







A black and white photograph of two construction workers on a high-rise building under construction. The workers are seen from behind, wearing hard hats and high-visibility safety vests. The worker on the left has a hard hat covered in various stickers, including one that says 'TITAN'. The worker on the right is pointing upwards with a tool. In the background, a cityscape with a highway and mountains is visible under a cloudy sky. A red diagonal graphic element is in the top left corner. Two horizontal white lines frame the text.

# SAFETY PERFORMANCE: THE PROBLEM

HOW IS SAFETY  
PERFORMANCE  
MEASURED?

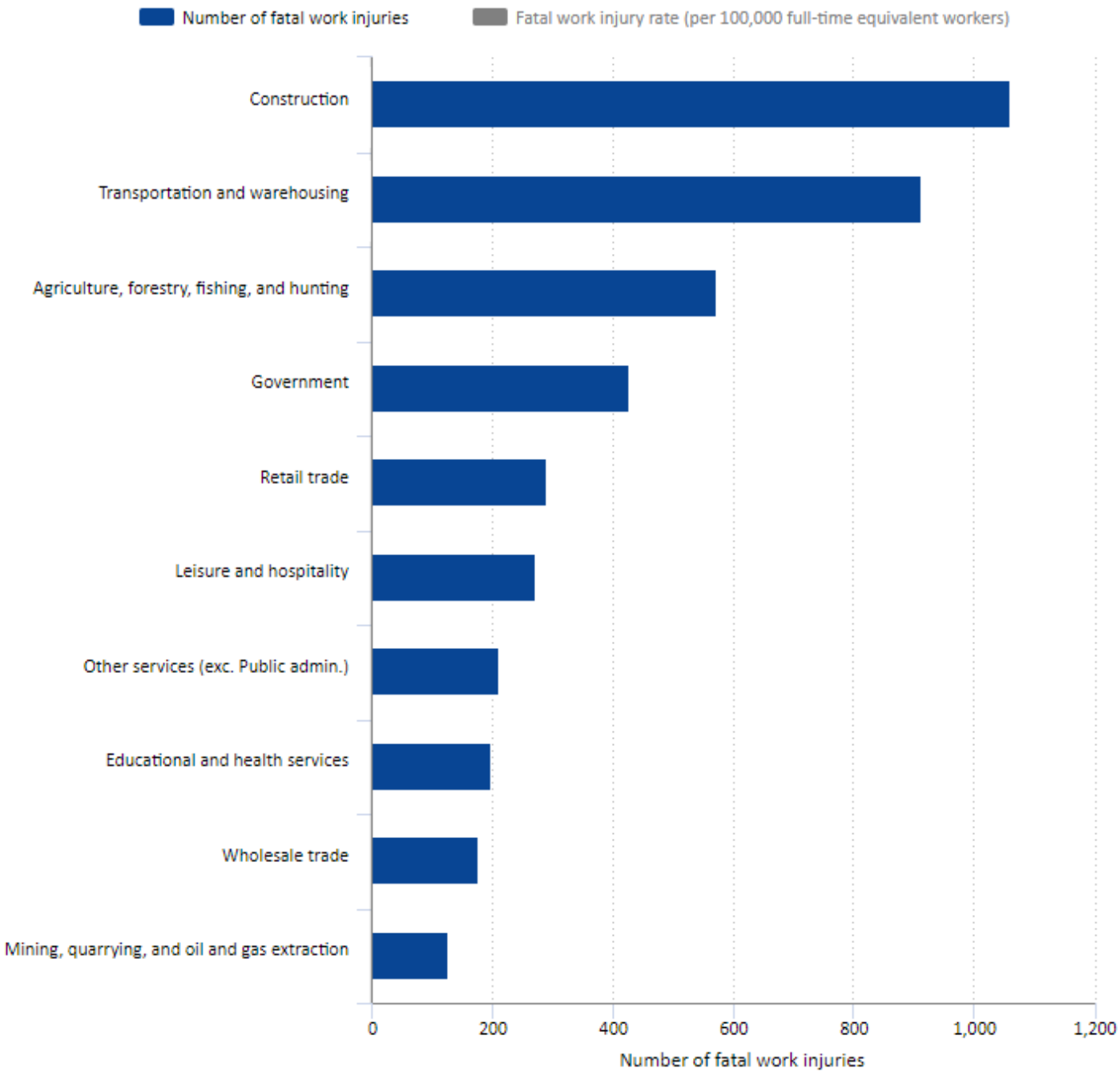
## EMR Safety Rating



$$\text{TRIR} = \frac{\text{Number of OSHA recordable incidents} \times 200,000}{\text{Total number of hours worked}}$$

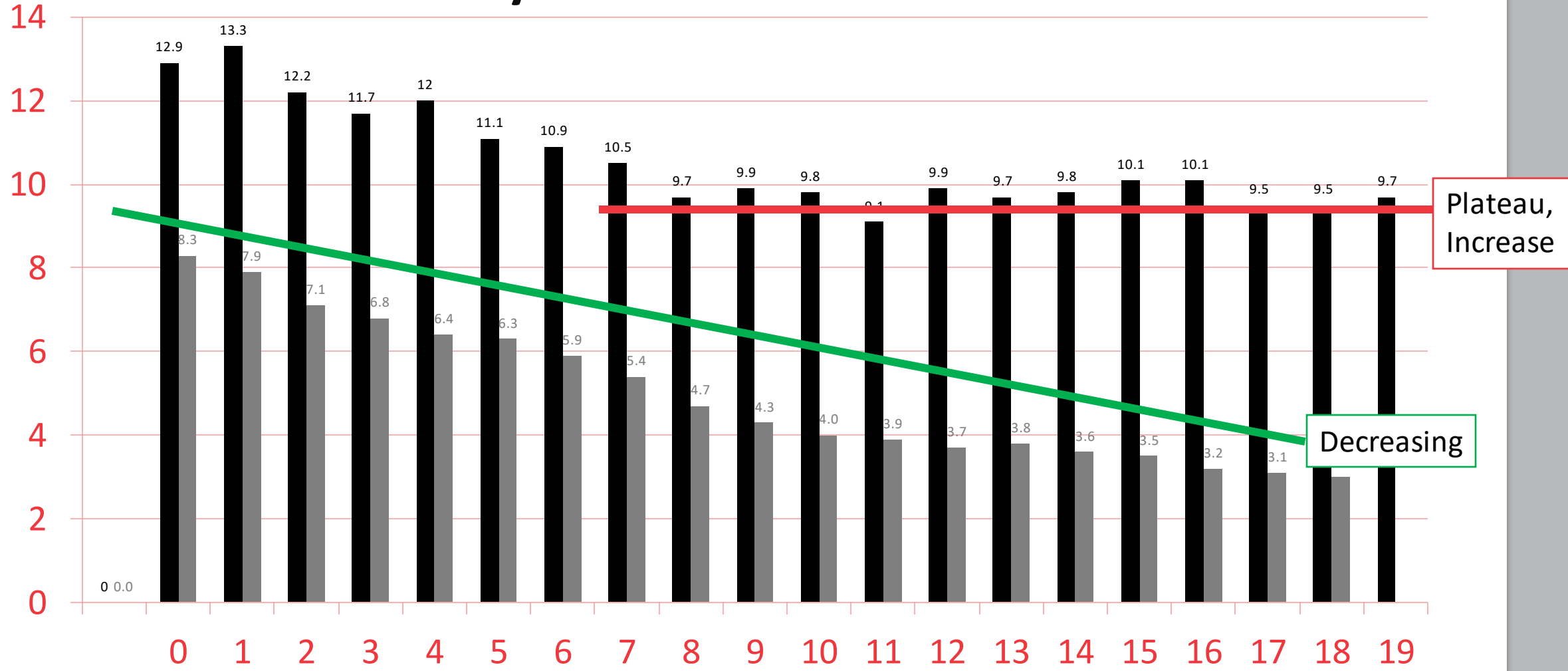


Number and rate of fatal work injuries, by industry sector, 2019



NUMBER OF  
CONSTRUCTION  
RELATED  
FATALALITES  
2019

# OSHA Fatality Rate V. OSHA RIR



Corporate Safety Scoreboard *(by job)*  
This dashboard contains safety statistics that are grouped by jobsite.  
Metrics below are for FY '20.

RECORDABLES (ALL)

21

EXPOSURE HOURS (ALL)

3,807,748

RIR (ALL)

1.10

RECORDABLES  
(SUNDT)

5

EXPOSURE HOURS (SUNDT)

1,424,915

RIR (SUNDT)

.70

RECORDABLES (SUBS)

16

EXPOSURE HOURS (SUBS)

2,382,833

RIR (SUBS)

1.34

February FY 2021



$$\frac{\text{9.5 Fatalities}}{100,000 \text{ Workers}} = \frac{X}{2,000 \text{ Sundt Employees}}$$

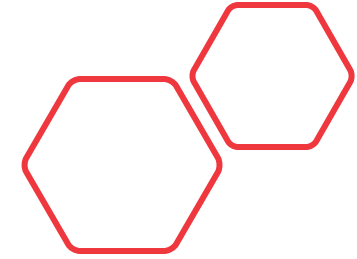
$$X = .19$$

*Every 5 Years and 91 Days*

# Corrie Pitzer on safety's coming revolution

The 'third wave' of safety

Rules Alone Do Not Keep People Safe





[All](#) [Apparel](#) [Drinkware](#) [Prints](#) [Stationery](#) [SWAG](#)

[Previous](#) [Next](#)

**Print**

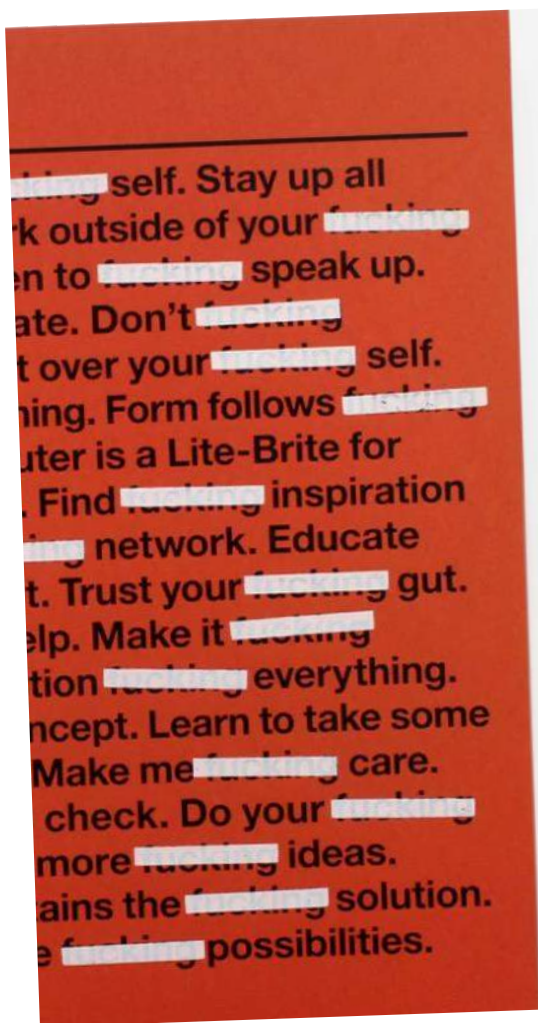
## Measure twice; cut once. Print

If you're too lazy to be precise, you'll end up working twice as hard to get half as much done. Do it right the first time, or you're going to do it again. Here's a reminder that even the biggest project is the sum of its smallest details.

12x18", 3-Color, hand silkscreened by our friends at Commonwealth Press on a sheet of French Paper's 100lb cover 'Whipped Cream.'

Designed, Manufactured, and Printed in the USA.





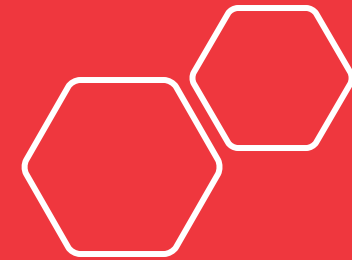
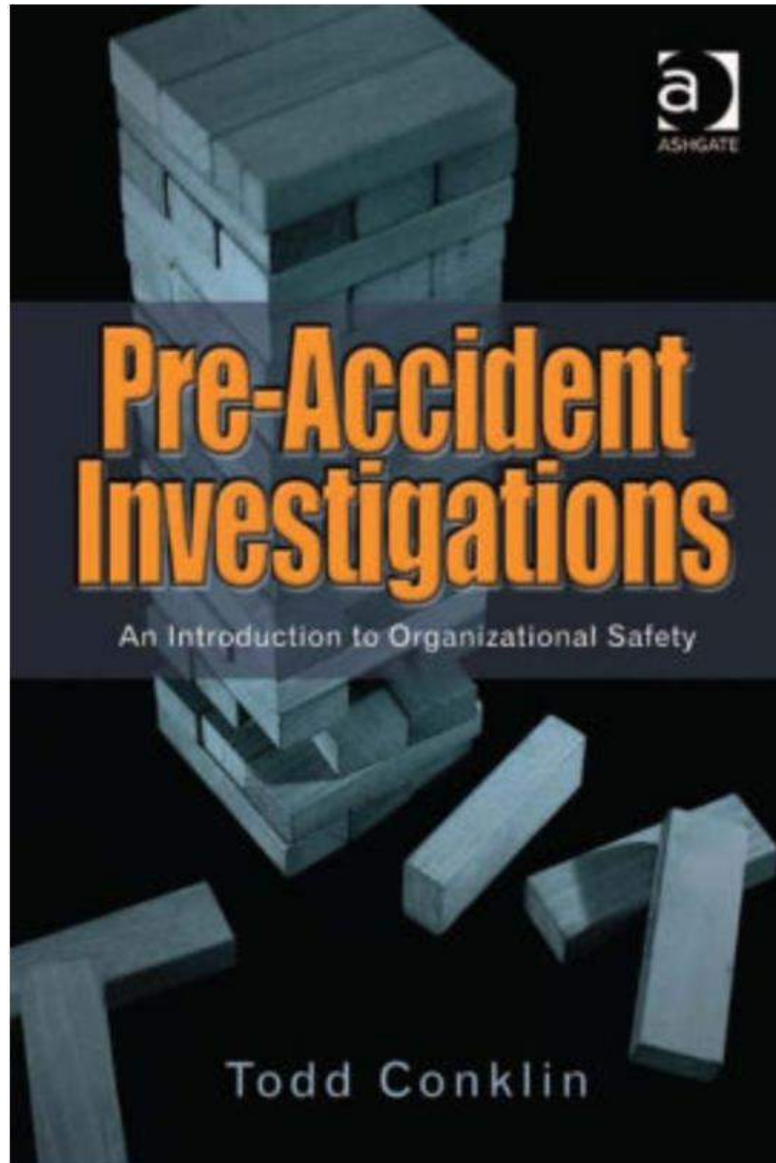
## Classic Advice Print Family Friendly

Our classic poster is a blend of inspiration and motivation carefully crafted to keep your fire burning. Each two-color print measures 18x24 inches, silkscreened by our friends at **The Half and Half** on a sheet of French Paper's 100lb cover 'Pop Tone Tangy Orange.'

Slightly censored and safe enough for the whole family.

Designed, Manufactured, and Printed in the USA.

**\$50.00**







A black and white photograph of two construction workers on a high-rise building under construction. The workers are seen from behind, wearing hard hats and high-visibility safety vests. The worker on the left has a hard hat covered in various safety-related stickers. They are standing on a steel framework, looking out over a city and mountains in the background. A red diagonal graphic element is in the top left corner. The text 'SAFETY PERFORMANCE: THE FUTURE' is overlaid in the center.

# SAFETY PERFORMANCE: THE FUTURE



# STOP THE STCKY

*Our beliefs fuel our actions and our actions drive our results*

Beliefs

## SHOW ME STCKY

Speak up | Listen up  
for STCKY

## MISTAKES

To err is human.  
We will make mistakes.

## DEVIATIONS

How we work our plan  
is not always  
how we planned our work.

## CONTEXT

We choose what we do for  
a reason, and that reason  
makes sense to us in  
that moment.

## RESPONSE

Blame fixes nothing.  
Our response to unplanned  
events shapes how we learn.

## LEARNING

Learning is a deliberate  
improvement strategy.  
Ask "how" instead of "why."  
Personal responsibility and  
accountability still in play.

Practice Radical Candor – Care Personally & Challenge Directly

Actions

## PLAN THE WORK WORK THE PLAN

## ENGAGE OUR WORK FORCE

## WALK OUR JOB SITES

STCKY

## COACH OUR TEAMS

## OWN RELENTLESS HOUSEKEEPING

## REPORT AND MANAGE OUR INCIDENTS

Results

TIR  
Total Incident  
Rate

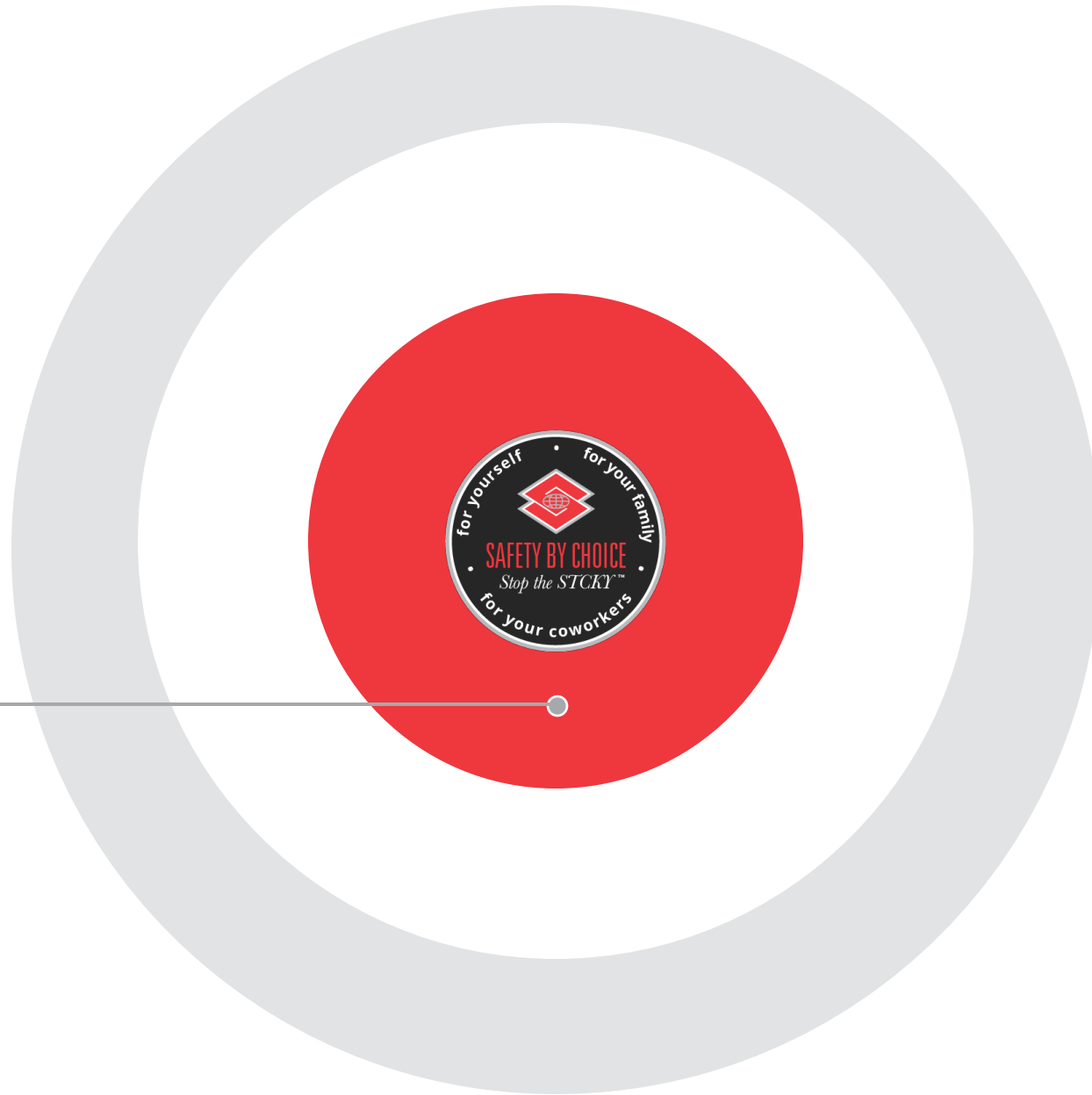
STCKY  
STCKY  
STCKY  
Injury Luck Success

RIR  
Recordable  
Incident Rate



# BELIEFS

*thoughts, feelings,  
and emotions*



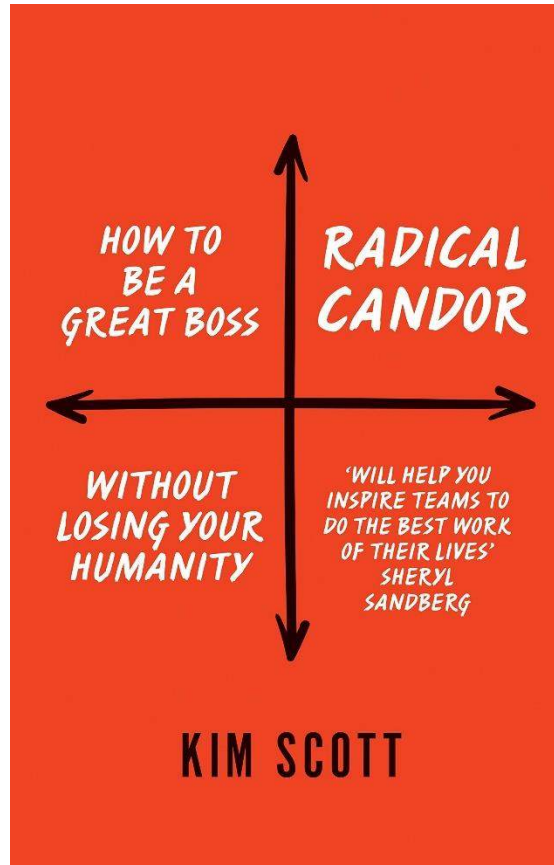
# BELIEFS

## SHOW ME STCKY

Speak up | Listen up  
for STCKY

## CONTEXT

We choose what we do for a reason, and that reason makes sense to us in that moment.



## DEVIATIONS

How we work our plan  
is not always  
how we planned our work.

## LEARNING

Learning is a deliberate improvement strategy. Ask "how" instead of "why." Personal responsibility and accountability still in play.

Practice Radical Candor – Care Personally & Challenge Directly

# SHOW ME STCKY

Speak up | Listen up  
for STCKY



**Speak Up! / Listen Up!**  
for Construction

Logos of construction companies: Atkinson, BAKNARD, FLUOR, GRANITE, Kiewit, LANE, Mortenson, Pety and Witbeck, SUNDT, TRAVEL, WALSH, ZACHRY, and CATERPILLAR.

**SUNDT Today's STCKY**  
Stuff That Can Kill You

**Constraints & Action Items**

- Struck by equipment / congested work area
  - Equipment has right of way - Make eye contact with operator and ask permission to cross Path of travel - Use a spotter in tight areas
- pinch points - *Swing Radius*
- Falls from boom lifts or Roof
- Driving a lift into open trenches
- Edge Rated Fall arrest
- Dropped Objects
- Don't run over cords
- Impalement hazards
- Drink Water

**Handwritten notes on the right:**

- Building plumb for grout
- A Plumb Bldg & weld Anchor Bolts by end of 2-29
- 3/4 line bolts loose - decking not string back
- A Snap Bolts P → AA
- C "SLINE" "J" LINE *WELDING WORK* (IS WELDING HAPPENING HERE?)
- A - COMMUNICATION & PREPARATION
- COORDINATE w/ GRANITE

Below the board are several clear plastic bins containing various forms and documents, including an "INSPECTION FORM".

# SHOW ME STCKY

*Defining the S#!\*! That Can Kill You*



## THE STCKY FATAL EIGHT



*S#!\*! that's*

**BUILT AT HEIGHTS**



*S#!\*! that's*

**BUILT UNDERGROUND**



*S#!\*! that*

**MOVES**



*S#!\*! that's*

**HAZARDOUS**



*S#!\*! that*

**LIFTS**



*S#!\*! that*

**SHOCKS**



*S#!\*! that*

**PINCHES OR CRUSHES**



*S#!\*! that has*

**STORED ENERGY**



# MISTAKES

---

To err is human.

We will make mistakes.

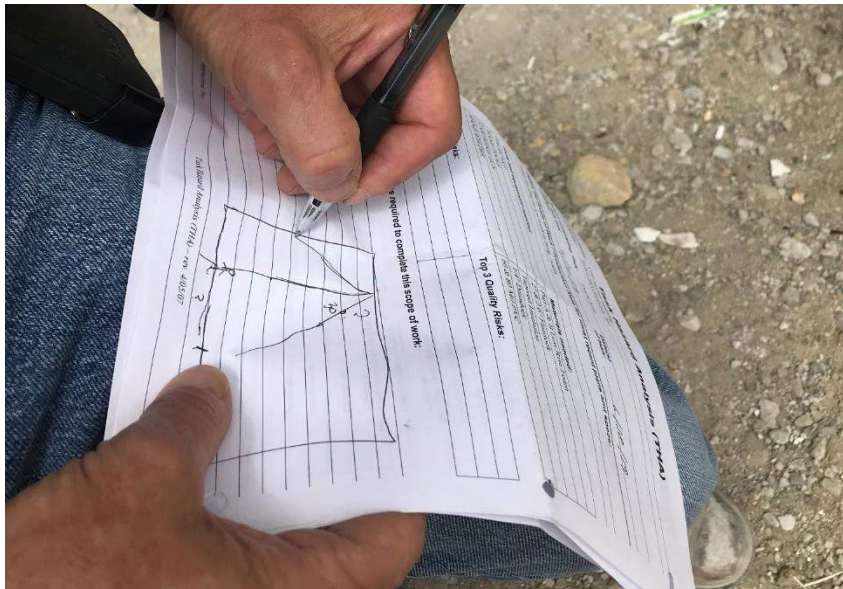




# DEVIATIONS

---

How we work our plan is not always how we planned our work.





# CONTEXT

---

We choose what we do for a reason, and that reason makes sense to us in that moment.



# RESPONSE

---

Blame fixes nothing.

Our response to unplanned events shapes how we learn.

“

*Good judgement comes from experience; experience comes from bad judgement.*

*Good experienced teams create better outcomes.”*



Mike Hoover,  
President & CEO



# LEARNING

Learning is a deliberate improvement strategy.  
Ask “how” instead of “why.”  
Personal responsibility and accountability still in play.

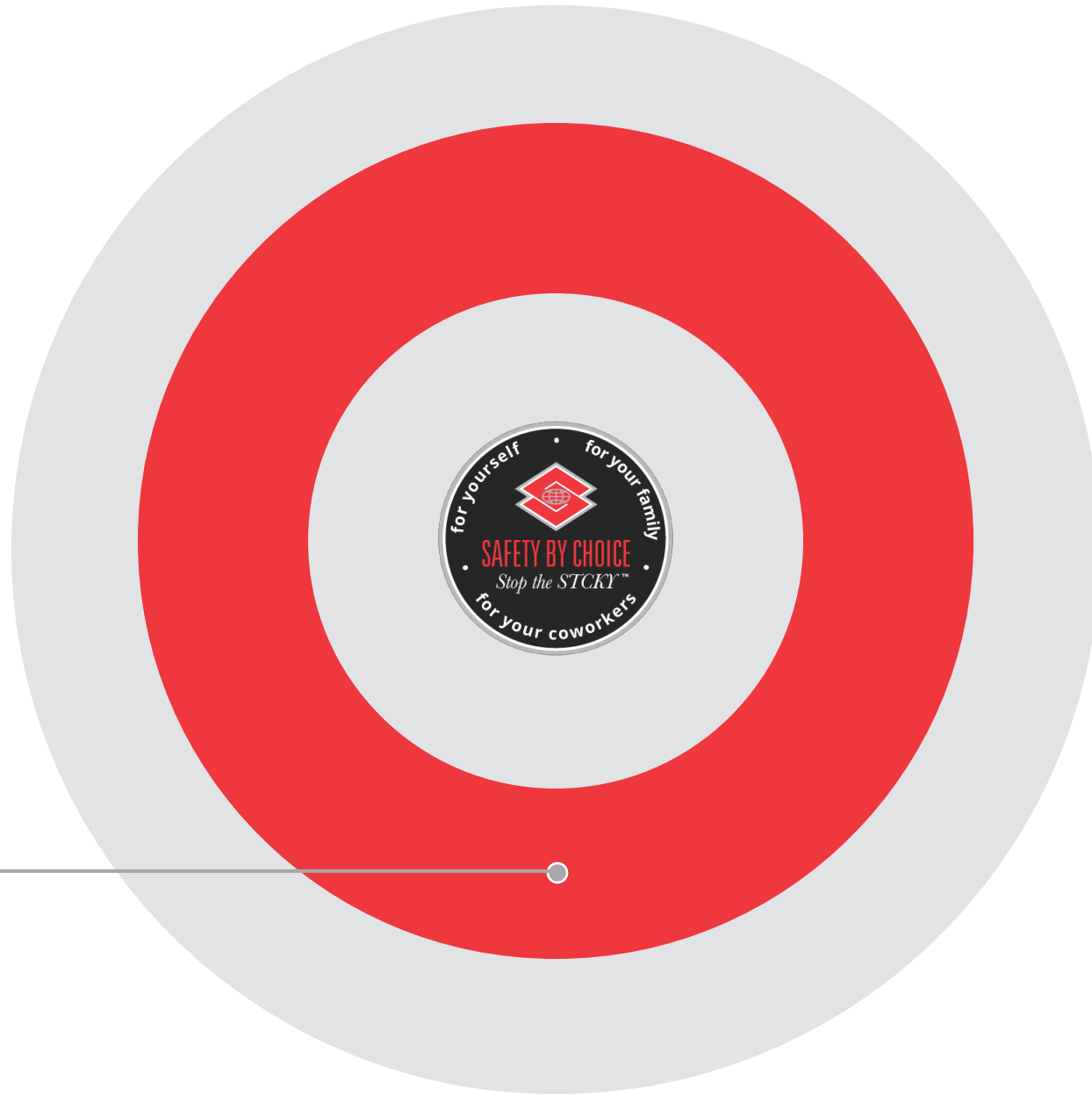
## Knee vs Ground

- A worker tripped on some rebar and fell
- Bruised knee, first aid

Causal Factor	Corrective Action
Physical Shortcut (path taken was fastest route vs safer route)	Address paths of travel on THA especially when the path is affected Workers to avoid shortcuts
No delineation/barricading	Implement barricades or signage when routes are affected, if practicable



# ACTIONS





# ACTIONS

PLAN THE WORK  
WORK THE PLAN

ENGAGE OUR  
WORK FORCE

WALK OUR  
JOB SITES

STCKY

COACH OUR  
TEAMS

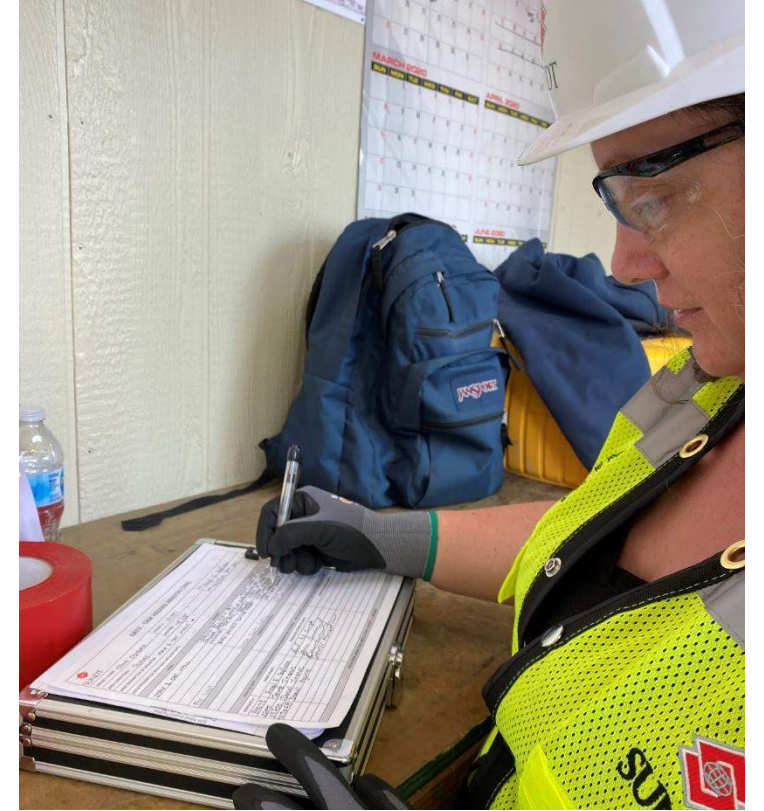
OWN RELENTLESS  
HOUSEKEEPING

REPORT AND MANAGE  
OUR INCIDENTS





PLAN THE WORK  
WORK THE PLAN







ENGAGE OUR  
WORK FORCE

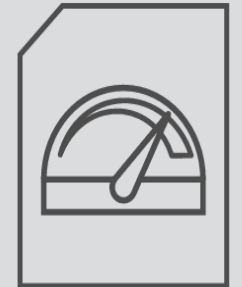
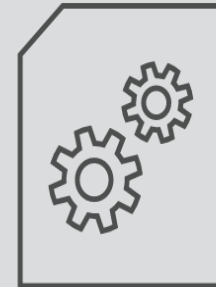
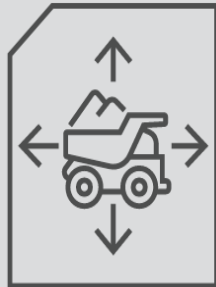
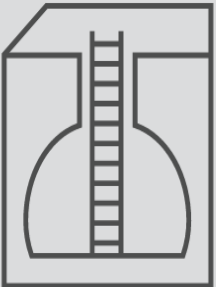
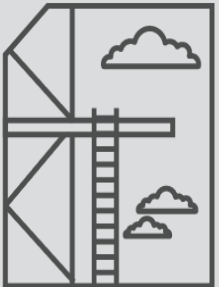




*Safety week 2020 at Sundt is*

# STCKY WEEK

*Focusing on the S#! That Can Kill You*





# WALK OUR JOB SITES

## SCA PERFORMANCE DATA (by Div./Grp./Reg.)

REGISTERED USERS

586

SAFETY WALK PROGRESS

SAFETY WALKS COMPLETED

13022

SAFETY WALK GOAL

16693

REQUIRED USERS ON PACE

277

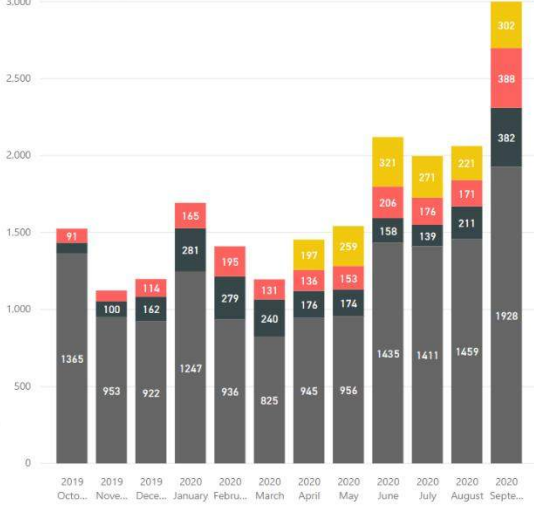
REQUIRED USERS

467

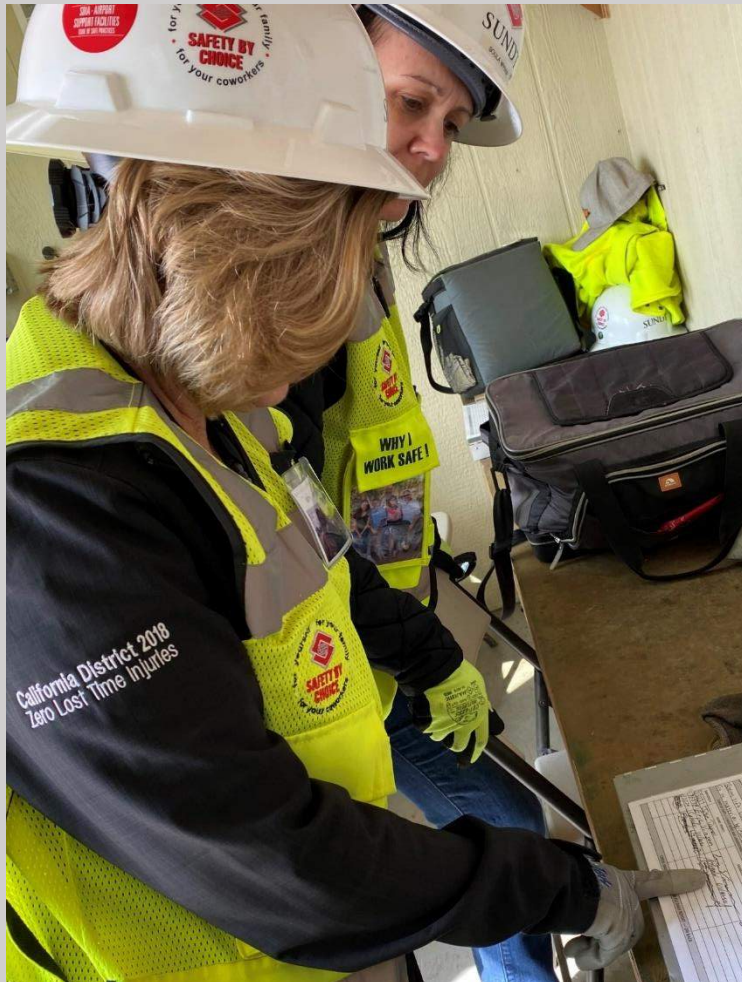


SAFETY WALKS BY DATE

● Insp. ● THAs ● HKG ● COVID19



# COACH OUR TEAMS



## SAFETY QUESTION OF THE WEEK

Respiratory Protection is voluntary when...

**CORRECT** Engineering controls are adequate.

You're using an engineering control half of the time.

Chemical used is exceeding PEL.

The hazard is not controlled by engineering methods.

[View Scoreboard](#)

Remember:

Respiratory protection plan states that voluntary use is allowed when controls are in place entirely a exceed the PEL.

Answer submitted; next quiz on Mar 11, 2020



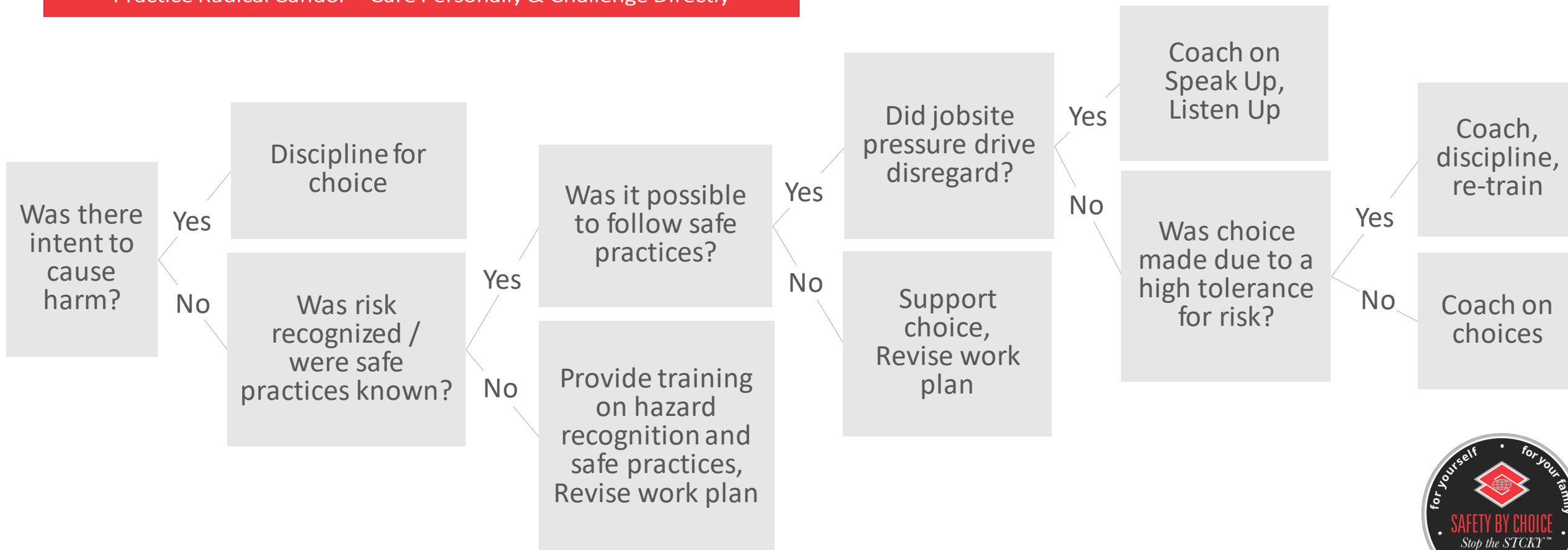


## ***Coach vs Discipline:***

Determined by the **intent** and **knowledge** behind the decisions

# COACH OUR TEAMS

Practice Radical Candor — Care Personally & Challenge Directly





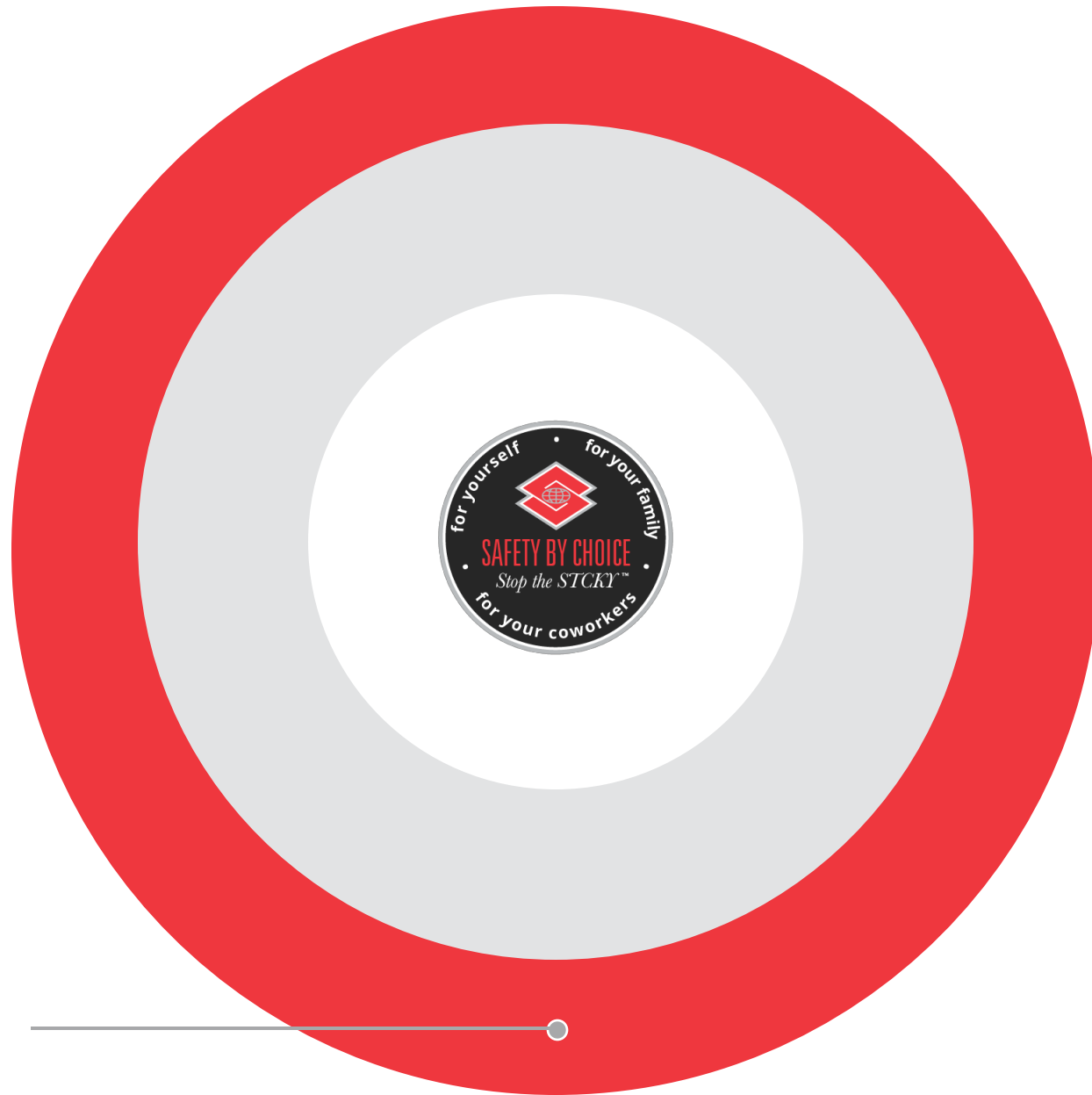


OWN RELENTLESS  
HOUSEKEEPING



# REPORT AND MANAGE OUR INCIDENTS





RESULTS

# RESULTS

TIR

*Total Incident  
Rate*

STCKY

*STCKY  
Injury*

*STCKY  
Luck*

*STCKY  
Success*

RIR

*Recordable  
Injury Rate*



# Tracking *STCKY*



## NON-STCKY

Significant injury or death **would not** likely have occurred.



## STCKY

Significant injury or death **could have** occurred.



## STCKY INJURY

Significant injury or death **did** occur.



## STCKY LUCK

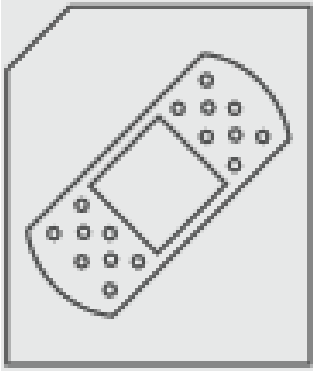
No significant injury or death, **inadequate** controls in place.



## STCKY SUCCESS

No significant injury or death, **adequate** controls in place.

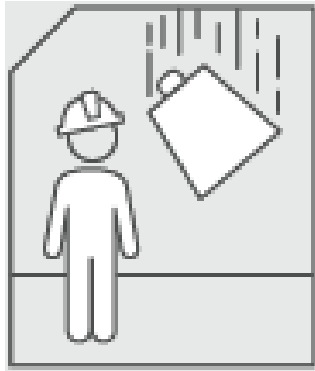




# NON-STCKY

*significant injury or death **would**  
**not likely** have occurred*

Twisted ankle while walking on an uneven surface



# STCKY

*significant injury or death  
**could have** occurred*

An object fell into an uncontrolled area  
and nearly hit someone.

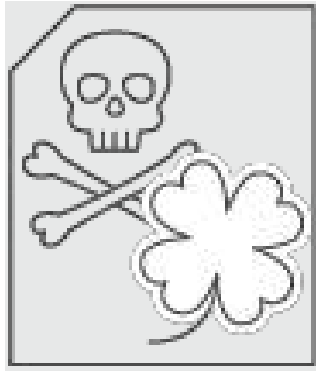




# STCKY INJURY

*significant injury or death  
did occur*

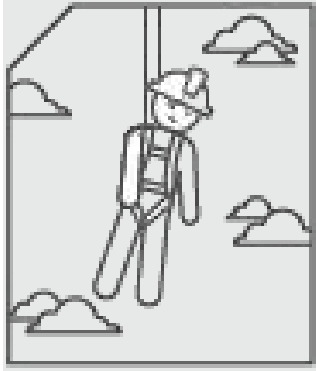
A person fell from an elevated surface and struck their head, causing a traumatic brain injury.



# STCKY LUCK

*no significant injury or  
death, **inadequate**  
controls in place*

A suspended load fell into a non-controlled zone, nearly striking personnel.



# STICKY SUCCESS

*no significant injury or  
death, **adequate** controls  
in place*

While standing on a steel beam, a worker slipped and fell. Their fall protection engaged and arrested the fall.



Sundt Stats	FY 2019	FY 2020	March FY 2021
Sundt Work Hours	4,993,884	4,211,110	1,736,697
Sundt & Trade Partner Work Hours	9,887,891	9,743,337	5,181,751
Total Incident Rate Per 100 Employees	13.84	11.93	9.00
Daily Incident Rate	2.62 A Day	2.23 A Day	1.81 A Day
Total Incidents	684	582	233
NON-STCKY	608 = 89%	493 = 84.9%	207 = 89%
STCKY	76 = 11%	89 = 15.3%	26 = 11%
STCKY - Injury	1 = 1%	1 = 1%	1 = 4%
STCKY - Luck	71 = 94%	82 = 92%	24 = 92%
STCKY - Success	4 = 5%	6 = 7%	1 = 4%

# RESULTS



**TIR**  
*Total Incident  
Rate*

9.00

(Total incidents X 200,000)  
Work Hours

STCKY % = STCKY incidents / Total Incidents

<b>STCKY</b> 11%		
<i>STCKY Injury</i>	<i>STCKY Luck</i>	<i>STCKY Success</i>
4%	92%	4%

STCKY Injury = STCKY Injuries / Total STCKY Incidents

STCKY Luck = STCKY Luck Incidents / Total STCKY Incidents

STCKY Success = STCKY Success Incidents / Total STCKY Incidents

**RIR**  
*Recordable  
Injury Rate*

.96

Sundt = .57 | Subcontractors = 1.16

(Recordable Injuries X 200,000)  
Work Hours



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## PLAN THE WORK WORK THE PLAN

## ENGAGE OUR WORK FORCE

## WALK OUR JOB SITES

## STCKY

## COACH OUR TEAMS

## OWN RELENTLESS HOUSEKEEPING

## REPORT AND MANAGE OUR INCIDENTS

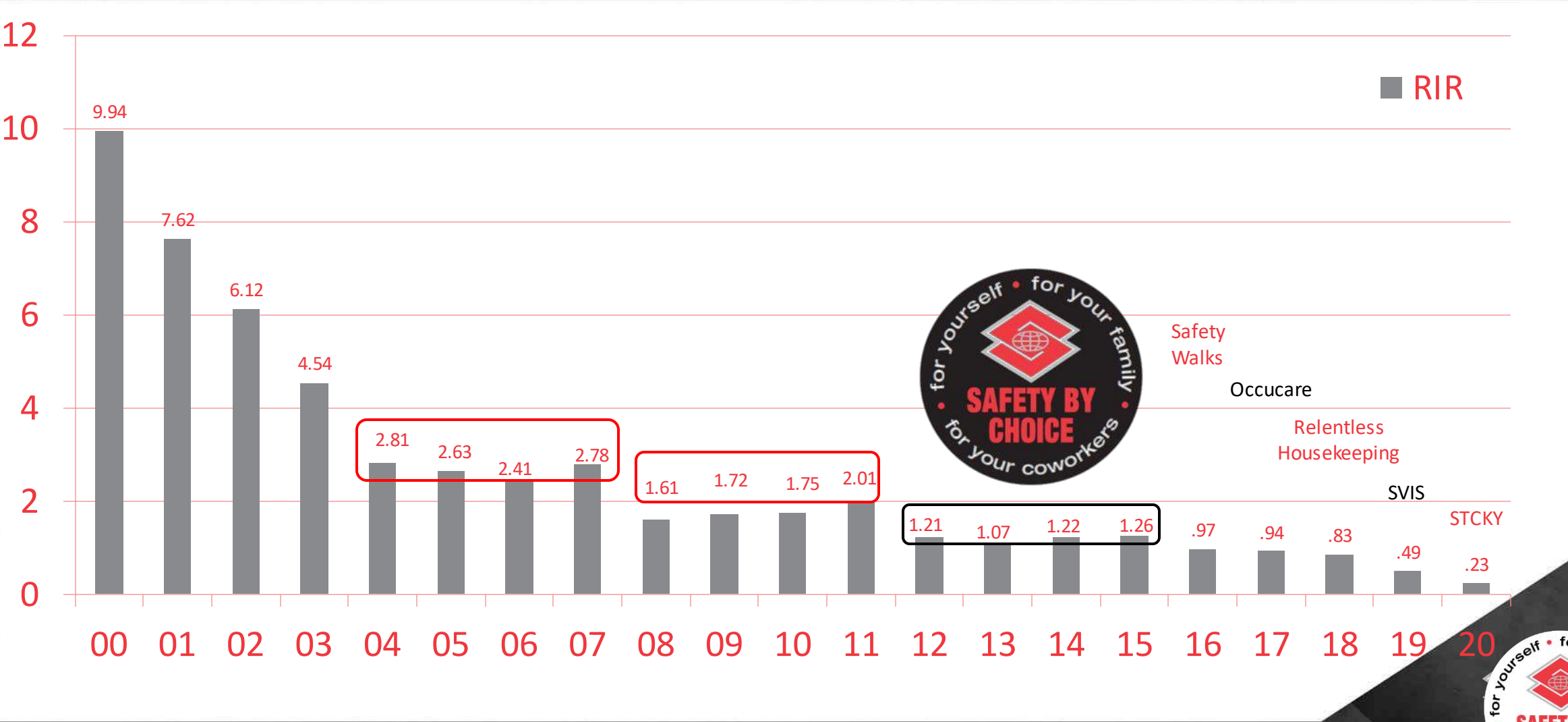
Results

TIR  
Total Incident  
Rate

STCKY  
STCKY  
STCKY  
Injury Luck Success

RIR  
Recordable  
Incident Rate

# OUR SAFETY JOURNEY







# STOP THE STCKY

*Our beliefs fuel our actions and  
our actions drive our results*