



UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026







QUANTA



Kick Off

Presented by:

Thiel Harryman

Vice President, Operations
UCCo HQ, Benicia, CA



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D8
**UNDERGROUND
CONST. CO.**
Caterpillar
Diesel
OAKLAND, CALIF.

Manufactured By
Caterpillar Tractor Co. Peoria, Ill.


90
1936 2026
YEARS
**UNDERGROUND
CONSTRUCTION**
CO., INC.



Facility Information & Safety Moment

Presented by:

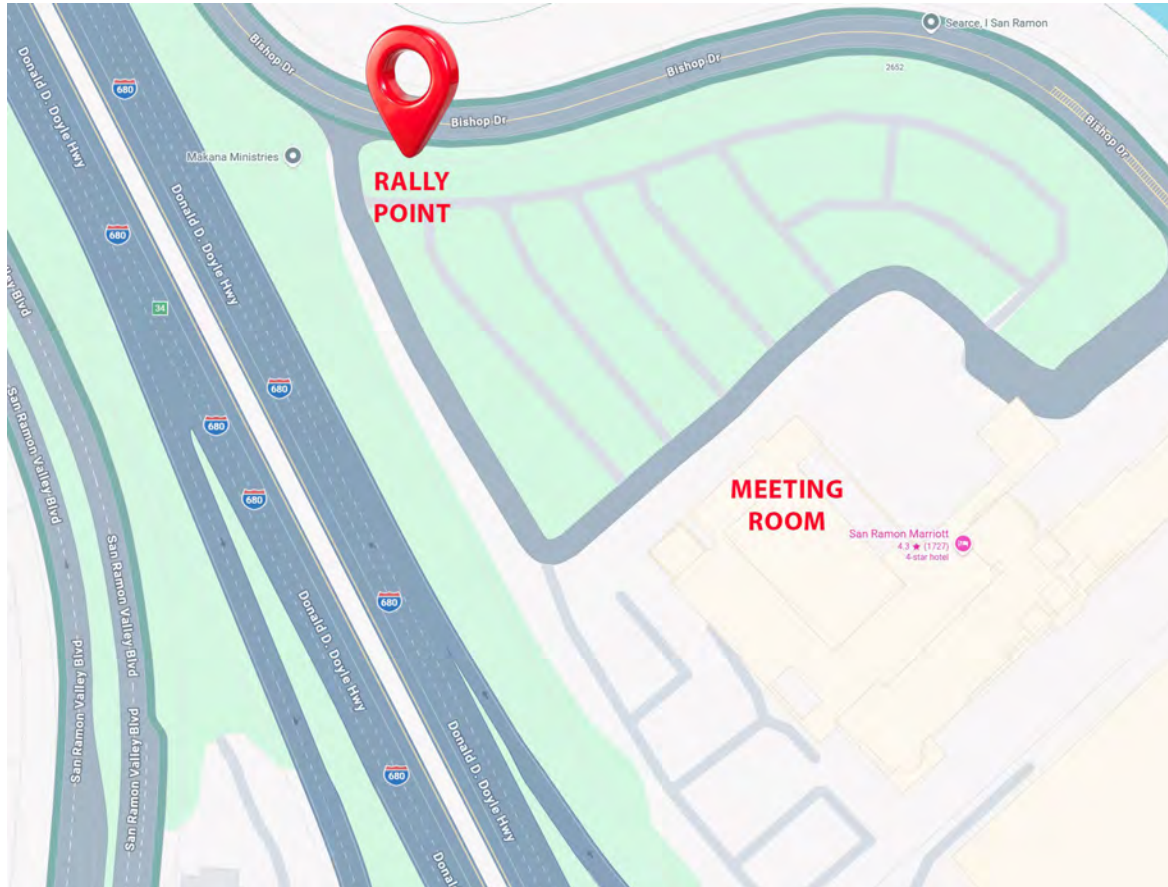
Brian Donecker

Vice President, Health & Safety
UCCo HQ, Benicia, CA



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Facility Information



1. Meeting in the Bishop Ranch Ballroom
2. Rally Point
3. Emergency Leads
4. AED Location
5. First Aid/CPR Trained?



Welcome Address

Presented by:

Andrew Nortz

President

UCCo HQ, Benicia, CA



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Where we've been.



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Where we've been.

- 2024 was Tough



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Where we've been.

- 2024 was Tough
- Challenging Financial Performance



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Where we've been.

- 2024 was Tough.
- Challenging Financial Performance
- We lost two of our own



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You All Heard the Call.



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You All Heard the Call.

- 2025 We Bounced Back.



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You All Heard the Call.

- 2025 We Bounced Back.
- The Best Financial Year in the Last Decade.



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You All Heard the Call.

- 2025 We Bounced Back.
- The Best Financial Year in the Last Decade.
- By the Numbers, A Great Safety Year...By the Numbers



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Great... by the numbers.



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Great... by the numbers.

So What?



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We Got Lucky.



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We Got Lucky.



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We Got Lucky.



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We Got Lucky.



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A construction site on a residential street. A yellow CAT roller is in the center, being operated by a worker. To the left, another worker stands with a broom. To the right, two more workers stand near a pile of gravel. A large black dump truck is parked behind the roller. The scene is set on a paved road with yellow double lines, with trees and houses in the background. A red diagonal graphic is on the right side.

Safety IS Operations



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BRIAN

CASTRO

STARSKY & HUTCH



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THELMA & LOUISE



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SHAKE 'N' BAKE



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STEP BROTHERS



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Safety IS Operations



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A construction site featuring a large grid of steel rebar for a concrete slab. In the background, there's a yellow JCB telehandler, a blue concrete pump truck, and residential buildings under a cloudy sky. Red diagonal stripes are at the top.

Where We Are Going



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2026 and Beyond...

- Quanta: +28B in 2025 with \$68B Market Cap
- Total Addressable Market (“TAM”): ~680B over last 5 Years
- 2026 to 2030 is Forecast at \$2T...3X!
- Double our Country’s Infrastructure Over the Next Decade.



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Move with Urgency



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“Stop drifting... You’re not going to re-read your *Brief Comments...* *Sprint for the finish.*”

- Marcus Aurelius, c. 170 to 175 AD
Meditations: Book 3, Passage 14



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A photograph of a construction site. In the foreground, two workers are visible. One worker on the left is wearing a grey jacket, a yellow hard hat, and a safety vest with orange and yellow reflective stripes. The other worker on the right is wearing a blue hard hat with an American flag sticker, a bright yellow safety vest, and blue jeans. They are standing near a concrete mixer truck. The truck is blue and has the number '680' on its side. The background shows a chain-link fence and some industrial structures. The overall scene is in a slightly desaturated, blue-tinted color palette.

Marcus to Duke... 2000 years, same message



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A construction site at dusk or dawn. In the background, several large, cylindrical storage tanks are visible. In the foreground, there are concrete foundations and a road. A yellow excavator is working in the middle ground. The sky is a mix of blue and orange from the setting or rising sun. The text "I am AGILITY" is overlaid in the center.

I am AGILITY



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A construction site with workers in safety gear, orange traffic cones, and various tools like shovels and a generator. A large white building is in the background. The word "Move!" is overlaid in large white font.

Move!



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So How Do We Do It?



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AI...



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Embrace the

- Supply Chain
- Service Lines
- Sister Companies



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A group of construction workers wearing hard hats and high-visibility vests are gathered on a construction site at dusk. The scene is dimly lit, with a warm glow from the setting sun in the background. Several workers are in the foreground, some looking towards the camera, while others are engaged in conversation or looking towards the site. A white pickup truck is partially visible on the right side of the frame. The overall atmosphere is professional and focused.

Care... Take Pride in
Your Work... Execute.



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ABSOLUTE PERFORMANCE



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The Next two Days...

- Panels: Safety, Field Perspective, Sister Companies
- Review of 2025 Financials & 2026 ABP
- Special Guests from Quanta
 - Scott Tunison, Training and Technology
 - Seth Gunsauls, Supply Chain
 - Kenny Mercado, Customer Perspective
- Guest Speakers
 - Manly Feinberg, Vertical Lessons
 - JP Dinnel, Echelon Front



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A construction site featuring a large yellow crane lifting a massive white pipe section. Several workers in high-visibility vests and hard hats are visible. The scene is set outdoors with a clear blue sky and some trees in the background. A red banner is at the top of the image.

Culture is Everything



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Leadership Moment

Presented by:

Jordan Gall

Project Manager
UCCo HQ, Benicia, CA



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2025 Review and 2026 Outlook - Safety

Presented by:

Ryan Griffith

General Superintendent, Electric Civil
UCCo HQ, Benicia, CA

Luis Guerrero, Jr.

General Superintendent, Southern California
UCCo Southern California, Ontario, CA

Avery Fox

Director of Safety, Southern California
UCCo Southern California, Ontario, CA

Jon Kapahu

Superintendent, IMC
Kapolei, Oahu

Joe Froome

Director of Safety, Northern California
UCCo HQ, Benicia, CA

Jason Alipio

Director of Health & Safety, Northern California
PAR West, Vacaville, CA

A man with glasses and a blue button-down shirt stands outdoors in front of a wooden railing and green foliage. The image is overlaid with large white text. A thick orange horizontal bar is positioned below the text '= Values + Behavior'.

COMPANY CULTURE

= Values + Behavior

2025 Successes:

- Zero (0) STKY-A's
- Critical KPIs
- 380 utility discoveries in 2025 = 115% increase YoY
- Critical Task Assessments: Implemented critical task assessments on the JHA as hyperlinks
- JHA-Language Barriers: Created a dual-language JHA template with English and Spanish verbiage
- OpU Cross-Support: Shared resources between UCCo and PAR West Safety

IMC



PAR
WEST

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2025 Successes Continued:

- **Preliminary Incident Communication:**
 - New evolution of our preliminary incident communication from group texts to a software platform coined “PING” – Preliminary Incident Notification Group for both UCCo/IMC and PWLC
- **Onboarding:**
 - Aligned onboarding between UCCo and PAR West held in Benicia and Rancho Cucamonga
- **Safety Emphasis Program:**
 - Strengthened our safety program through the Quanta Safety Emphasis Program



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2026 PWLC/UCCo/IMC Goals:

- Admin alignment
- Shared FSRs – no boundaries
- Alignment on policies
- HCSS/Origami
- Joint FSR Career Progression Plan
- Joint interviews for Safety Professionals
- New Safety Dashboards
- Sensor Zone Implementation
- **Sustained Unity of Safety and Operations** - Alignment of operational execution with safety commitments



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Question #1

How do you assess whether a crew member is mentally and physically ready for work each day?



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Question #2

How do you confirm crews truly understand the hazards specific to their scope of work?



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Question #3

Where do you see knowledge gaps in newer workers? How do you transfer field wisdom from experienced operators to newer team members?



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Question #4

How do you think UCCo has accomplished “lock-step safety and operations” on your jobs and organization? Have we done a good job?



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Question #5

What resource gaps concern you most right now? What conversations are we not having that we should be having?

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Question #6

As AI tools continue to evolve, how do you envision them shaping the way we plan and execute our work while improving safety in the field?

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Challenge: How Did We Get Here?

... As leaders, we are facing the biggest challenge of our careers, and it all comes down to the decision we make today. We must continue to come together as one strong, united team of IMC, Shop, Civil, Gas, Line, and Office. Pipe by pipe, trench by trench, connection by connection. **We must decide whether we unite as a crew and family or fail as individuals.** That's construction. That's life. We must keep pushing until the job is done and everyone returns home safely. It will take all of us, and I have no doubt we will succeed.

So, what are you going to do?



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Thank you!



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2025 Review and 2026 Outlook - Financial

Presented by:

Jason Bowen

Chief Financial Officer

UCCo HQ, Benicia, CA



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2026 PRIORITIE S

1

ACHIEVE 13% OP. INCOME MARGIN

Drive profitability across all divisions through disciplined execution, cost management, and minimizing loss job impact

2

REDUCE DSO ACROSS ALL DIVISIONS

Improve cash collection cycles and strengthen working capital position



BREAK

9:45am to 10:00am

IMC



PAR
WEST

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Leadership Moment

Presented by:

Joshua Burt

Superintendent

Vandenberg Space Force Base, CA



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Panel: Sister Companies and How Our Success in Interconnected

Panel Participants:

Steve Gliner

Quanta Government Solutions

Brandon McEwen

Fibertel

Panel Participants:

Will Cope

Director, Electric Civic

Mark Pracanica

Director, Southern California



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From your perspective, what does your organization's success look like over the next 12 months and where does Underground fit into that picture?



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What is the top thing that
Underground does today that
could be most directly enable
your success?



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Where do handoffs most commonly break down between our organizations and what is the root cause?



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What is one expectation you have of Underground that, if consistently met, would improve outcomes across both companies?



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What is an example of a past cross-company win we should replicate and what specifically made it work?



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What would you like everyone in this room to commit to after this panel?



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What is one thing we should change about how we partner starting next week?



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Leadership Moment

Presented by:

Troy LaBass

Mechanical Foreman

2025 Quanta Elite Foreman



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“Tip your server. Return your shopping cart. Pick up a piece of trash. Hold the door for the person behind you. Let someone into your lane. Small acts can have a ripple effect. That’s how we change the world.”



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Operational Excellence – Training + Technology

Presented by:

Scott Tunison

Vice President
Quanta Services, Inc.



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Operational Excellence Shared Commitment



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Operational Excellence Workforce & Leadership Development



Corporate SH&E Vision & Mission



VISION

The **elimination** of life-threatening, life-altering, or life-ending events across Quanta and the industries we serve.



MISSION

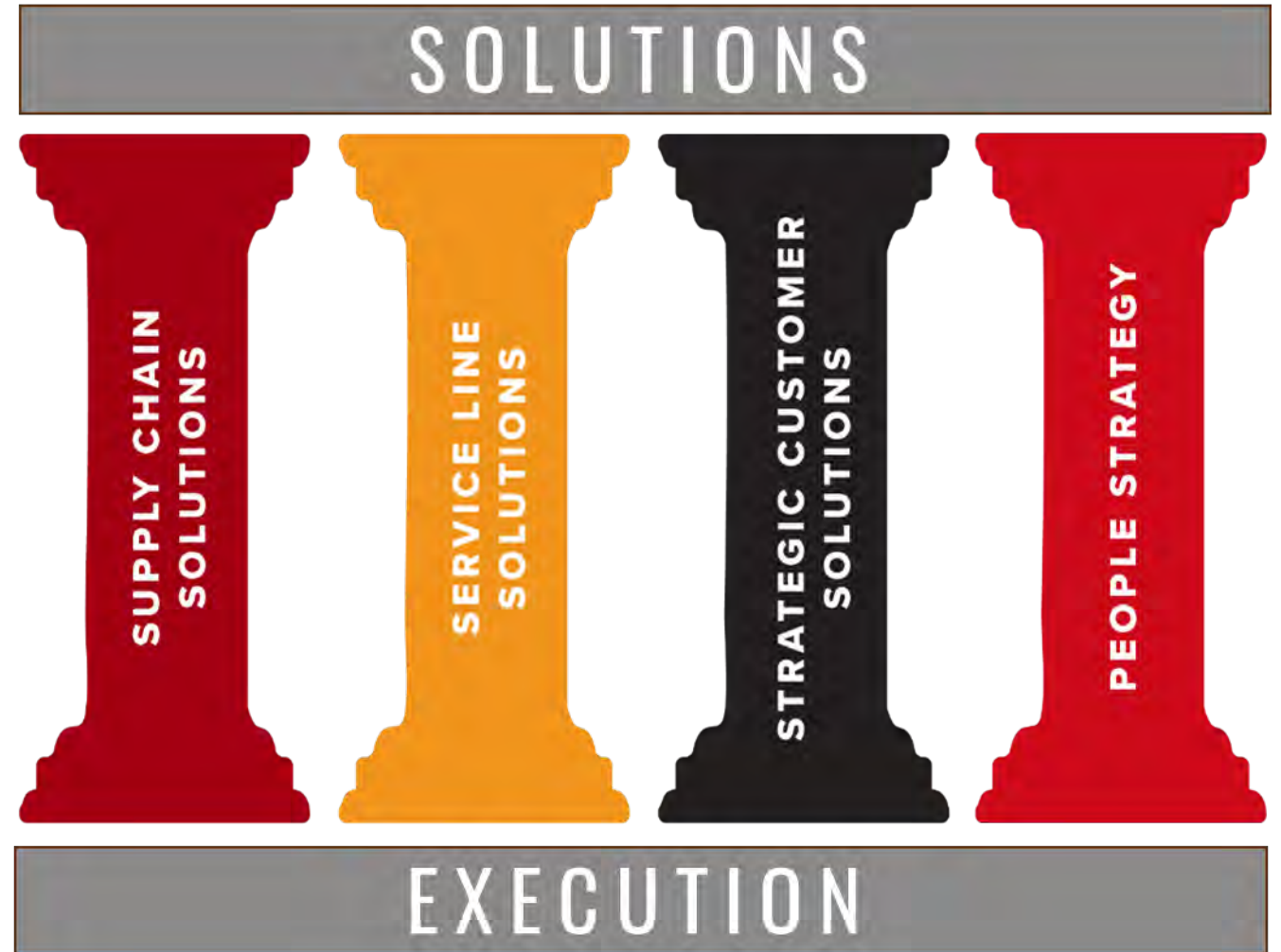
SH&E partners with Quanta operating companies to provide industry leading **tools and support** focusing on the elimination of life-threatening, life-altering, or life-ending events.



Operational Excellence Maximizing our Strategy



The four strategic pillars of our plan are designed to **MAXIMIZE** our participants in our end markets, **MAXIMIZE** our execution capabilities, and **MAXIMIZE** our return on capital deployed. MAXIMIZE CONNECTIONS!



Operational Excellence

People Strategy Principles



- 01 Operating Unit Owned
- 02 Develop Our People
- 03 Craft Excellence At Our Core



Quanta Training Operations

Vision & Mission



Vision

Deliver relevant, role-specific, and timely learning experiences that:

- Occur at or near the point of work
- Are led and reinforced by field leadership
- Are supported by digital systems for access, tracking, and analysis



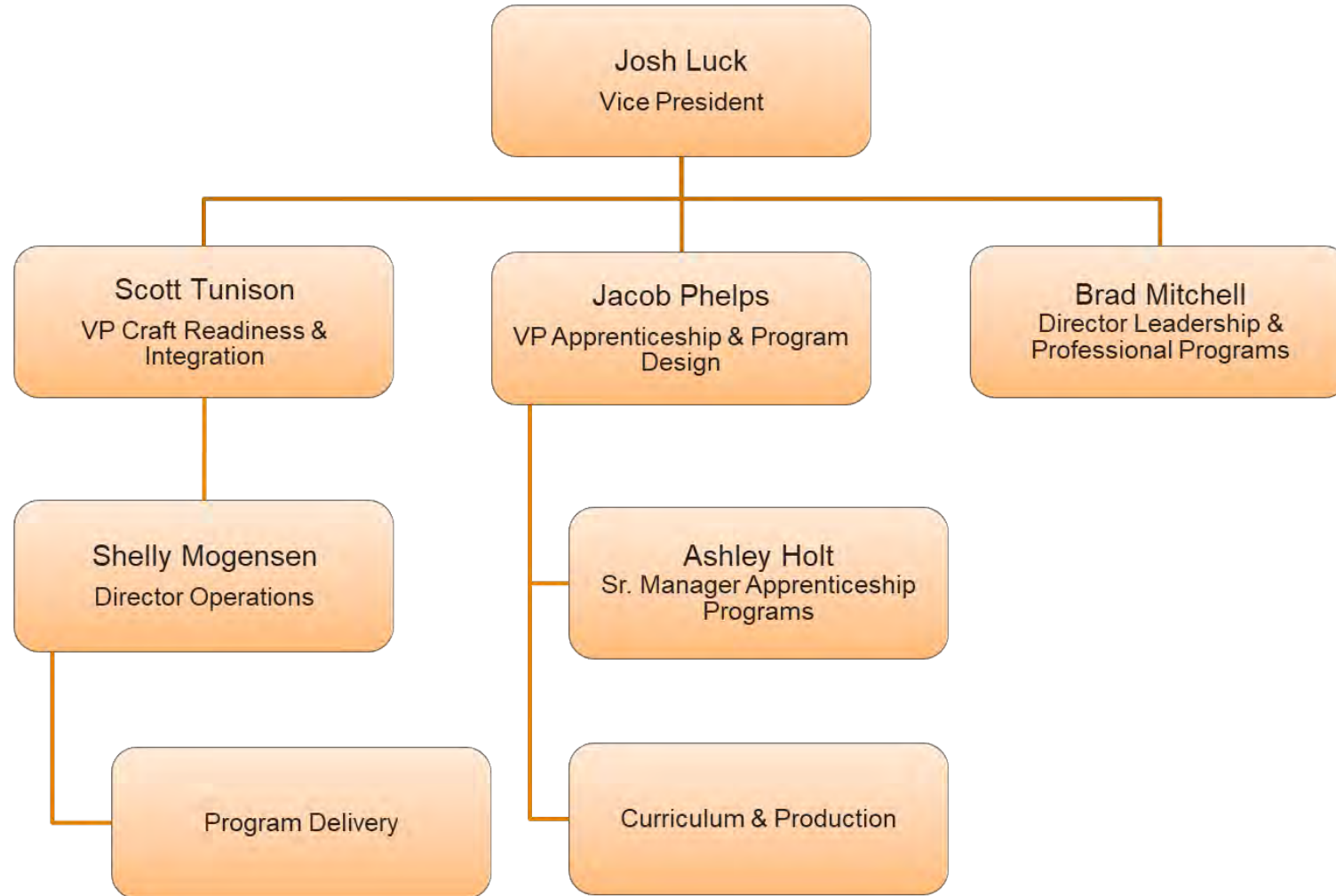
Mission

Equip Quanta's diverse workforce with a scalable, adaptive training system that is:

- Grounded in field-first practices
- Reinforced by operation leadership
- Enabled by technology-driven delivery, tracking, and insight



Quanta Training Operations Organizational Structure

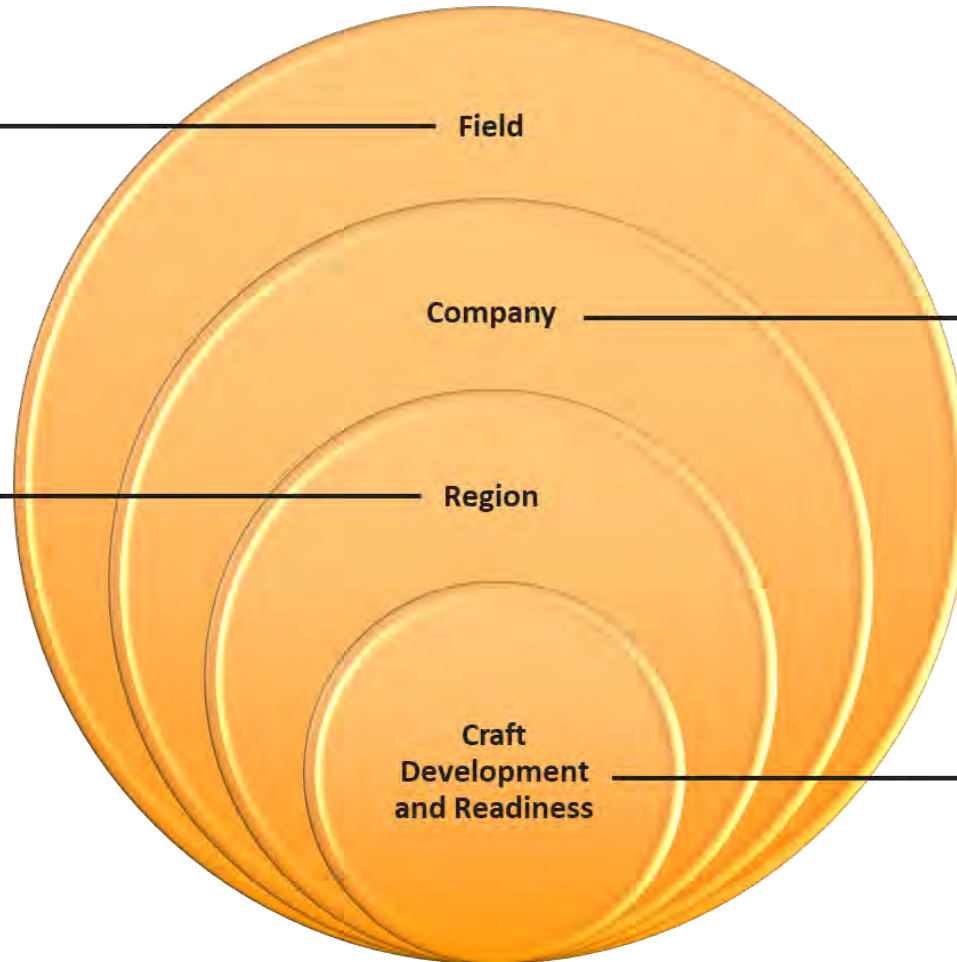


Quanta Training Operations Integration, Roles, Responsibilities



Field leaders model and reinforce learning at the jobsite, serving as educators and mentors for crews through daily application of safety, quality, and operational standards. They ensure their teams are qualified, prepared, and continuously improving through on-the-job coaching and training integration

Regional leaders translate enterprise training strategy into operational execution, ensuring alignment with local business priorities and maintaining educational quality standards. They oversee trainer development and performance reporting to ensure regional readiness and effectiveness



Company leaders operationalize training and readiness programs within their operating units, integrating them into project delivery, safety, and people strategies. They ensure programs drive measurable improvements in field capability, compliance, and performance

Corporate leads enterprise-wide capability building and workforce readiness by integrating training, technology, and operational performance systems. The division ensures scalable, standards-based development programs that enhance safety, productivity, and career progression across all craft and leadership levels





Operational Excellence Starts With People

- Operation excellence is not achieved by process alone – it is achieved through capable, confident, and prepared teams and individuals
- In high-risk, high complexity work, training is not a support function- it is a core operational control
 - Providing a by product of safety, quality and productivity
- Quanta's growth and complexity require faster, more consistent development pathways

“The growth and development of people is the highest calling of leadership.”



The Reality

Development Cannot Rely on Field Time Alone

- Field experience is essential – but not sufficient by itself
- Traditional development model assume:
 - Unlimited mentor availability
 - Consistent exposure to the “right” experiences
 - Time that operations simply do not have
- Result:
 - Long development cycles
 - Inconsistent skill transfer
 - Over-reliance on informal coaching



Workforce Development Challenges



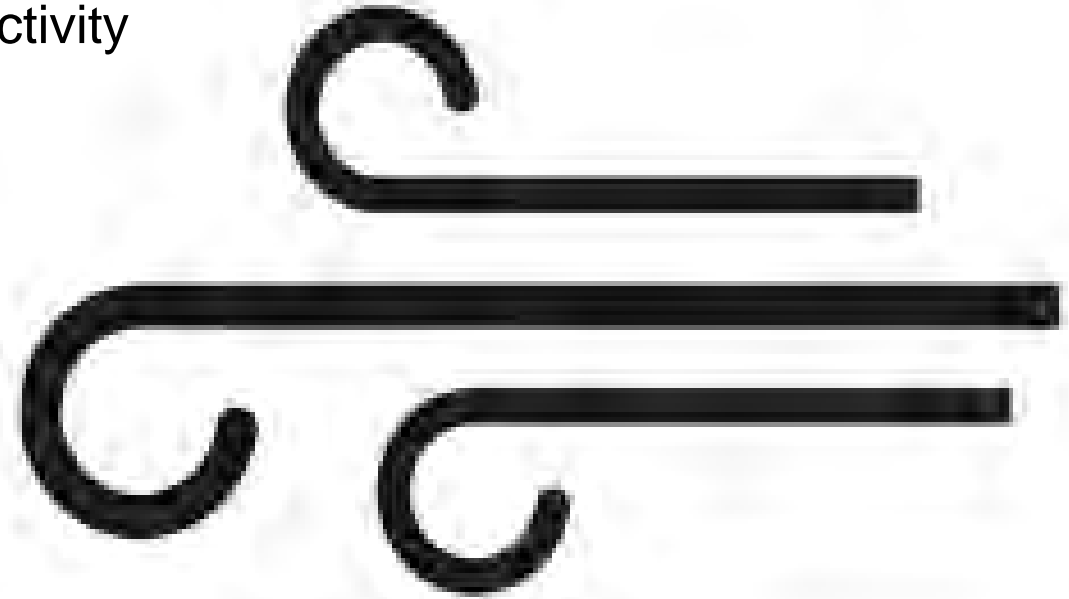
Availability of skilled labor across Quanta markets

Limited access to live guidance and digital documentation

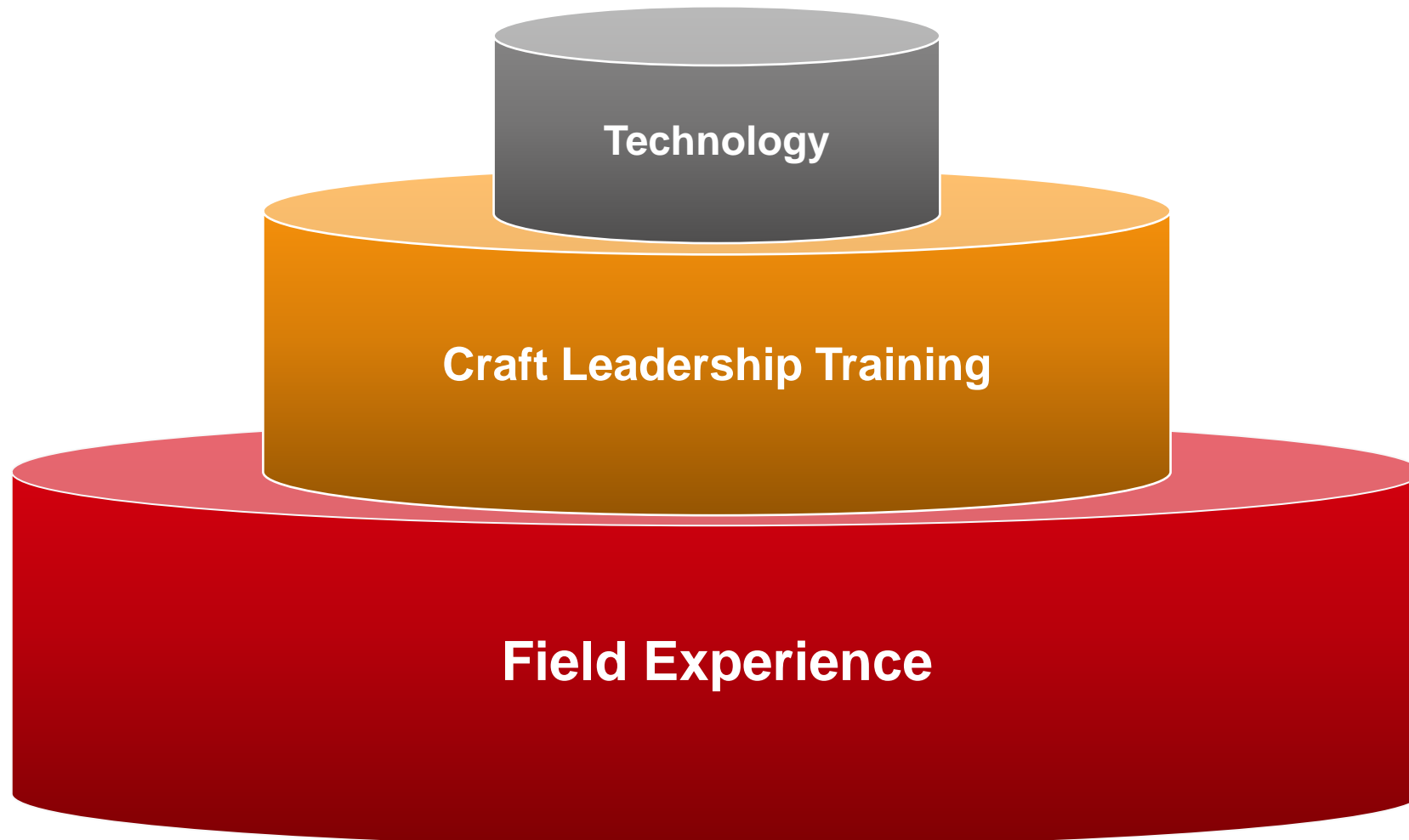
Safety hazards changing dynamically with jobsite conditions

Time constraints impacting both safety and productivity

Gaps in **digital literacy** among parts of the workforce



Accelerating Development Through Blended Learning





QUANTA

QUANTA CRAFT LEADERSHIP

Strengthening Leadership at Every Level

APPRENTICE-LEVEL	JOURNEY-LEVEL	CREW LEADER	GENERAL FOREMAN	SUPERINTENDENT	OPERATIONS MGMT
QCL Level I			QCL Level II		QCL Level III
<ul style="list-style-type: none"> Search for STKY and speak up when STKY is identified Become proficient in the essential functions of your job Maintain situational awareness and anticipate what's next Understand the cost of rework and take pride in building it right the first time Respect the tools and equipment that help you earn your living Drive safely and only operate equipment you are qualified to use Learn your craft and earn the trust and respect of your peers and leaders 	<ul style="list-style-type: none"> Apply the principles of TCM and STKY controls Develop your leadership skills and be a student of your trade Execute your work plan and proficiently adapt to changes Demonstrate concise and effective communication Be accountable for job site safety, quality, and productivity Teach apprentices the right way to do the job Earn the trust and respect of the crew leader and crew 	<ul style="list-style-type: none"> Lead job briefings with STKY discussions that result in effective STKY controls Plan the work, make timely adjustments, and remove barriers Be accountable for the safety, quality, and productivity of your crew Ensure work and equipment operations are performed by qualified personnel Manage the training and education of your crew and develop the next crew leaders Seek opportunities to continue your professional development Earn the trust and respect of your crew and supervisor 	<ul style="list-style-type: none"> Verify crews are employing TCM principles Confirm crews have the required tools, equipment, and qualifications Assess job progress and resolve issues that jeopardize safety, quality, or profitability Relay important information to the crew leaders Direct the training and education of your crews and mentor the crew leaders Always be a positive representative of our brand Earn the trust and respect of the customer and those you work with 	<ul style="list-style-type: none"> Reinforce the importance of STKY and STKY controls with GFs and crews Comply with regulatory and customer requirements Monitor and adjust the project plan to optimize profitability Meet timelines without compromising safety and quality Be accountable to the customer and public for the result of your work Develop a cost-effective training plan that promotes safety, quality, and productivity Mentor, develop, and retain your best employees 	<ul style="list-style-type: none"> Set clear leadership standards for safety, quality, and accountability across the organization Prioritize work and resources and run a steady operating rhythm that keeps execution on track Own financial results and risk by driving margin, cash, and contract/compliance discipline Build future leaders through succession planning, coaching, and consistent development expectations



Course completion required prior to advancement to next career levels.

Quanta Elite

The Quanta Elite Program recognizes, honors, and develops Quanta's very best craft leaders who are then expected to mentor others to become exceptional crew leaders.



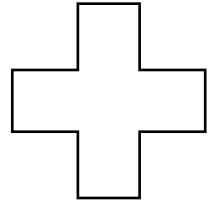


Technology

Does Not Replace Leadership – It Amplifies It

Leadership provides:

- Judgment
- Accountability
- Reinforcement



Technology provides:

- Consistency
- Repeatability
- Visibility

Together, they enable:

- Faster development and readiness
- Stronger hazard recognition
- Increased coaching conversation



Operational Excellence

Leveraging Technology & Applications



AI Hazard Assessment

Assessing visual and AI technology to develop frontline risk assessment system



Spatial Computing

Guided Work and Training through Full Immersive Virtual and Augmented Reality

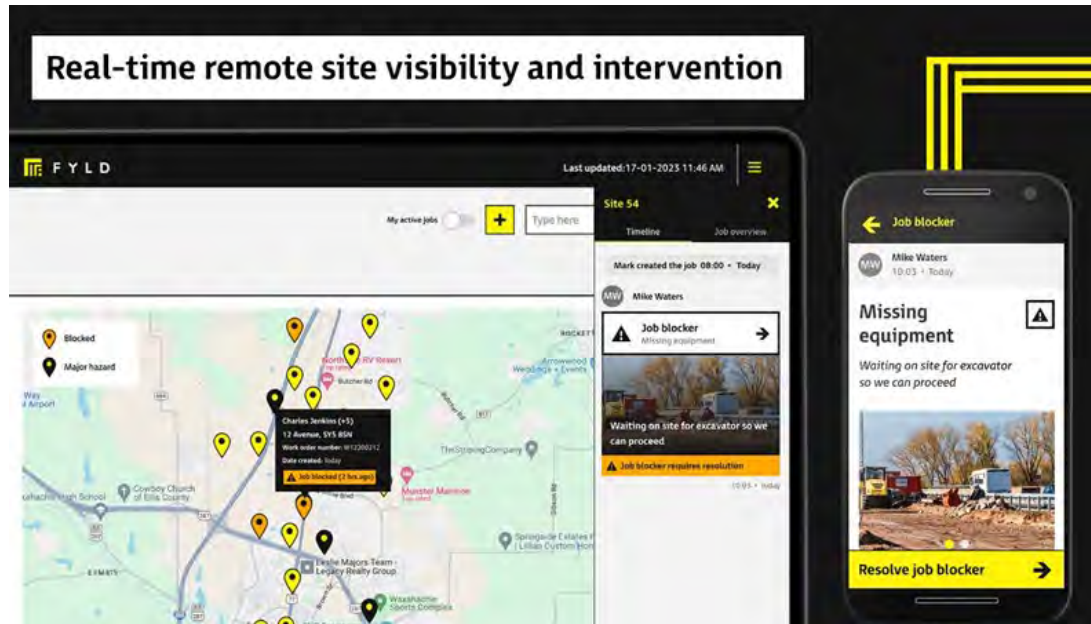




FYLD.AI

Enhancing Field Safety & Learning in Real Time

- AI-driven hazard recognition and documentation platform
- Designed to support frontline crews, supervisors, and managers



AI-Video Risk Assessment

FYLD's AI Risk Assessment is built on AI driven analytics of a short 1-2 minute video site survey field workers take on their mobile phone at the start of their shift. They talk about the site conditions, including hazards, and their work for the day.

Productivity Benefits

- ➔ **Instant eyes-on-site** – ready to coach teams and offer advice
- ➔ **Time back on the tools** – save 15 minutes per assessment
- ➔ **Prioritise effectively** – know which sites need your support

Safety Benefits

- ➔ **Improved risk perceptions** - Teams out of the welfare units and vans, engaging with risks on-site
- ➔ AI supported risk assessment finds hazards that teams miss

FYLD.AI Proof of Value



- PoV in partnership with Summit Line Construction, Valard, and Training Ops

Focus areas:

- Hazard recognition
- Field usability
- Supervisor visibility

Partnership and participation with OpCo's is shaping how this technology may scale across Quanta.



quanta.fyld.ai/jobs/817032?%3Fview=legacy-view&view=legacy-view

FYLD SUMMIT LINE CONSTRUCTION A QUANTA SERVICES COMPANY

Ask FYLD AI Last updated: 9:01 PM • Today Quanta - Summit

Jobs

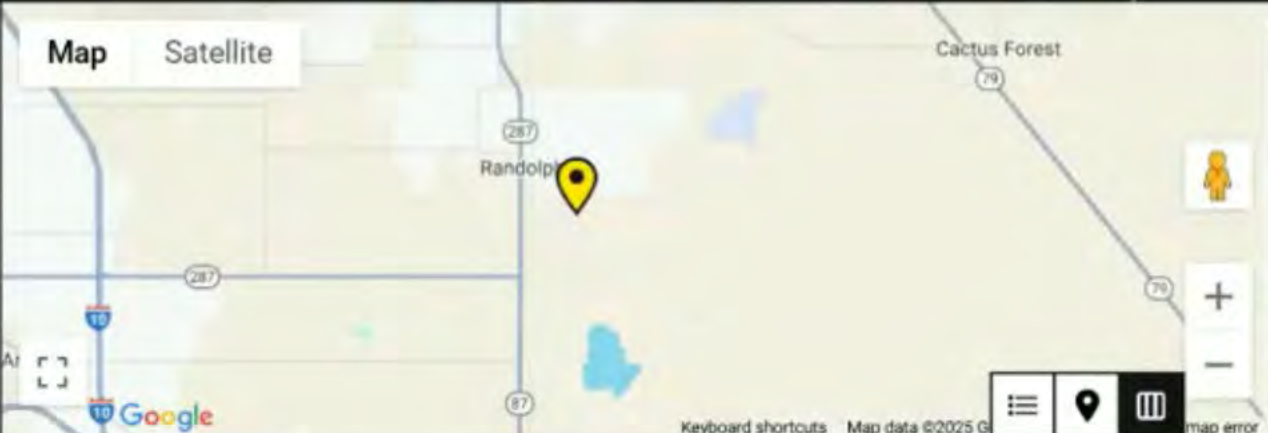
Search jobs

Job number, location or name

My jobs Action required

Jobs 0 VRAs 0 Blocked 0

No jobs available.
Try changing your filters or create a new job.



09654 - WIRE PULL

Coolidge, AZ, USA

Status: Follow-up

Created: 7:56 AM • 12/18/2025

In progress: 7:59 AM • 12/18/2025

Completed

[JOB DETAILS](#) [HAZARDS & CONTROLS](#) [RISK ASSESSMENTS](#) [EVIDENCE](#) [JOB BLOCK](#)

Work order number: 09654 - WIRE PULL Job type: Substations

Job subtype: Existing Infrastructure Upgrades

Depot: 09- AZ/TX/NM

GPS: 32.898669, -111.492231

BH Brandon Hampton Foreman

Work Completed Existing Infrastructure Upgrades


8:13 AM • 12/18/2025

Brandon Hampton changed job status to Follow-up

8:13 AM • 12/18/2025

BH Brandon Hampton Foreman

Evidence Wrap up



Wire hard sided on initial section and D section removed will

Insights available

Add me to this job



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Spatial Computing

Building a Scalable Virtual Training Ecosystem

Utilizing digital substation as a core framework to build additional training environments

Future model expansion could include:



- Transmission Infrastructure



- Foundations and Civil Work



- Underground Construction



- Distribution Systems



- Renewable and Emerging Technologies



Spatial Computing Substation Module Initiative

Collaboration between Summit Line Construction, Quanta Training Ops, and Trifork

- The Spatial Computing Model Substation aims to modernize traditional training methods by creating high-fidelity, interactive 3D environments that replicate real-world substations and work scenarios. Using Vision Pro's spatial computing capabilities, trainees can visualize, manipulate, and engage with equipment in a risk-free, simulated environment.
- Key modules include:
 - Equipment Identification and Operation
 - Grounding and Bonding Procedures
 - Maintaining Minimum Approach Distances (MAD)
 - Work Method Training and Job Planning
 - Incident Response and Safety Awareness



Operational Excellence

Enhanced Focus Through Technology



- **Bridge** generational gaps with intuitive, immersive tools
- **Reduce** reliance on paper manuals and static content
- **Empower** crew leads and foremen with mobile-enabled guidance
- **Promote** upward mobility through smarter skill development
- **Enhance** leadership with real-time situational awareness



Operational Excellence Is Built – Not Assumed



- Technical training is foundational, not optional
- Technology accelerates development without replacing experience
- Leadership turns training into performance
- Engagement sets the standard

“When we invest in how people learn, we change how they perform”

Operational Excellence Is Built – Not Assumed



SAFETY IS
WHO WE ARE
NOT WHAT
WE DO

MAXIMIZE
CONNECTIONS
BUILDING
CULTURE





QUANTA

QUANTASERVICES.COM

THANK YOU





LUNCH

12:00pm to 1:00pm

IMC



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Leadership Moment

Presented by:

Terrance Hamrick

Superintendent
UCCo HQ, Benicia, CA

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LYTX Success & Risk Perspective

Presented by:

Allen McNeil

General Counsel
Quanta Services, Inc.



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Legal Support Team



Allen McNeil
Regional General Counsel



Barbara Brenkus
General Counsel



CRAFT TO QUANTA

C-SUITE!

POWERLINE PODCAST | KARL STUDER





*“The success of one means nothing,
the success of all is everything.”*



*“The success of one means nothing,
the success of all is everything.”*

The LYTX Difference



FWD +0.00

LAT +0.00



TIME -8.00

48 MPH 77 km/h

The LYTX Difference



FWD +0.00

LAT +0.00



TIME -8.00

40 MPH 65 km/h



PMO West

Presented by:

Thiel Harryman

Vice President, Operations

UCCo HQ, Benicia, CA

IMC



PAR WEST

UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026

20 Years.





90

1936

2026

YEARS

UNDERGROUND
CONSTRUCTION

CO., INC.

UNDERGROUND
CONSTRUCTION CO.
OAKLAND, CALIF.

8927

PMO West: Pipeline of Talent



PMO West: Pipeline of Talent

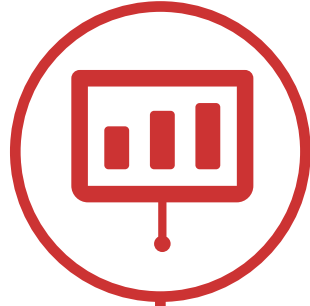
- How we attract, identify, retain, train, engage, and mentor our people.
- From new-to-industry professionals to the executive suite.
- From an intern, new to the company, transferring from another entity, or entering from a different industry
- Standardize Process and Procedures
- Support each employee for success while giving the organization clear visibility into individual capability, leadership potential, and overall organizational strength.



Tools and Resources



Yesterday, Today, and Tomorrow



Benchmark

Training

Resources
& Standards

Interns

Engagement

IMC



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CONFERENCE 2026

2026 Internship Program

Name	Degree	School	UCCo Mentor	Returning Intern?
Bryan Rivera	Construction Management	Cal State East Bay	Mike Kress	YES
Kylie Wanner	Structural Engineering	University of California San Diego	Kevin Unverferth	YES
Manuel Ayala	Construction Management	Consumnes River College	Sergon Attisha	YES
William McLaughlin	Mechanical Engineering	SF State University	Rick McLaughlin	YES
Jhasua Vasquez	Civil Engineering	Cal Poly Pomona	Josh Andrews	YES
Alejandro Santos	Construction Management	Chico	William Cope	YES
Trevin Paulson	Civil Engineering	Oregon Tech	Jordan Gall	NO
Jesus Navarro	Construction Management	Sacramento State	William Cope	NO
Perry Payne	Business Construction	Sierra Community/Chico	William Cope	NO
Diego Villalpando	Civil Engineering	San Jose State	Rick McLaughlin	NO
Samantha Gomez	Construction Management	Sacramento State	William Cope	NO
Bennett Kruger	Construction Management	Chico	Mike Kress	NO
Daniel Aitken	Construction Management	Chico	William Cope	NO
Emmanuel Zepeda	Civil Engineering	Chico	William Cope	NO
Miles McDavitt	Mechanical Engineering	DVC	Josh DeLeon	NO
Devin Tatum	Civil Engineering	Cal Poly Pomona	William Cope	NO
Jackson Huffman	Construction Management	Chico	Rick McLaughlin	NO
Isac Bautista Mota	Construction Management	Sacramento State	Shelby / Olson	NO
Baihuan Zhang	Construction Management	Sacramento State	William Cope	NO
Lucas Grant	International Conflict Resolution	Cal State San Marcos	Joe Froome	NO
Danielle Dombrowski	Aerospace Engineering	University of SoCal	Mark P / Robert H	NO



A QUANTA SERVICES COMPANY

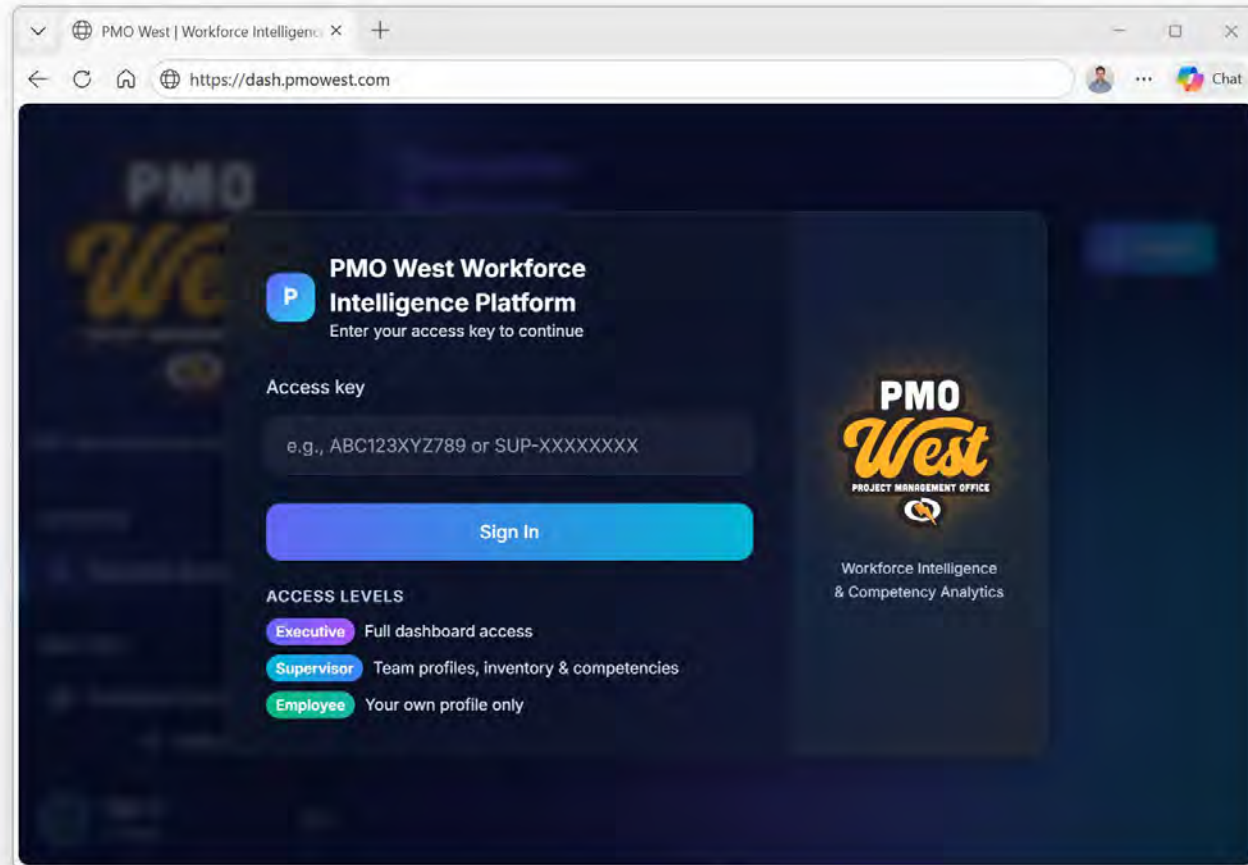


A QUANTA SERVICES COMPANY

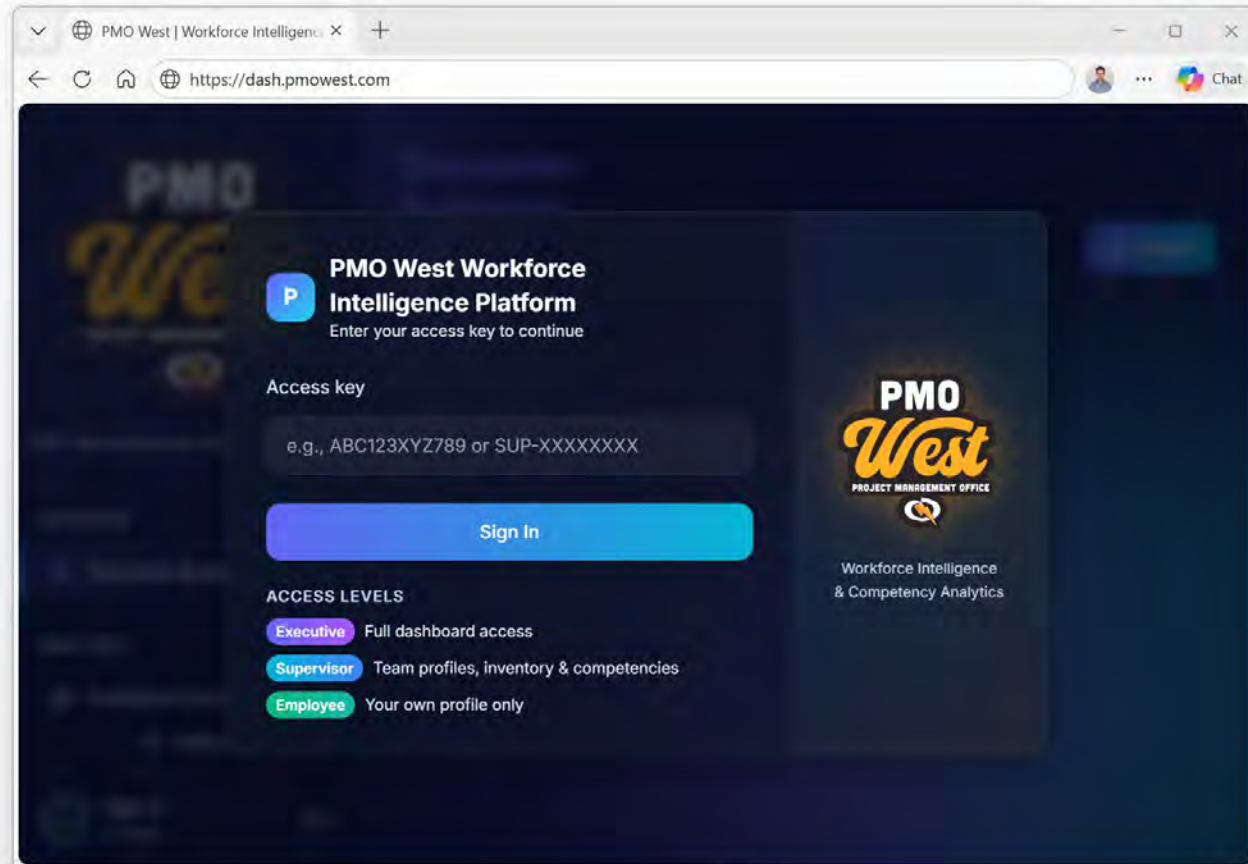


**UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026**

PMO West Workforce Intelligence



PMO West Workforce Intelligence



1Q26 Benchmark Top 5 Demands:

- Cost-to-Complete, Forecasting, Budget Management, WIP
- Software Tools & Proficiency (JDE, EcoSys, Hubble, HCSS, P6)
- Bid Preparation and Estimating
- Scheduling (P6 / MS Project)
- Contract Interpretation and Compliance, Subcontracts

Core Competencies:

- 80 Core Competencies across PCs, PEs, APMs, PMs
- Immersion Days across 2026
- Continuous Academy Training





PMO
West
PROJECT MANAGEMENT OFFICE

PMO WEST
IMMERSION SESSION

SAN RAMON MARRIOTT
3/11/26 | 1:00 PM PST



Be Creative.



Stephan

12,655

Total Course Completions



Leadership Moment

Presented by:

Robert Hartsock

Senior Project Manager

UCCo HQ, Benicia, CA



**UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026**



Supply Chain: Status & Future

Presented by:

Seth Gunsauls

President, Supply Chain

Quanta Services, Inc.



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Pennsylvania Transformer Technology, LLC

FOUNDED: 1929 | ACQUIRED: 2023



2026

QUANTA SUPPLY CHAIN STRATEGY OVERVIEW



DELIVER

CERTAINTY.



Quanta brings a wide range of Supply Chain capabilities to our Operating Units and Customers



PROCUREMENT CAPABILITIES



Quanta's centralized Supply Chain function, coordinating and aggregating demand across all Quanta Operating Units and establishing commercial partnerships with key suppliers across all major categories

WAREHOUSING AND LOGISTICS CAPABILITIES



Warehousing and distribution solutions company with advanced warehousing and kitting capabilities



Global logistics organization with the ability to manage all logistics needs for all material types with industry leading tracking and transparency

MANUFACTURING CAPABILITIES



Manufactures ~150 5 to 600 MVA (up to 345 kV) power transformers per year



Market leader in the engineering and manufacturing of line stringing equipment



Manufacturer of wood distribution and transmission poles



Manufactures ~100 5 to 30 MVA (up to 138 kV) power transformers per year



Manufacturer and distributor of safety equipment and tools



Manufacturer of ~600k T of rebar per year based in Osceola, AR

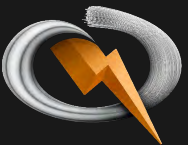
TURNING SPEND INTO STRATEGY



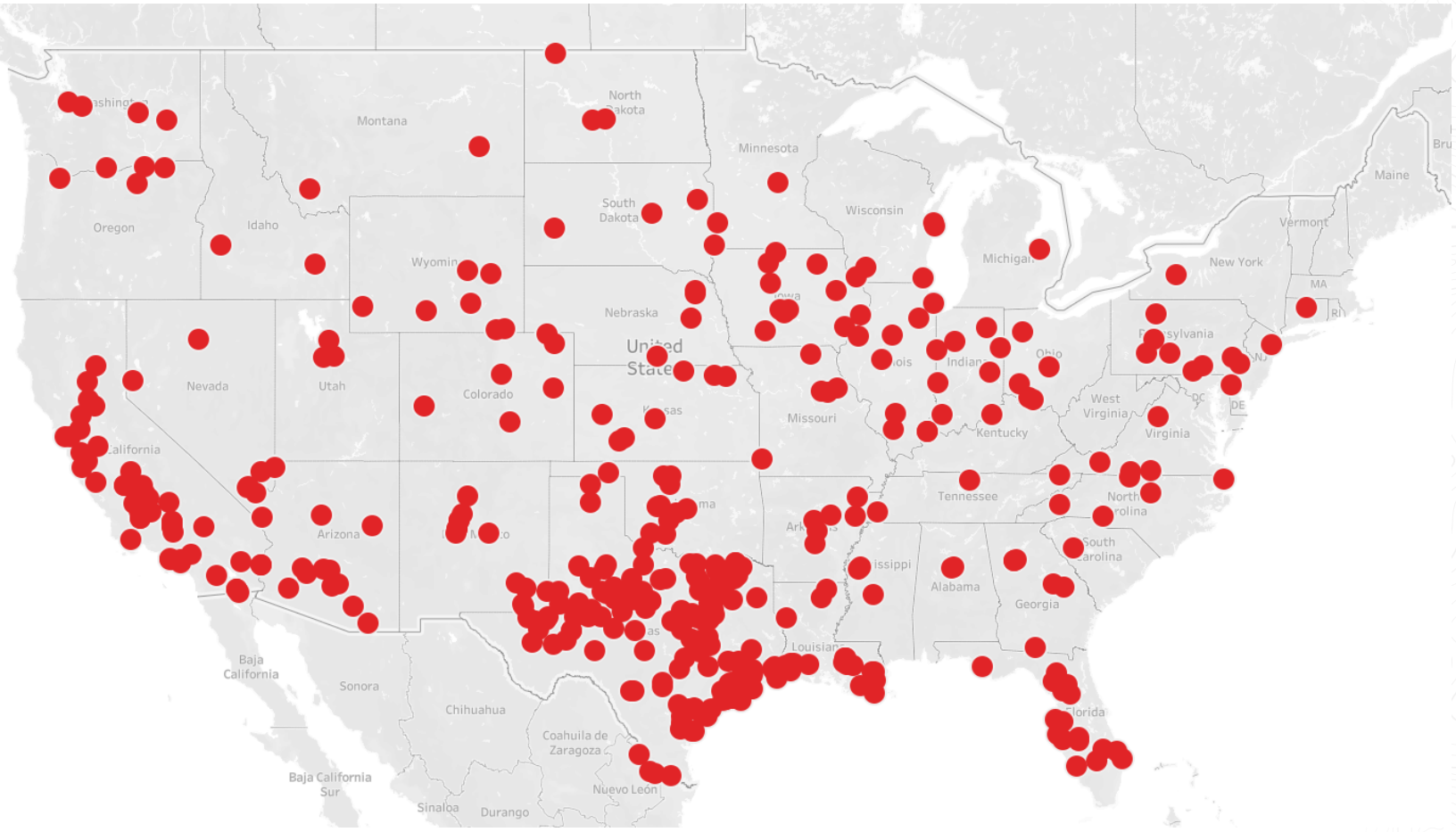
Company	Location	Founded	Years in Business	Employees	Acquired
Niagara Power Transformer	Buffalo, NY	1924	102	150	2024
Pennsylvania Transformer Tech	Canonburg, PA	1929	97	300	2023
Ampacity	Monterey, CA	2014	12	340	2023
TG Mercer	Houston, TX	1912	114	200	2013
SafetyTest	Shelby, NC	1947	79	150	2023
Sherman + Reilly	Chattanooga, TN	1927	99	250	2024
Energy Link	Houston, TX	2025	1	50	Internal Startup
Bell Lumber & Pole	New Brighton, MN	1909	117	400	2025 (Investment)
			621	1840	



Supply Chain Entities Map



We have procured for over 1,700+ projects in the last 5 years across North America



1,700+

EPC projects completed for 193 customers across 38 states over the last 5 years

\$15B+

In total procurement spend managed across our portfolio of projects between 2020-2025

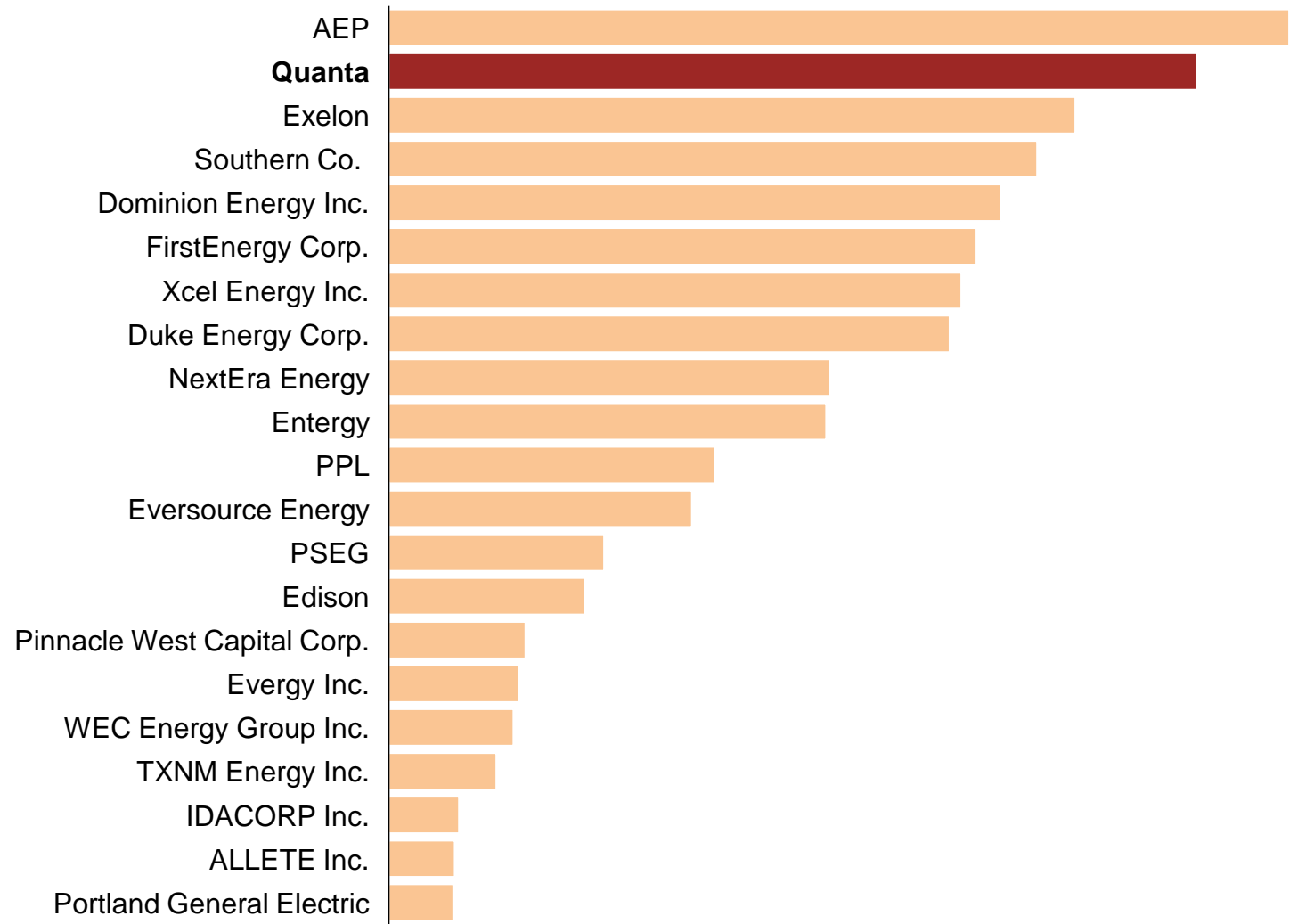
150+

Strategic supplier relationships established over the years helping us deliver industry leading Supply Chain support for our project teams



Quanta is able to leverage one of the industry's largest Supply Chain functions

Annualized 2025-2027 Capex



Source: 2024 S&P Global Capex forecasts for in service transmission and distribution plants
Material spend is assumed to comprise ~40% of reported figures based on sample sets of categorized capital spend from representative utilities
Utility spend data excludes overhead, intra-company transfers, and non-procurable items

We have executed some of the most complex projects in the last decade



SUNZIA

551 MILES

Of 525kV HVDC transmission line

~ 450,000 TONS

(~900,000,000 lbs.) of steel used

~ 1,900 MILES

Of underground cable

~ 5,700 MILES

Of overhead conductor

~ \$800 MILLION

In material spend managed by Quanta

GATEWAY SOUTH

416 MILES

Of single circuit 500kV AC transmission line

~ 28,500 TONS

(~57,000,000 lbs.) of lattice steel used

~ 1,600 STRUCTURES

Of Guyed-V & 4-Legged Mix Structures

~ 5,500 MILES

Of overhead conductor

~ \$175 MILLION

In material spend managed by Quanta

933 MW SOLAR

21,408

Single axis tracker rows

~ 230,000

H-piles Installed

3

345kV substations built

~ 200 INVERTER

Skids purchased and installed

~ \$300 MILLION

In material spend managed by Quanta

How we can deliver additional value through end-to-end EPC solutions



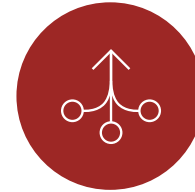
LEVERAGING OUR SCALE TO DRIVE BETTER COMMERCIAL TERMS

With ~\$4B in material spend per year, Quanta is able leverage scale to achieve market leading pricing, better lead times (helping to optimize / accelerate project schedules), and stronger supplier relationships



GREATER PROJECT / FIELD COORDINATION AND FLEXIBILITY

Quanta's Supply Chain is heavily integrated with our field operations, allowing us to identify and manage potential pain points before they can become and issue, helping keep our projects on time and on budget



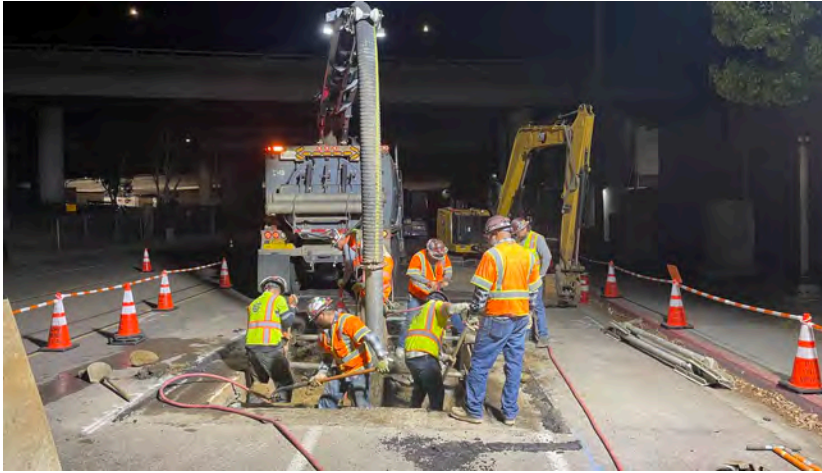
SEAMLESS COORDINATION ACROSS QUANTA'S FULL SOLUTIONS SET

With seamless integration across our Engineering, Operations, and Supply Chain teams, we are able to drive enhanced estimate accuracy, better project scoping / cost effectiveness, and better overall constructability



ABILITY TO LEVERAGE BALANCE SHEET TO MEET PROJECT NEEDS

Given our size and scale, we are able to leverage our balance sheet to meet the specific needs of our projects and customers (e.g., securing manufacturing slots for long lead time equipment, purchasing warehousing space, taking on and managing inventory, deploying flexible commercial arrangements)



BREAK

2:30pm to 2:50pm



Leadership Moment

Presented by:

Christopher Curtis

Project Manager
UCCo HQ, Benicia, CA



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Special Guest: 99% committed vs 100% Committed

Presented by:

Manley Feinberg

Vertical Lessons

IMC



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CONFERENCE 2026

Leadership Moment

Presented by:

Eric Simmons

Shop Foreman

UCCo HQ, Benicia, CA



**UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026**



AI in Operations

Presented by:

Sergon Attisha

Director of Operations, Northern Division
UCCo HQ, Benicia, CA

Josh DeLeon

Director of Fleet
UCCo HQ, Benicia, CA



UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026

ANNUAL MEETING • DAY 1

AI IN OPERATIONS

How we're using AI to reduce administrative load
and drive toward 13% Operating Income

A WELCOME MESSAGE FROM STKY MAN



Welcome to AI in Operations

STKY Man sets the stage.



AI GENERATED

STKY MAN

Safety Supervisor • Superhero Division

*"Faster than a safety violation.
Stronger than an OSHA fine.
Able to close out a job
in a single bound."*

Stay for the video ▶



STKY Man — Flying to Save the Day

No job too big. No admin task too small.

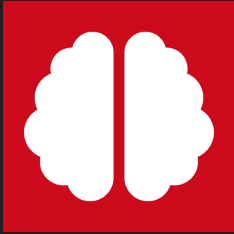
MEET YOUR SAFETY SUPERVISOR



Our Safety Supervisor — AI Edition

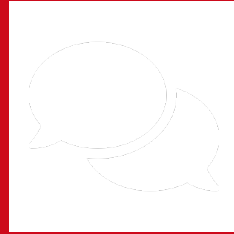
Because even AI knows safety comes first.

WHY WE'RE HERE



Surface Real Usage

AI is already being used across our org — today we make it visible.



Share & Learn

Real examples from the field beat any presentation slide.



Drive to 13%

Every hour saved on admin work is energy put toward Op Inc.

THE RULE OF THE ROOM



"No wrong answers.
Only unexplored opportunities."

1. Share what you're actually doing — not what sounds good

2. If you haven't tried AI yet, that's a conversation starter

3. Practical > polished. Screenshots welcome.

4. We will put people on the spot — in a good way

WHERE AI FITS IN OUR WORK



Estimates & Scope

Reviewing specs, catching discrepancies, cross-referencing IFC drawings

Field Reporting

Daily logs, RFIs, safety reports — drafted faster with AI assist

Email & Comms

Drafting subcontractor notices, client updates, compliance letters

Scheduling & Lookup

Summarizing long docs, building task lists, paraphrasing contract terms

Research & Code

Finding NorCal rates, regs, PG&E specs — and even writing scripts

Reporting & Analysis

Turning raw data into executive summaries and cost comparisons



STKY Man — Flying to Save the Day

No job too big. No admin task too small.

LET'S HEAR FROM YOU

Discussion Prompts

Q1: What's one task you used to spend 30+ minutes on that AI now handles in minutes?

Everyone

Q2: Have you used AI to review a spec, scope, or estimate? What happened?

PMs & Estimators

Q3: What's holding you back from trying AI on a daily task?

Open floor

Q4: Where do you see the biggest time-savings opportunity in your day?

Field & Office

15-MONTH ROLLING FORECAST
 183 committed • 0 uncommitted • Forecast Date: December 2025 • WIP: 104 jobs (embedded)

VIEW: COVER COMMITTED UNCOMMITTED DIVISION: All Divisions SEARCH: Job # or name AG OF: March 2026 104 jobs HIDE GPS X CLEAR FILTERS

ALL DIVISIONS - 15-MONTH FORECAST DASHBOARD

	TOTAL COMMITTED	TOTAL UNCOMMITTED	COMBINED TOTAL
Revenue	\$133.70M	\$0	\$133.70M
GPS	\$14.72M	\$0	\$14.72M
GPS%	11.0%	0.0%	11.0%
Jobs	183	0	183

QUARTERLY SUMMARY - TOTAL (COMMITTED + UNCOMMITTED) DIVISION: All Divisions YEAR: 2026

QUARTER	COMMITTED REV	UNCOMMITTED REV	TOTAL REVENUE	TOTAL GPS	GPS%
Q1 2026	\$0	\$0	\$0	\$0	0.0%
Q2 2026	\$0	\$0	\$0	\$0	0.0%
Q3 2026	\$0	\$0	\$0	\$0	0.0%
Q4 2026	\$0	\$0	\$0	\$0	0.0%
Total 2026	\$0	\$0	\$0	\$0	0.0%

MONTHLY BREAKDOWN - 2026 SELECTED YEAR NEXT 16 MONTHS

MONTH	COMMITTED REV	UNCOMMITTED REV	TOTAL REVENUE	TOTAL GPS	GPS%
Jan 2026	\$0	\$0	\$0	\$0	0.0%
Feb 2026	\$0	\$0	\$0	\$0	0.0%
Mar 2026	\$0	\$0	\$0	\$0	0.0%
Apr 2026	\$0	\$0	\$0	\$0	0.0%
May 2026	\$0	\$0	\$0	\$0	0.0%
Jun 2026	\$0	\$0	\$0	\$0	0.0%
Jul 2026	\$0	\$0	\$0	\$0	0.0%

WC Will Cope
 Field Operations

USING AI FOR:

15-Month Rolling Forecast

DISCUSSION PROMPT:

"Will, walk us through what you showed me — how long did that used to take you?"

ITS Weekly Spending Report: ITS Cost Spending Report



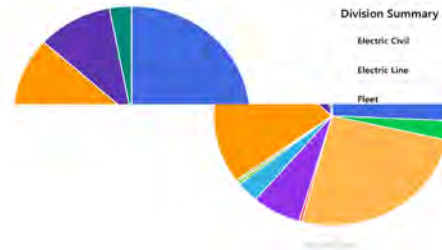
ITS Cost Spending Report

Comprehensive Division Cost Analysis and Job Tracking

Last updated: 02/03/2026 09:33:23

Annual Spending Overview

Distribution of costs across all divisions - click any slice to view details



Division Summary

Electric Civil	\$43,042.23
Electric Line	\$4,760.46
Fleet	\$42,761.79
Fueling	\$670.25
Gas Distribution	\$11,170.32
Island Mechanical	\$5,132.20
Major Projects	\$717.54
Major Projects-Other	\$-563.40
No. Cal. Gas	\$36,340.27
Safety	\$17,180.36
So Cal	\$5,028.77
Total Spending	\$166,240.79

Weekly Top Ten Transactions

Highest spending transactions from the latest week of activity

Rank	Amount	Job	Foreman	Division
#1	\$4,238.59	26755-002 Job 26755-002	Adrian Segura	Gas Distribution
#2	\$1,800.00	130272 Job 130272	William McConnell	Fleet
#3	\$1,800.00	130259 Job 130259	Eric Simmons	Fleet
#4	\$1,800.00	130266 Job 130266	Eric Simmons	Fleet
#5	\$1,477.60	26755-002 Job 26755-002	Adrian Segura	Gas Distribution
#6	\$1,800.00	130270 Job 130270	William McConnell	Fleet
#7	\$1,473.64	34100770.6799 Job 34100770.6799	Eric Simmons	Fleet
#8	\$977.51	23182 Job 23182	Eric Simmons	Fleet
#9	\$5,028.77	So Cal	So Cal	So Cal
#10	\$17,180.36	Safety	Safety	Safety

TOTAL SPENDING
\$166,240.79

Last updated: 02/03/2026

DIVISION SUMMARY

- Electric Civil **\$43,042.23**
- Electric Line **\$4,760.46**
- Fleet **\$42,761.79**
- Fueling **\$670.25**
- Gas Distribution **\$11,170.32**
- Island Mechanical **\$5,132.20**
- Major Projects **\$717.54**
- No. Cal. Gas **\$36,340.27**
- Safety **\$17,180.36**
- So Cal **\$5,028.77**

Week Ending	Order ID	Division	Amount
01/03/2026	53247	Gas Distribution	\$4,238.59
01/03/2026	53115	Fleet	\$1,800.00
01/03/2026	53118	Fleet	\$1,800.00
01/03/2026	53119	Fleet	\$1,800.00
01/03/2026	53257	Gas Distribution	\$1,477.60
01/03/2026	53129	Fleet	\$1,473.64
01/03/2026	53134	Electric Line	\$977.51
01/03/2026	53193	No. Cal. Gas	\$5,028.77

UECCO SCHEDULE

SCHEDULE | JOB DATA

WEEK START: 03/09/2026 SUPERINTENDENT: Name REGION: BAY AREA REGION WEEKS: 2 Weeks

ADD FOREMAN | MANAGE CREWS SUPERINTENDENT: All Superintendents FOREMAN: All Foremen DAY: All Days

DAY: All Days CLEAR

LEGEND: Active Holiday/Cancelled Today Auto-populated from Job Data SF/Diablo/East Bay Mission/Peninsula Central Coast/SJ Stockton/Yosemite North/Humboldt/Sonoma

Type a job # → detail auto-fills from Job Data tab • Ctrl+S saves

WEEK 11 03/09/2026 - 03/15/2026						
MON 03/09/2026	TUE 03/10/2026	WED 03/11/2026	THU 03/12/2026	FRI 03/13/2026	SAT 03/14/2026	SUN 03/15/2026
Holiday	Holiday	35571597 24800 - 2151 Clawiter Rd, Hayward USA y 202511002291 LEGAL 11/13/2025 EXP 12/08/2025 PERMIT y PMT Vac Truck for UEC Line Crew Loc 2 NOTIFY y HOURS 8:30AM-3:30PM	No Activity	No Activity	PM #	PM #
+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB
Jesse Serna Abraham Guerra						
Holiday	Holiday	35567037 24288-37 - 2408 Grimsby Dr, Antioch USA y 2025090003133 LEGAL 11/06/2025 EXP 12/02/2025 PERMIT y ENCP2024 EXP 12/02/2025 PMT 1 & Y MO-09-42 BOX SECONDARY ASSEMBLY 24-38*28 NOTIFY y SPOILS y TO y HOURS 8:30AM-3:30PM	46333727 24288-54 - 1308 Corte De Los Vecinos, Walnut Creek USA y 202510503184 LEGAL 11/07/2025 EXP 12/02/2025 PERMIT y AED-1120 NOTIFY y SPOILS y HOURS 8:00AM-4:00PM	No Activity	PM #	PM #
+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB	+ ADD JOB
Jesus Ochoa Abraham Guerra						

NH

Nick Hanhan

Project Management

USING AI FOR:

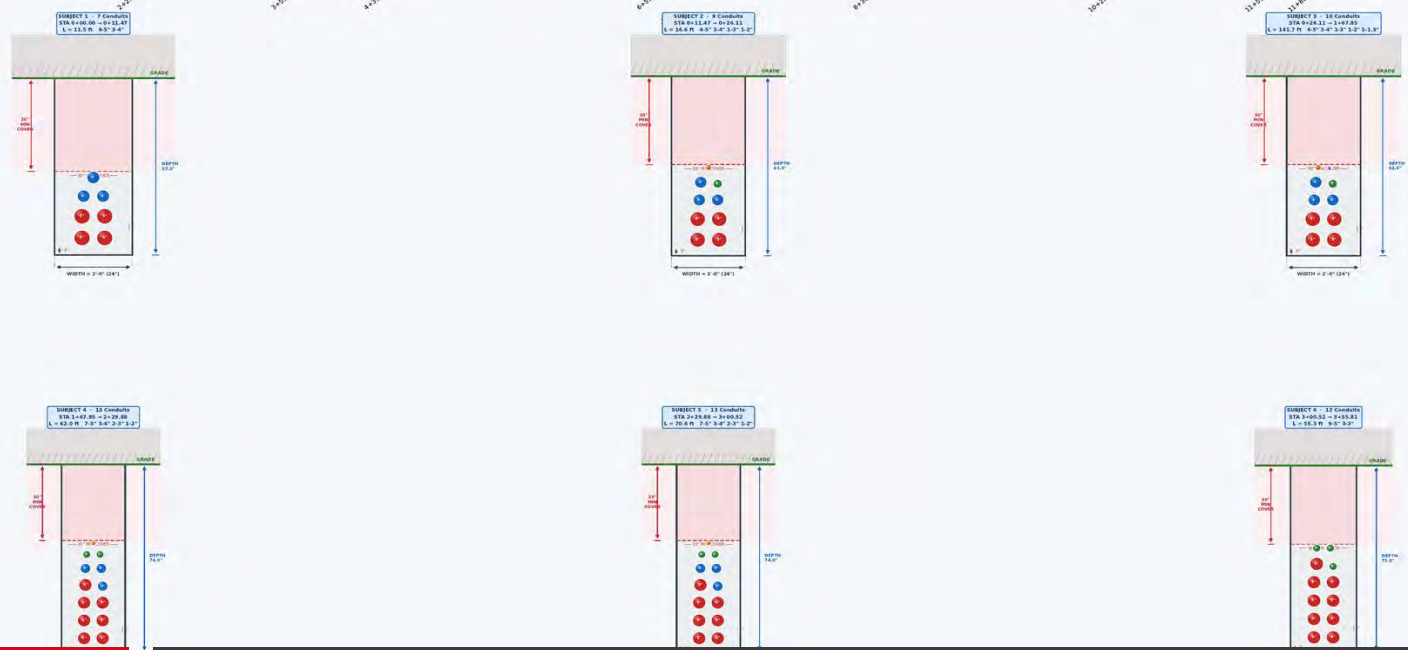
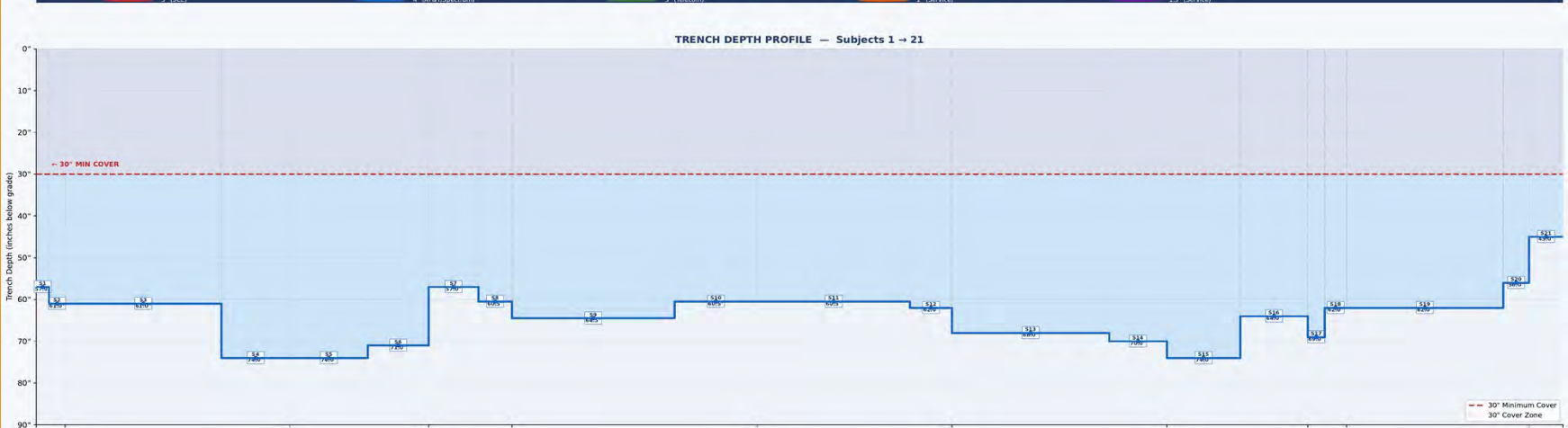
Crew Scheduling & Job Data

DISCUSSION PROMPT:

"Nick, walk us through the UECCO schedule — how has AI changed how you manage crews and job data?"

JOINT TRENCH — BIDDABLE PROFILE & CROSS-SECTIONS

Alignment: STA 0+00 — 13+84.70 | 21 Subjects | Total: 1384.7 ft | 3" Bot. Clearance · 2" Spacing · 30" Min Cover · 2-Wide Stack



DL

Devin Lagorio

Estimator

USING AI FOR:

Joint Trench Profile & Design

DISCUSSION PROMPT:

"Devin, what's the one thing you couldn't do before AI that you can do now?"

CC

Chris Curtis*Project Management*

USING AI FOR:

**Estimate cross-referencing
& RFIs**

DISCUSSION PROMPT:

"Chris, show the room what you're doing — what problem does this solve for you?"

ADD SCREENSHOT HERE

*Add your screenshot here:
Replace this box with Chris's actual AI screenshot before the session.*

RH

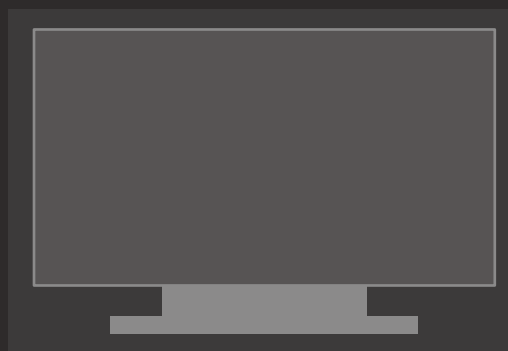
**Robert
Hartsock**
Operations

USING AI FOR:

**Administrative load
reduction**

DISCUSSION PROMPT:

*"Robert, how much time is this
saving you per week — give us
a real number."*



ADD SCREENSHOT HERE

*Add your screenshot here:
Replace this box with Robert's actual AI screenshot before the session.*

GAVIN NICKEL - UNDERGROUND CONSTRUCTION CO.

My Work with Artificial Intelligence

Equipment Auditing · Job Controls · Training · Daily Productivity · Excel Automation

01

Ecosys - HCSS - Claude AI Equipment Cost Auditing

Used Claude AI to cross-reference Ecosys transaction detail against HCSS equipment grids — catching hour discrepancies across active jobs and replacing manual spreadsheet reconciliation entirely.

Jobs 40076 + 40085 + 40086 — Discrepancy Notes (Biweekly Equipment Excluded)									
Every equipment piece and week where hours are NOT green, or where combined Ecosys hrs exceeded 40 in a single week. Click any week link to jump to that tab.									
Red = Ecosys overcharge Blue = HCSS higher or HCSS only Gray = Ecosys only Gold = combined Ecosys > 40 hrs Blue badge=40076 Green badge=40085 Orange badge=40086									
Equipment	Job	Description	Week Ending (Click to navigate)	Ecosys (hr)	HCSS (hr)	Hr Diff	\$ Impact	Status	Flag
00459K	40076		12/14/25	40	-	-	-	Ecosys Only	
	40076		12/21/25	40	-	-	-	Ecosys Only	
	40076		12/28/25	24	-	-	-	Ecosys Only	
	40076		01/04/26	24	-	-	-	Ecosys Only	
	40076		01/11/26	40	-	-	-	Ecosys Only	
120094	40076	Dodge Extended 4x2 Gas LTE	10/26/25	107	40	67	\$808.69	Ecosys Overcharge	▲ Combined Ecosys > 40 hrs (107.0 hrs)
	40076		11/02/25	40	20	20	\$241.40	Ecosys Overcharge	
	40076		11/09/25	40	-	-	\$482.80	Ecosys Only	
	40076		11/16/25	40	-	-	\$482.80	Ecosys Only	
	40076		11/23/25	40	-	-	\$482.80	Ecosys Only	
	40076		11/30/25	24	-	-	\$289.68	Ecosys Only	
	40076		12/07/25	40	-	-	\$482.80	Ecosys Only	
	40076		01/11/26	40	-	-	\$482.80	Ecosys Only	
	40076		12/14/25	24	24	-	\$320.22	Ecosys Only	
	40076		12/14/25	30	78	-	\$371.52	Ecosys Only	
120099	40076		12/14/25	17.5	-	-	\$231.18	Ecosys Only	
120149	40076		12/14/25	38.1	-	-	\$503.30	Ecosys Only	
120202	40076		12/14/25	8.51	-	-	\$112.42	Ecosys Only	
120251	40076		12/14/25	22	-	-	\$426.58	Ecosys Only	
120259	40076		01/18/26	40	-	-	\$775.60	Ecosys Only	
120273	40076		02/01/26	40	-	-	\$775.60	Ecosys Only	
40076		02/08/26	40	-	-	\$775.60	Ecosys Only		
40076		02/15/26	40	-	-	\$775.60	Ecosys Only		
40076		02/22/26	40	-	-	\$775.60	Ecosys Only		
40076		03/01/26	40	-	-	\$775.60	Ecosys Only		
120275	40076	14 Dodge 5500 Ram	02/22/26	32	01	30	\$38.97	Ecosys Overcharge	
	40076		03/08/26	-	30	-	-	HCSS Only (not in Ecosys)	
120276	40076	14 Dodge 5500 Ram	03/07/26	32	40	-8	(\$155.12)	HCSS Higher	
	40076		11/02/25	24	20	4	\$77.56	Ecosys Overcharge	

SCREEN SHOT SHOWS

- Ecosys vs. HCSS side-by-side comparison table
- Color-coded variances by equipment ID & week
- Applied live to Jobs 40076 & 40086

GN

Gavin Nickel

Field Operations

USING AI FOR:

Equipment Cost Auditing

DISCUSSION PROMPT:

"Gavin, you replaced an entire manual spreadsheet reconciliation — tell the room what that actually means in time saved."

✓ Concrete Mix Design – Test Data Inclusion Summary

Item	Included in Submittal	Basis
Concrete Mix Design	✓ Yes	Full mix designs for 3500, 4000, and 5000 psi with proportions, W/CM, admixtures, and strength criteria [1]
Fly Ash	✓ Yes	ASTM C618 / AASHTO M295 chemical & physical test reports included (strength activity index, fineness, chemistry) [1]
Pozzolan	✓ Yes	Fly ash is a pozzolan and is fully tested and documented per ASTM C618 [1]
Slag Cement	✗ No	No slag cement (GGBFS) listed in mix designs or certifications [1]
Aggregates	✓ Yes	Aggregate gradations, source certifications, durability, soundness, and ASR data provided [1]
Compressive Strength Tests	✓ Yes	Historical compressive strength test data and statistical evaluations included for all mixes [1]
Unit Weight of Structural Concrete	✓ Yes	Unit weight values listed in mix design data sheets [1]
Air Content	✓ Yes	Air content specified in mix properties and reflected in test data [1]
Slump Tests	✓ Yes	Slump values shown in mix designs and strength test records [1]
Water	✓ Yes	Total water, water per sack, and W/CM ratios documented [1]

✓ Bottom Line

- All listed items are included except Slag Cement, which is not part of these mixes.
- Fly ash is fully supported with test data and also satisfies the pozzolan requirement.
- This submittal meets typical 03 30 00 mix design and testing documentation expectations.

MR

**Michell
Remley**
Operations

USING AI FOR:

Spec Submittal Verification

DISCUSSION PROMPT:

"Michell, you needed to verify 9 submittal items against spec 03 30 00 — how long would that have taken without AI, and how long did it actually take?"

13%

OPERATING INCOME

AI helps us get there by:

Every hour saved on admin = more time executing

AI doesn't replace judgment — it clears the path to use it

Small wins compound: estimate review, daily logs, RFIs

Our edge is speed + accuracy. AI amplifies both.

GETTING STARTED — TODAY



TOOLS TO TRY RIGHT NOW

Claude (claude.ai)

Spec review, email drafts, analysis

ChatGPT

General tasks, Q&A, summarizing

Copilot (M365)

Already in your Office apps

Gemini

Google Workspace integration

QUICK WINS TO TRY THIS WEEK

→ Paste a spec section → ask 'What's missing?'

→ Upload an estimate → ask 'Flag discrepancies'

→ Draft a subcontractor notice in 30 seconds

→ Summarize a 20-page IFC drawing narrative

→ Ask it to write your daily log from bullet notes

KEY TAKEAWAY

The best AI tool
is the one you
actually use.

Start small. Share what works. Build from there.



Any Questions?

Thank you — now go use AI for something this week.



Event Updates & Evening Agenda

Presented by:

Ryan Griffith

General Superintendent, Electric Civil
UCCo HQ, Benicia, CA



UNDERGROUND
SAFETY & LEADERSHIP
CONFERENCE 2026