Case Study: TruGrid Completes More than 365 Days with 0.0 TRIR

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Table of Contents

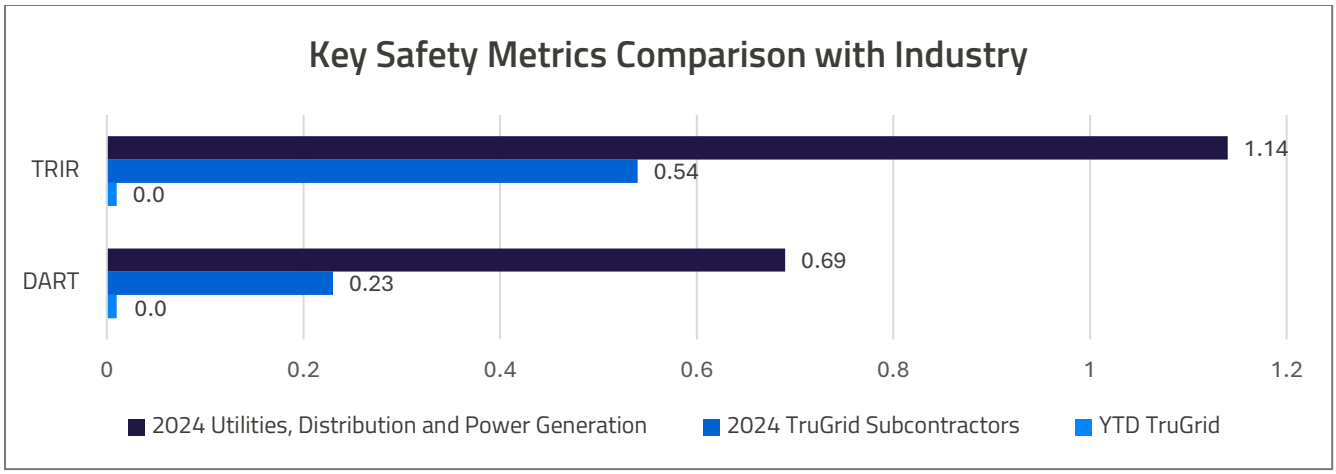
Introduction

For more than 12 straight months, TruGrid, an engineering, procurement, and construction (EPC) company, has done something that not many EPCs can say they've done; the company completed five projects with zero Occupational Safety and Health Administration (OSHA) recordable incidents. That's a 0.0 Total Recordable Incident Rate (TRIR) for over an entire year, which puts TruGrid among the safest organizations in the energy industry.

This accomplishment is the outcome of intentional leadership, disciplined processes, and an elevated safety culture. This article is a case study that looks at how TruGrid achieved its safety milestone and outlines a repeatable framework for future projects. It includes actionable steps for EPCs and any type of contractor to avoid OSHA violations, mitigate risk, and ensure the safety of people and property on jobsites.

Case Study Background

As an energy storage and solar EPC company that also provides operations & maintenance (O&M) services, TruGrid and its employees operate in complex environments that inherently involve elevated risks. Daily risks on an energy storage jobsite can include electrical hazards and high-voltage exposure, thermal runaway and fire risk, and heavy equipment operation. Based on the most recent data from the U.S. Bureau of Labor Statistics, the average TRIR for construction companies, including but not limited to renewable energy EPCs, typically ranges from 1.5 to 2.3. Furthermore, proprietary data from ISNetworld® shows an average TRIR of 1.14 for utilities and renewable industry companies within the platform. With a 0.0 TRIR, TruGrid ranks among the safest organizations in the renewable energy industry.



ISNetworld data displays Total Recordable Incident Rate (TRIR) and Days Away, Restricted, or Transferred (DART) for TruGrid, TruGrid subcontractors, and all companies within the ISNetworld platform that are identified as utilities or renewable industry companies.

As TruGrid scaled its portfolio of projects and surpassed more than 200,000 craft hours in 2025, leadership recognized that sustainable growth would only be possible if safety performance advanced at the same or even greater pace. This case study outlines how that demand was met.

Challenge

As with all EPCs, TruGrid faces challenges to ensure every project site maintains consistent and high-quality safety performance, even with varying subcontractors, changing work conditions, and tight schedules. The company has a deep understanding and commitment to addressing risks proactively, rather than reactively, as well as ensuring subcontractors are integrated into a unified safety culture. Achieving this also requires a learning framework that can quickly adapt to emerging hazards while maintaining production and schedule commitments. Achieving a zero-recordable year depended on implementing structured processes that were embraced and executed consistently by all project partners, from leadership and field crews to subcontractors and clients.

One specific challenge on a project site in Texas, referred to as Project 1, included a late start to construction due to permitting delays. This expedited the execution timeline. Another project site, referred to as Project 2, experienced severe weather during regular working hours and overnight.

Approach

TruGrid's approach to achieving an entire year with zero recordables was built on a combination of leadership engagement, disciplined processes, and a culture that empowers every team member to prioritize safety. From executives to field crews and subcontractors, the company focuses on creating clear expectations, providing the necessary resources, and integrating safety into every aspect of project execution. This approach ensures that risk is proactively managed, decisions are informed, and safety becomes a shared responsibility rather than a checklist item. All of these pieces combine to form a proactive safety culture that plays out as a personal commitment from each employee to work safely. TruGrid's safety culture is a non-negotiable expectation for all staff members, and it is each employee's responsibility to keep all people and property safe.

1. Leadership Alignment & Strategic Investment

TruGrid's executive team is aligned by the corporate values that place safety at the top, making it clear that everyone works safely because the well-being of employees, customers, and the environment matters. With that mindset, the executive team holds weekly health, safety, and environmental (HSE) dashboard reviews with senior leadership to create transparency and accountability. Leaders participate in startup meetings, pre-mobilization risk reviews, and regular jobsite walks, demonstrating visible ownership of safety outcomes. Additionally, each month, the company holds a mandatory 30-minute meeting for all employees to attend. The contents of the meeting include current safety risks, company-wide metrics, action items for all employees to take to ensure the safety of themselves, others, and property.

This shared culture is reinforced daily through open communication, peer accountability, and a mindset that safety is a collective responsibility. Crews actively look out for one another, raise concerns without hesitation, and treat safety discussions as a normal part of the workday. This level of engagement creates an environment where proactive decision-making thrives and where every individual, regardless of role, contributes to keeping the jobsite safe.

The TruGrid team also made significant financial investments in safety in 2025. The company allocated a large sum to upgrade personal protective equipment (PPE), maintain digital reporting platforms such as ISNetworld, use safety workflow platforms such as SALUS on a

consistent and structured basis, enhance training, and ensure resources can rapidly respond at both corporate and project levels. Project managers also had access to safety contingency funds to address hazards immediately rather than waiting for administrative approval.

The combination of leadership visibility and safety budgeting helped TruGrid maintain its grade as an A-rated contractor in ISN throughout the year.

2. Integrated Field Management & Subcontractor Alignment

TruGrid's HSE managers serve as hands-on, on-site partners to the field teams. Their training ranged from OSHA and National Fire Protection Association certifications to root analysis developments. This allows them to guide work sequencing, lead toolbox meetings, and conduct daily hazard reviews. Their regular presence on jobsites fosters a preventive mindset and helps crews anticipate hazards rather than respond to them. Not only that, but their presence puts a friendly face to safety protocols that can sometimes come off as just another set of rules.

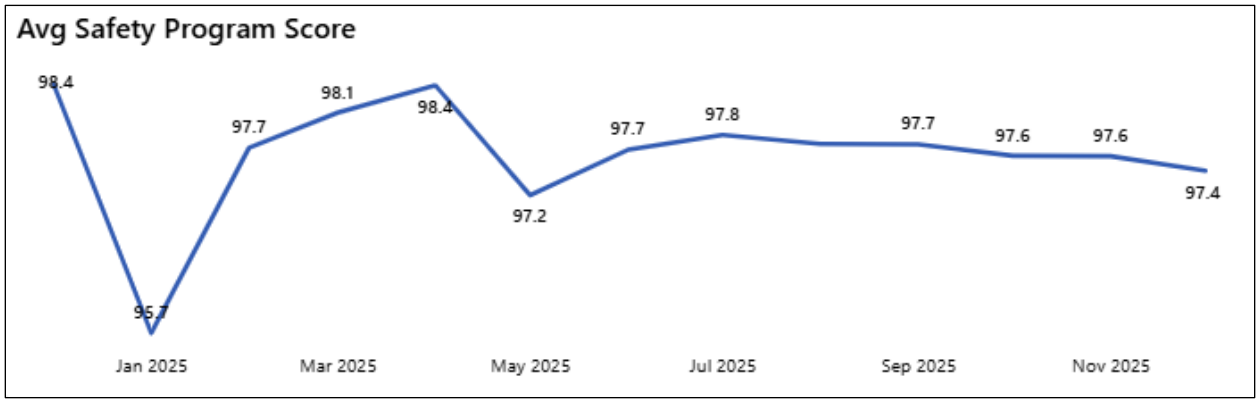
Picture of TruGrid team at Project 1 participating in a daily toolbox talk, a dedicated time that allows project crew members to discuss daily work activities, potential hazards, and stretch before beginning work.

Subcontractors are also fully integrated into the safety system. Through a rigorous prequalification process, TruGrid evaluates TRIR trends, safety programs, certifications,

leadership practices, and ISN ratings. TruGrid only awards work to subcontractors that have A or B ratings within ISN, which is an indicator of a company's safety record and ability to follow best practices.

Once on site, subcontractors participate in the same pre-task planning, coordination meetings, and stop-work authority expectations as TruGrid employees. This creates uniformity across trades and ensures that everyone operates under the same standards.

TruGrid's safety goals and alignment with subcontractors are evident in TruGrid's Average Safety Program Score, which is calculated by the ISN Review and Verification Team to grade subcontractor programs and safety manuals based on OSHA regulations.



This chart shows the average safety program score in ISNetworld for all TruGrid subcontractors.

In 2025, TruGrid subcontractors averaged 97.6 out of 100% for their written program score in ISNetworld. As outlined in the graphic above, the entire year maintained a score between 98.4 and 95.7. These scores are reflective of TruGrid's proactive safety measures and its overall program performance.

In the example of Project 1 that experienced permitting delays, coordination with subcontractors and the client was especially vital to ensuring that the project was executed safely and on schedule. All parties examined the potential risks associated with a delayed and expedited timeline and appropriately collaborated to mitigate and prevent any safety hazards.

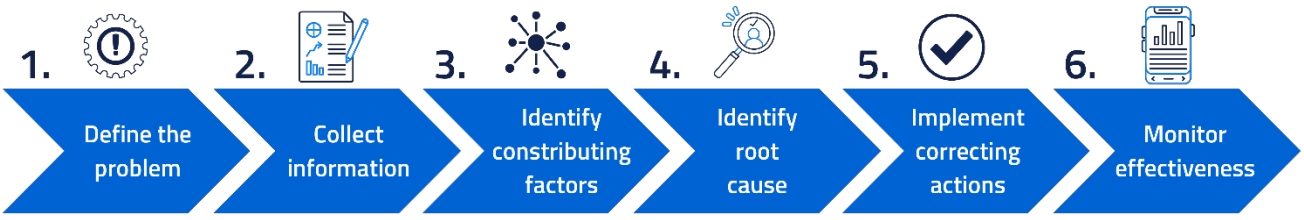
3. Training, Continuous Improvement & Risk-based Decision Support

TruGrid regularly strengthens its employee competencies through multi-layered training. Every newly hired employee completes a comprehensive orientation that introduces electrical safety, energy storage hazards, emergency response, weather hazards, and protocols that are specific to each site. Daily toolbox talks, weekly training topics, and annual refreshers are also incorporated to reinforce expectations and address risks that arise over time. Additionally, the use of a digital learning platform proved to be widely successful, with TruGrid achieving completion rates above 98 percent across all required modules in 2025.

In the example of Project 2, which experienced several severe weather events, the skills and procedures that were learned during inclement weather training were vital to the safety of all employees and the prevention of damage on sites. The site management consistently monitored weather forecasts and was able to proactively ensure employees prepared the site for inclement weather while also making sure that all employees were in safe areas when severe storms hit.

Continuous improvement and identifying points of risk also play a central role in TruGrid's success. Every near miss and hazard observation undergoes a thorough evaluation that uses structured root-cause analysis tools. Insights from these reviews led to improvements, such as redesigned traffic flow plans, incorporating dedicated walkways, and more rigorous pre-task coordination with subcontractors.

While TruGrid uses a standardized root-cause analysis process, company procedures define specific individuals who must act during each phase of the analysis.



Sample root cause analysis process chart used to identify every near miss or hazard observation.

The root cause analysis includes the following steps and assignments:

1. **Define the problem**
    - **Overview:** clearly state what happened and what could have happened.
    - **Roles involved:** reporting employee, on-site supervisor, HSE representative.
    - **Outcome:** concise, factual description of the event or near miss.
2. **Collect information**
    - **Overview:** gather all relevant data and perspectives to understand the contributing conditions.
    - **Information sources:** employee statements, witness accounts, photos, measurements, environmental conditions, equipment and material locations, training records or job safety analysis for the task, and site-specific procedures or deviations.
    - **Roles involved**: supervisor, HSE team, craft leads.
3. **Identify possible contributing factors**
    - **Overview:** assess all potential causes, including environmental, equipment-related, procedural, or behavioral.
    - **Roles involved:** HSE representative, craft leaders, and supervisor.
4. **Identify the root cause**
    - **Overview:** identify core reasons, not just symptoms, of what contributed to the situation.
    - **Tools and considerations:** Use the "5 whys" problem-solving method by asking "why" five times to trace and issue back to its root cause, use a cause-and-effect diagram, and create a sequence map.
    - **Roles involved:** HSE team, superintendent, quality assurance, and quality control team.
5. **Implement corrective actions**
    - **Overview:** determine what needs to be changed to prevent recurrence.
    - **Roles involved:** HSE team, project management, and supervisors.
6. **Monitor effectiveness**
    - **Overview:** Verify that corrective actions work and that risk has been eliminated or mitigated.

- **Roles involved:** HSE team, supervisors, craft employees.

Results & Conclusion

By using a unified safety framework that ensures strong leadership alignment, subcontractor integration into processes, strong training programs, and thoughtful pre-task planning, TruGrid completed more than an entire year without a single OSHA recordable incident. The company delivered more than 200,000 work hours safely, with work being performed by subcontractors prequalified in ISNetworld with an A or B rating. Field teams also shared that they felt more confident in hazard controls, communicated more openly, and stepped in sooner with stop work authority whenever something did not feel right.

This culture of accountability and personal commitment has not only remained strong but has grown measurably throughout the year. Teams consistently demonstrated higher levels of situational awareness, stronger collaboration with subcontractors, and greater ownership of safety outcomes. Leaders noted an increase in proactive reporting, near-miss identification, and employees going above and beyond to ensure the safety of others. This shows that the culture has matured beyond compliance and into a deeply rooted shared value. This steady cultural growth has been a key driver behind TruGrid's operational performance and its ability to deliver high-quality, safe projects under demanding schedules.

In the example of Projects 1 and 2, as well as for all of TruGrid's projects that were completed in 2025, they were executed safely, on time or ahead of schedule, and within budget. The result is not only a 0.0 TRIR, but a repeatable framework that TruGrid can apply to future projects as it continues to build safe, reliable, and industry-leading renewable energy and industrial infrastructure.