaders in sustainable construction practices.

We recognize that the start of 2025 presented some hurdles. The closure of the Hicks Canyon site, combined with the temporary pause in operations, created a

difficult landscape for growth. However, **through perseverance, collaboration, and creative thinking, the Materials Division** is regaining momentum. Each challenge has made us stronger, more focused in our mission, and more unified in our vision for the future.

As we look toward the remainder of 2025, we recognize that the road ahead will be filled with change and challenges. But with great challenge comes great opportunity. The groundwork we've laid—scouting new locations, developing mobile capabilities, embracing value engineering, and aligning with progressive legislation—has positioned us not just to recover, but to thrive.

We're optimistic that the second half of the year will mark a turning point for the Materials Division. Our team is more committed than ever to transforming past difficulties into future strengths and forging a new path defined by **innovation, adaptability, and service excellence.**

To our partners, clients, and team members: thank you for your continued support and resilience during this transitional period. We're excited for the journey ahead and look forward to sharing our progress with you in the months to come. As we say goodbye to Hicks Canyon, we say hello to a more adaptive, forward-thinking future—one where the Materials Division isn't just recovering, but redefining what's possible.



CEO'S CORNER



The Flywheel

By Jaime Angus | CEO

The start of Griffith's first quarter this year was slightly slower compared to previous years with the completion of several major projects and the initiation of new ones. In early 2025, we secured our largest bid-build contract to date: the **Pier G South Slip Fill, New Wharf at Berth 234, and Backland Development Project** at the **Port of Long Beach**—a joint venture with **The Dutra Group**. This is a significant milestone that reflects **Griffith Company's** continued growth and industry leadership.

Our backlog remains strong, and we're on track to meet our goals by the end of the year. That said, we are staying alert to changes in the broader economic and political environment. Shifts in government funding priorities and ongoing uncertainty around tariffs could create some headwinds. These factors may affect not only our work but also the communities we live in.

The good news is that we are prepared. Through careful planning, accurate estimating, and maintaining business discipline we will ensure our success. As always, your hard work and resilience are what drives this company forward—and together, we'll continue turning challenges into opportunities.

One of the key initiatives from this year's Strategic Planning session was to develop our company's Flywheel—a concept introduced by Jim Collins in *Turning the Flywheel*. The Flywheel represents how organizations can build momentum through a series of well-executed, aligned decisions. Each turn of the wheel builds on previous efforts, creating a compounding effect that drives long-term success. As we worked through this process, we realized that **our mission, vision, and the Griffith Way** had been formed long ago by Griffith's founders and successive leaders. Their resilience through a century of triumphs and profound challenges has equipped our company with the tools and a solid foundation needed to set our Flywheel in motion.

The finalized Flywheel will be available on **Griffith Connect (SharePoint)** for all employees to view and incorporate into their daily work. With over **120 years of history** behind us, we remain committed to being responsible stewards of this great company and to building a future defined by **purpose, momentum, and excellence.**

The Griffith Company Flywheel





Voices of Ownership:
Employee Perspectives of Griffith’s ESOP

Interview with
Caleb Reynoldson
Senior Project Manager
Alternative Delivery Operations

Can you share the story of when you first joined Griffith Company? What was your start date and how many years have you been an ESOP member?

I joined Griffith Company after spending five years helping to build a start-up heavy civil/heavy grading construction company. Prior to that, I worked at some of the largest infrastructure companies in the world. I started in Southern Region in November of 2021 and received my first ESOP statement in the summer of 2023 after I was first eligible.

In your own words, what does it mean to work for an employee-owned company? How does it impact your daily work life?

I have always been an entrepreneur at heart, thriving on opportunity and responsibility. I want to be the person that makes a difference. That is why I left the security of large international companies to help build a startup heavy civil company. After that path ended I joined another type of entrepreneurial enterprise, Griffith Company. Griffith Company has given me the opportunity, latitude, and support to be an intrapreneur. I take pride in carrying on the longstanding legacy that Griffith Company has. I also see a direct return on my labor as an ESOP shareholder which is unique to an ESOP company. There are very few places you can work in which your labor directly impacts the long-term financial prospects of both you and your peers. Griffith Company is that place.

Can you describe a specific instance where our ESOP has made a positive difference in your life?

When I started at Griffith Company I had a mediocre 401(k) that had been rolled over from previous companies I worked at. Some companies matched while others did not. Within my first two years of ESOP eligibility I had accumulated a significant retirement fund between my ESOP and the discretionary 401(k) match that Griffith Company offers. There is not a single construction company offering 401(k) matches where that would have been remotely feasible. The power of a high performing ESOP is unreal!

How would you say being an ESOP company shapes our workplace culture?

Griffith Company simply doesn’t invest in our immediate well-being through our salary earnings, nor does it invest solely in the long-term financial health of its employees through the ESOP. Griffith Company invests in the development and excellence of its people for their best and highest

purpose. Griffith Company has afforded me the opportunity to engage in leadership development programs, networking building events, training for the development of new skills and every once in a while company sanctioned fun to build our teams of excellence.

What are the key differences you see between our ESOP and a traditional 401(k)? How do these differences affect your financial planning?

A 401(k) may seem like a stable investment option; however it drastically limits the financial upside of its participants. Most companies that offer a 401(k) will match what its employees contribute, financially, up to 4%-6% of the employees’ wages. That investment will typically provide a Return on Investment (ROI) of 5%-8% annually. The Griffith Company ESOP provides an annual investment into your retirement based on the collective hard work that we all provide to the company. There are no out-of-pocket investment required on behalf of the employee. The potential upside far exceeds the annual ROI of the 401(k) market with our ESOP generally providing returns of 15% or more.

What advice would you give to a younger or newer employee about understanding and appreciating the value of our ESOP?

Put in the work and treat this company as if it were your own, because it is. The only person who will make it better is you, the only person who will make it more successful is you, the only person who will put more money into your portfolio is you; make it happen!

In what ways do you think being an ESOP company sets us apart from our competitors? Can you share a personal experience that highlights this?

As an ESOP all of the employee owners are both engaged and empowered. We run this business as a family, and we celebrate high achievement. I am deeply grateful for the embrace of the Griffith Family and the amazing opportunities it has created for me.

How do you think being part of an ESOP influences employee engagement and motivation? As employee-owners we are the owners. We have the unimpeded ability to shape, create, and execute on the ideals that make this company great. If there is a better way we can speak up, if there is a lacking we can speak up, if there is greatness we can speak up. The buck stops with us and that is empowering for those who are up for the challenge.

Reflecting on your time with Griffith, how has your perspective on the ESOP evolved? Can you share any insights or changes in your views?

When I first started at Griffith Company I was naïve as to what an ESOP was. I figured it to be something that benefited only those at the top. Oh, how I was wrong. As someone who started their career at the bottom and has had to fight their way upward I can tell you that the ESOP is here for all of our benefit. For those who stick out the journey the reward is both personal wealth and career satisfaction unmarked by our competitors in the industry.

Spotlight Interview
with Marquis Johnson

Assistant Project Manager | Southern Region

When did you start with Griffith Company?

July of 2017

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

I am an Assistant Project Manager here at Griffith Company. I am currently working on the West Valley Connector BRT Project in Ontario, CA. My role on this project is to maintain a schedule that ensures the job, and our scope of work are delivered on time. I also manage the project’s budget to guarantee Griffith Company’s success upon final acceptance. A typical day involves coordinating with owners, the construction management team, stakeholders, third-party companies/contractors, subcontractors, vendors, and the project team on critical issues. Most of the day is dedicated to meetings, emails, and phone calls.

What do you enjoy most about your job?

I really enjoy working with the project team here on the West Valley Connector Project. Jason Goldsbrough, Nathan Lopez, Bob Luebke, Jason Badell, Christian Montes, Haley Biller, Juan Magallon, and many other Griffith personnel have developed a camaraderie that is a real joy to be a part of. Despite the daily challenges and stresses, our team always finds a way to end the day on a positive note.

What do you like to do in your spare time?

In my spare time I love playing with my daughters, talking with my wife, getting involved in church ministries, exercising, working on home improvements, and playing a game or two. Each activity has a big role in helping me have a balanced life.

What would people be surprised to learn about you?

I would say people would be surprised that I am friendly but with a shell.

What do you value most about Griffith Company?

I value that Griffith Company provides a good career that can feel more like ownership. I value Griffith Company’s leadership that set standards with good morals, and I value the people here who make this company feel like a family.



Marquis Johnson with his wife Brandiss and daughter Aundaya.

In Memoriam

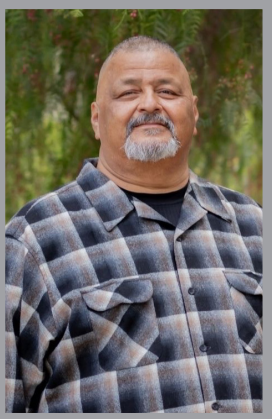


Aaron Robinson

FEBRUARY 22ND, 2025

We are sad to report that Aaron Robinson, known as AJ, General Superintendent in the Central Region, passed away on Saturday, February 22nd. Griffith Company grieves with his family for his loss. He was not just a co-worker, boss, and colleague, but a friend to so many of us. Those who knew AJ

remember him for how much he cared for his people and loved his children. He was a passionate problem-solver that approached every situation like it was his to tackle. His grit and tenacity can’t be replicated. He will be sincerely missed.



Joe Martinez

MAY 9TH, 2025

We lost a beloved member of our company on Friday, May 9th. Joe Martinez, long-time Foreman for Griffith Company, passed away surrounded by family and friends. Joe began his long career at Griffith Company in 1991 as a Laborer and built many successful and challenging projects, while leading

and training others. He developed many Griffith Company Foremen over the years, and over the last few days, we have heard many stories of how Joe has impacted those he worked with. He will be greatly missed.



SAFETY CORNER



By
Donovan Seeber
Corporate Safety
Manager

Construction Safety Week

WHAT IS SAFETY WEEK?

Construction Safety Week began in 2014, when more than 40 national and global construction firms—members of the Construction Industry Safety Initiative (CISI) and the Incident and Injury Free (IIF) CEO Forum—came together with one common goal: to inspire everyone in the industry to be leaders in safety.

Safety Week is a unified show of commitment. It’s an opportunity for individuals, companies, and even competitors to come together to celebrate the dedication of those who make safety the foundation of everything they do in the construction industry.

HOW DID WE PARTICIPATE AT GRIFFITH?

At Griffith, we honored Safety Week by hosting several safety meetings and stand-downs across the footprint of our business. Some of these events were conducted in collaboration with general contractors and project owners. During these meetings, we focused on key safety topics provided by the CISI group, including:

- Precision Planning
- High-Energy Hazards
- Owning Your Part in Safety
- Engaging and Empowering Others
- Committing to Excellence

WHY WE DO IT - OUR GOALS

The goal of Safety Week is to strengthen our safety culture and performance by reinforcing each individual’s commitment to safety—both mentally and physically—on every job site. Additionally, we took these meeting opportunities to appreciate and recognize the hard work performed each day injury free by so many of our teams. Lunch and vendor raffles were also included in several of our projects.

Thank you to everyone who participated in, led, and contributed to Safety Week. Your dedication reinforces our shared commitment to ensuring every person returns home safely to their family each day. As we move forward, let’s remain united for safety—upholding the values that protect and strengthen our teams, our families, and our communities.



“Safety isn’t just a protocol—it’s a shared commitment that defines how we plan, how we work, and how we look out for each other. During Safety Week and every week, we strive to build a culture where every voice matters and every action counts.”

Ryan Aukerman
President, Griffith Company



Good News Reports

Jillian Johnson | Badging Coordinator/Project
Administrator/Signatory, San Diego

I am thrilled to share that **Omar Montes** has become the **first employee** to be awarded a **Project Safety Coin** by **San Diego International Airport (SDIA)**. Since the inception of the SDIA project, no other individual or company has received this honor—making this a truly remarkable achievement.

This milestone also marks **Griffith** as the **first company** to be recognized for outstanding performance on this project.

In addition to Omar’s individual recognition, his **entire crew** was commended by the airport for their **exceptional work ethic**, strict adherence to **safety protocols, professional demeanor**, and their commitment to maintaining a **clean and organized worksite** at the end of each shift.

This is an incredible accomplishment, and I could not be prouder of our team and the values we uphold as a company.



Top: Omar Montes (right) receiving award. Bottom: SDIA Team

Griffith Celebrates 9th Annual Women in Construction Luncheon

In March of this year, over seventy women—and a few supportive gentlemen—from Griffith Company gathered for our 9th Annual Women in Construction (WIC) Luncheon. This special event continues to be a meaningful opportunity to celebrate the remarkable contributions of the women at Griffith Company, while fostering connection, inspiration, and camaraderie across the organization.

The 2025 WIC event began on an inspiring note as President Ryan Aukerman and Vice President/ Human Resources Director/EEO Officer Megan Stone welcomed attendees with energy and heartfelt appreciation for the purpose behind the gathering. Both leaders emphasized the importance of empowering women at Griffith and encouraged those with a passion for growth to pursue leadership and management opportunities within the company.

While the attendees enjoyed the lunch buffet, Brea Office Manager, Amie Larson, introduced this year’s WIC theme: “Be the Best You”. Alongside her inspiring message, she facilitated thoughtful

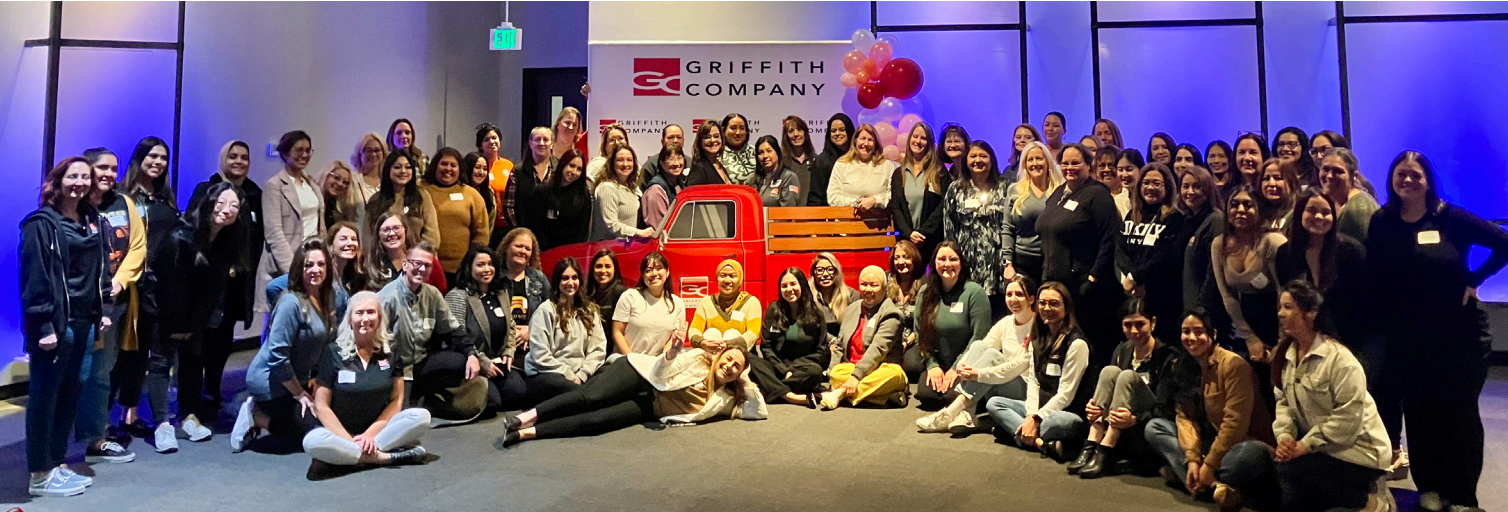
activities that encouraged reflection on both personal growth and professional development. The highlights of this year’s luncheon were two hands-on team challenges—a Card Tower Build competition and a Griffith Mascot Drawing Challenge—that brought out everyone’s creativity and collaboration skills.

Shelly White, Griffith Safety Claims Manager, concluded the event with a compelling presentation of the 2025 Griffith WIC community service initiative, which was dedicated to raising contributions for the California Community Foundation’s Wildfire Recovery Fund. This effort aimed to assist local residents of the affected communities as they recovered and rebuilt in the aftermath of the catastrophic wildfires that occurred in Los Angeles County earlier in the year.

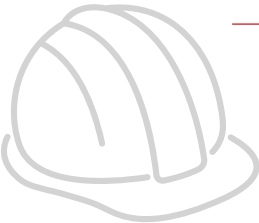


Top right: Participants from left to right, Danielle Rupel, Aime Larson, Jo Ann Contreras, Jannel Herrera, and Megan Stone.
Bottom right: Top Voted Entries from the Griffith Mascot Drawing Challenge

Below: The women of Griffith, captured in a group photo that grows larger with each passing year



HANG UP YOUR
HARD HAT!



RETIREE
JEFF DAMON

Jeff dedicated over 30 years to the Griffith Company, beginning his career in the Orange County Region under the guidance of Jaimie Angus, then an emerging Estimator/Project Manager. He started as a Laborer on the North Santa Fe Avenue Improvement Project in Vista and was later promoted to Foreman. Over the next decade, Jeff successfully led projects across Orange County and San Diego, followed by 15 years of service in the Southern Region.

Throughout his tenure, Jeff was entrusted with some of our most complex and demanding projects, often making personal sacrifices to ensure their success. His strong presence, deep commitment to Griffith, and memorable stories—often centered around his love for hunting, fishing, his dog Susie, and his children, Samantha, and Brett—will be deeply missed. Congratulations, Jeff! Enjoy your retirement!



Welcome to the Team, New Hires!



Yolanda ALVAREZ CHAVEZ
Accounts Payable Clerk



Luis AMBRIZ ESPINOSA
Senior Project Engineer



BrookLynne BULL
Administrative Assistant



Jose CEJUDO
Project Engineer



Brian COLLINS
Senior Estimator



Jacob ELLIS
Superintendent



Anthony GALINDO
Senior Project Manager



Victor GUERRA
Division Safety Manager



James HAMMER
Superintendent



Taniya HART
Alt Delivery Business Manager



Rubbia KHAN
Project Engineer



Sukayna MANIVONG
Labor Compliance Administrator



Ryan MARTIN
Project Manager



Jonathan MOON
IT Support Technician



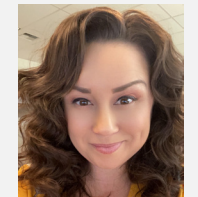
Sylvia MORENO
AP Clerk



Alyssa NAVA
Bid Coordinator



Salvador NAVARRO
Superintendent



Megan SANCHEZ
Project Accountant Assistant



Angelique SANZ
Labor Compliance Administrator



Donovan SEEBER
Corporate Safety Manager



Marcel TORRES
Project Manager



Carter WHITE
Site Safety Manager

PROMOTIONS IN FOCUS:

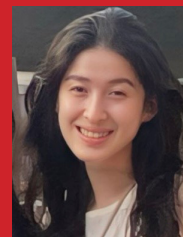
Celebrating Griffith's Growth

We're excited to announce the well-earned promotions of these outstanding team members. Their dedication and excellence truly stand out—congratulations!

(02/2025 to 05/2025).



Kimberly HUETE
to Lead Dispatcher,
Equipment Division



Sophia HUYNH
to Assistant Project Manager,
Southern Region