SAFETY SUCCESS BY DESIGN

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A LITTLE ABOUT ME

AMANDA PRICE

Regional Safety Manager

10 years with Granite

B.S. Occupational Safety & Health

Transportation & Rail • Bridges & Structures • Paving & Materials Earthwork & Utilities • Mining



TODAY’S AGENDA

Safety success by design

01 **Who we are**

02 **Preventing serious harm**

03 **The people side of safety**

04 **Tools that support better decisions**

05 **How knowledge travels**

06 **Beyond our projects**



GRANITE®

Building Better Together

104
Years

1922
Founded
CA License #89

7,800*
Employees

$4.4B
2025 Annual Revenue

ENR
Engineering News-Record

#39 Top 400 Contractors

#1 Highways, #3 Domestic Heavy Contractors, #4 Sanitary and Storm Sewers, #4 Transportation, #5 Dams and Reservoirs, #6 Water Supply, #6 Mining, #15 Mass Transit and Rail, #18 Bridges, #19 Airports, #20 Refineries and Petrochemical Plants

California Top Contractors

#1 Transportation

NSSGA
NATIONAL STONE, SAND & GRAVEL ASSOCIATION

Granite earned 11 Awards of Excellence across Safety, Environmental Stewardship, and Community Relations.

Newsweek

- America's Greatest Companies
- America's Most Responsible Companies

NAPA
NATIONAL ASPHALT PAVEMENT ASSOCIATION

113 Napa quality awards for paving projects

CALCIMA
California Construction And Industrial Materials Association

Solari Aggregate Plant earned Special Recognition at CalCIMA's Excellence in Safety Awards for its industry-leading automation system that enables remote operation and significantly reduces injury risk.

Recognized for exceptional safety performance at the 2025 AGC CONSTRUCT Awards with honors for high-hazard project excellence and a milestone of one million incident-free work hours.

Recognized as a 4-Star Employer in the 2025 VETS Indexes Employer Awards, one of the program's highest honors, reflecting our commitment to supporting veterans and the military-connected community.

*employee number may vary depending on the time of year

WHO WE ARE

Granite Construction | Puget Sound Region



BUILDING ACROSS PUGET SOUND

NORTH SOUND

Everett

SOUTH SOUND

Olympia

CONSTRUCTION + MATERIALS

Transportation and civil work
Asphalt and aggregates

Shared commitment to our people, our partners and the public.

GRANITE + PUGET SOUND

A people-centered safety system in complex environments



PEOPLE & CULTURE

Leaders engaged in the field
Speak Up / Listen Up
Craft voice and peer connection
Recognition and belonging

PLANNING & CONTROLS

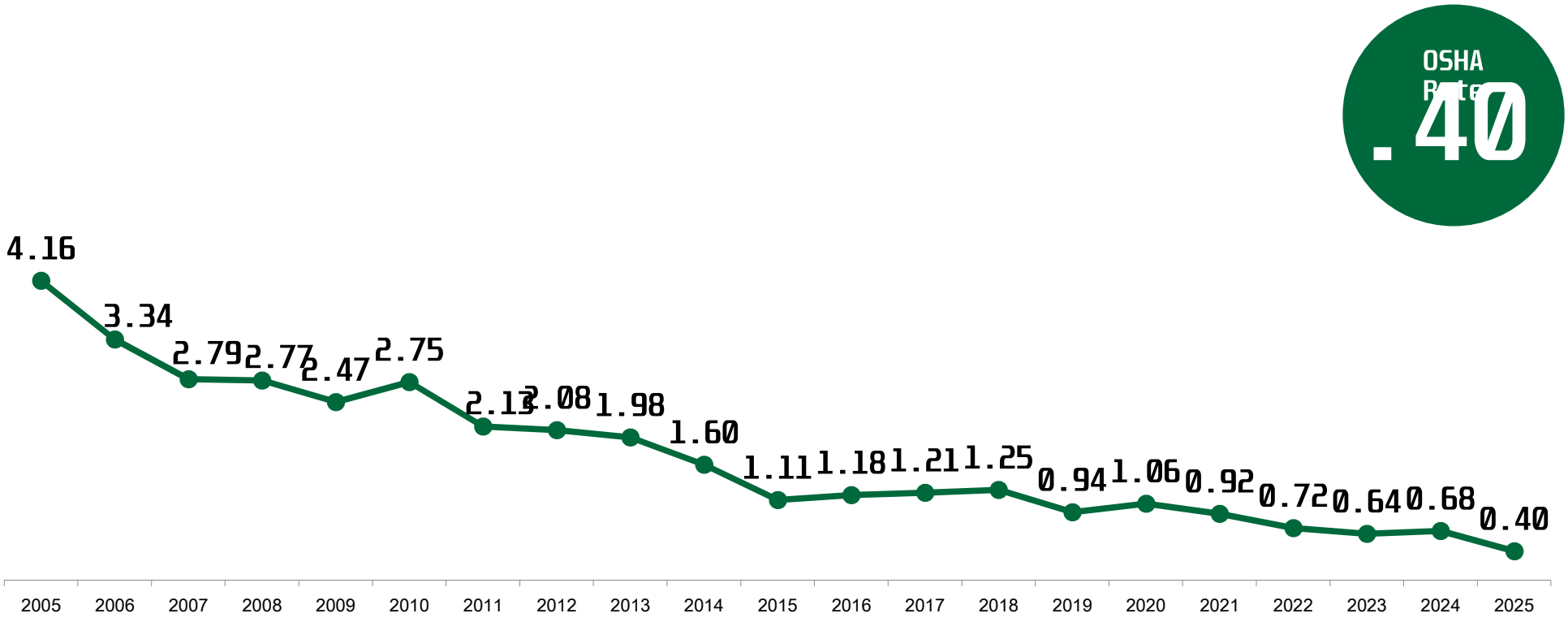
STCKY risk identification
Take 5s and JHAs
Critical-control verification
Planning for changing conditions

LEARNING & SYTESMS

Collaborative Learning Events & Safety Alerts
SME groups and ELC
SHEQ reviews and field trends
Technology and AI, with human review

The outcome we want: People who recognize risk, speak up early, and trust the response.

SAFETY | 2005 – 2025 OSHA RATES



STCKY: FOCUS ON WHAT CAN CHANGE A LIFE

Severity prevention begins before the task starts





THE ALLIGATOR TEST

Build a system that lets people fail safely



TODD CONKLIN'S CHALLENGE

"If the only defense is that a person performs the task correctly every time, we have designed an alligator-wrestling show."

Human error is foreseeable. Severe harm should not be inevitable.

Stack Defenses: Recognition • Elimination • Engineering • Technology • PPE

FROM BLAME TO LEARNING

Our response to an unplanned event shapes what happens next

MISTAKES	**To err is human.**
DEVIATIONS	**Work may not always unfold exactly as planned.**
CONTEXT	**Choices make sense to people in the moment.**
RESPONSE	**Blame fixes nothing. Accountability still matters.**
LEARNING	**Ask “how” before “why.”**

CLEs turn events into shared learning: What worked, what changed, what needs to improve, and who owns the action.

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MANAGEMENT OWNS SAFETY

Safety professionals support the system. Operations leads the work.



Trust is built when employees see that speaking up leads to a fair response and meaningful action.

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RECOGNITION REINFORCES THE BEHAVIORS WE WANT

What gets noticed gets repeated

1

SEE IT

Look for planning, communication, control verification, and peer support.

2

NAME IT

Describe the specific behavior and why it mattered.

3

SHARE IT

Granite Gratitude, team meetings, newsletters, and leader-to-craft recognition.

4

REPEAT IT

Turn one good choice into a team norm.

Recognition is not the opposite of accountability. It is how we make the standard visible.

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TECHNOLOGY SHOULD REDUCE EXPOSURE, NOT ADD NOISE

Pilot, measure, learn, scale

GPR EXCAVATOR BUCKETS

Help teams identify subsurface risk during excavation.

AI SAFETY MEETINGS

Digital field workflows and faster communication.

HCSS + POWER BI

Inspections, observations, dashboards, subscriptions, and alerts.

WORK-ZONE SAFETY TECH + TELEMATICS

Pilots focused on intrusion warning and equipment behavior.

Best practice: define the exposure to reduce, the behavior or control to improve, and the evidence that will tell you whether the pilot worked.

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AI IN SAFETY: AMPLIFY JUDGMENT, DO NOT REPLACE IT

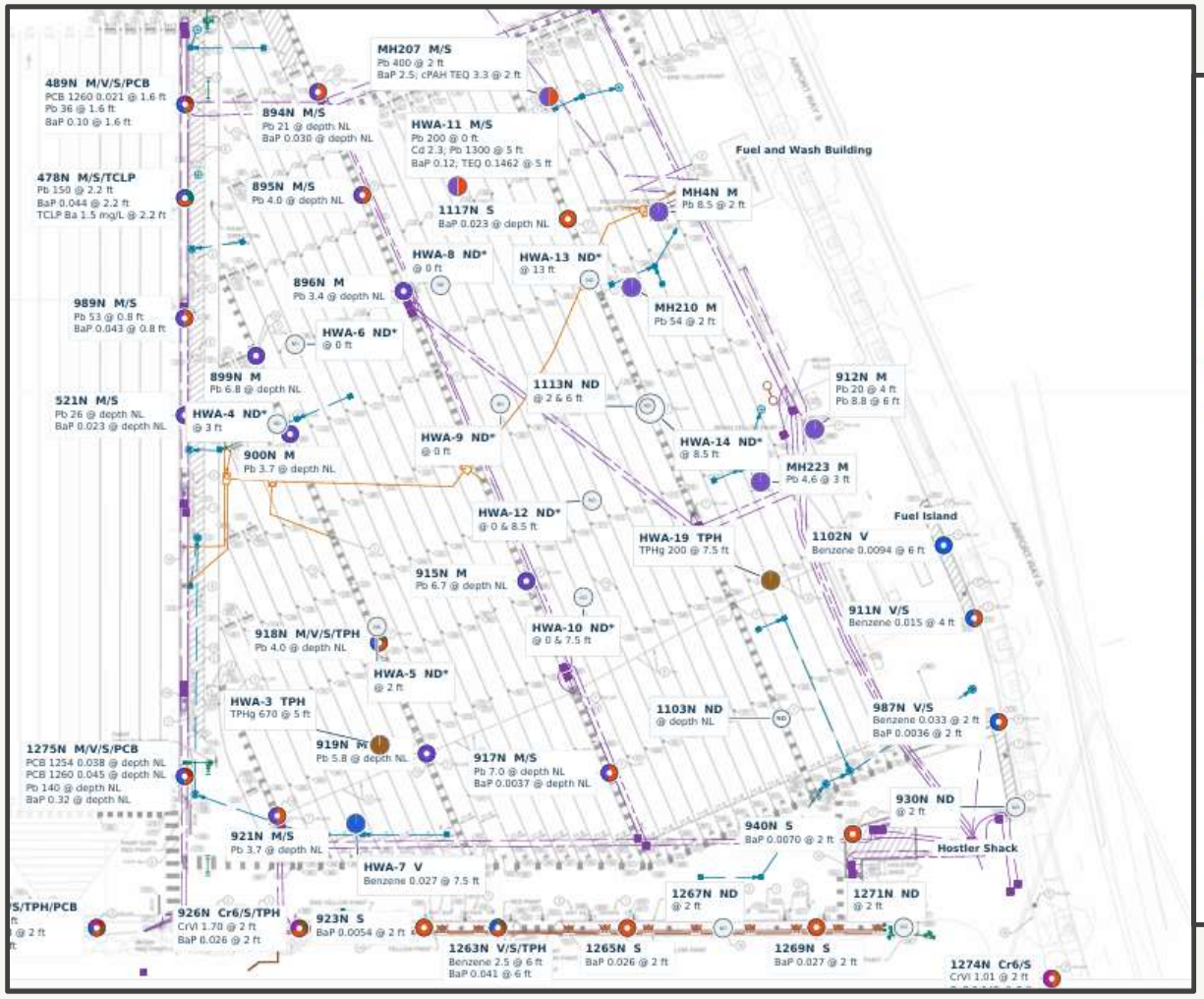
Use trusted knowledge, preserve human review

SAFETY GURU	Internal safety knowledge with citations and resources.
COPILOT	Summaries, presentations, trend synthesis, document review, and meeting preparation.
QUALITY REVIEW	Review Take 5s, JHAs, CLEs, and corrective actions for gaps or weak controls.
INCIDENT ANALYSIS	Uncover recurring themes, unidentified contributing factors, and stronger corrective actions.

Guardrails: Protect sensitive data • Check for hallucinations and bias • Keep site-specific judgment with people

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AI EXAMPLE: MAKE PROJECT SOIL DATA USABLE



STREAMLINED SAMPLE LABELS | MAP KEY

Sample ID and retained group codes are bold; exact retained concentrations and sample depths are below. All sample circles remain at their registered centers.

ONE TEXT STYLE; GROUP COLOR STAYS IN THE DOT

- M Metals
- V VOCs
- TPH Petroleum
- TCLP Leachate metals
- Cr6 Chromium VI
- S SVOCs / PAHs
- PCB PCBs

HWA + FEBRUARY 2025 MH SCREEN

Every mapped lead and benzene result is retained. Other HWA and MH results are shown only when the source report identifies an exceedance of its cited MTCA soil cleanup criterion. This screen is applied only to the HWA and February 2025 MH additions; existing shaft results are unchanged.

SAMPLE	RETAINED MAP VALUES (mg/kg)
HWA-3	TPHg 670 @ 5 ft
HWA-7	Benzene 0.027 @ 7.5 ft
HWA-11	Pb 200 @ 0; Cd 2.3, Pb 1300, BaP 0.12, TEQ 0.1462 @ 5 ft
HWA-19	TPHg 200 @ 7.5 ft
MH207	Pb 400; BaP 2.5; TEQ 3.3 @ 2 ft
MH4N	Pb 8.5 @ 2 ft
MH210	Pb 54 @ 2 ft
912N	Pb 20 @ 4 ft; Pb 8.8 @ 6 ft
MH223	Pb 4.6 @ 3 ft

AI EXAMPLE: CHALLENGE THE INVESTIGATION

Improving incident investigations and corrective actions

01

EVIDENCE

Narrative
Timeline and conditions

02

AI QUESTIONS

Missing controls?
Are there gaps?

04

BETTER CONTROLS

Select feasible actions
Check effectiveness

Any improvement to our investigation and response could mean fewer people get hurt.

COMMUNITIES OF PRACTICE

Knowledge travels when expertise has a route

- **Construction Technology Groups**
- **Craft Safety Connection**
- **Engineering Learning Community**
- **Project Touchdowns**
- **Operational Excellence Committee**



TOTAL WORKER HEALTH: SAFETY DOES NOT STOP AT THE GATE

Whole-person wellbeing is a safety control

1

TRAIN THE MIND

Mental health awareness training for supervisors and craft, so people can spot the signs early.

2

TALK IT OUT

Mental health toolbox talks bring stress, fatigue, and suicide prevention into the daily huddle.

3

HARD HATS WITH HEART

Our partnership provides confidential peer support and counseling resources for workers and families.

4

REMOVE THE STIGMA

Leaders share openly, so asking for help is treated like any other hazard we report.



Stress, fatigue, and personal struggles are hazards too. Supporting the whole person keeps people safe on the job.

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PEOPLE WHO CARE CHANGE THE SYSTEM

Work-zone protection beyond the project boundary



MARK OTTELE + PARTNERS

WAPA / WSDOT Work Zone Risk Reduction Committee

2023 Work Zone Speed Cameras

2025 Work Zone and First Responder Safety Course for new drivers

BELONGING IS A SAFETY INTANGIBLE

Connections behind the work









Relationships make hard conversations easier to start

RESULTS ARE EVIDENCE, NOT THE FINISH LINE

Celebrate outcomes, study the system that produced them, focus on continuous improvement

0

2025 RECORDABLES

0

2025 DART

5

CONSECUTIVE YEARS OF AGC SAFETY EXCELLENCE AWARDS

Zero does not mean every exposure was controlled. The near misses show us where we still have work.

WHAT OTHERS CAN TAKE BACK TOMORROW

Five practices portable across organizations

1. Focus on high-energy hazards, not injury counts alone.
2. Build trust before someone needs to speak up.
3. Remove blame from incident reviews
4. Make knowledge travel across teams and projects.
5. Create a culture of caring.



THANK YOU

Questions

