

# ELEVATING SAFETY BEST PRACTICES AND CULTURE

**NIA** | National Insulation  
Association<sup>®</sup>

THE VOICE OF THE INSULATION INDUSTRY™



SAFETY

# Discussion

Elevate Together

01

**Leadership**

02

**Employee Participation**

03

**Education and Training**

04

**Program Evaluation**

05

**Future of Safety**

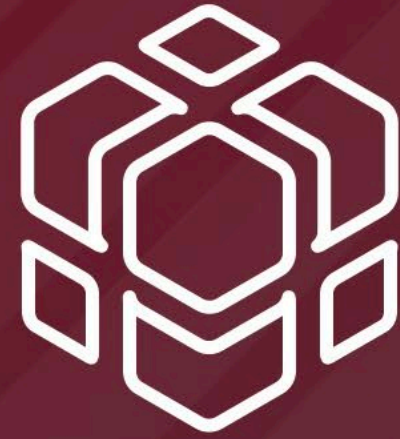


OSHA 3886 October 2016



Recommended Practices for  
**Safety & Health Programs**  
in **Construction**





BUILD | GROW | THRIVE

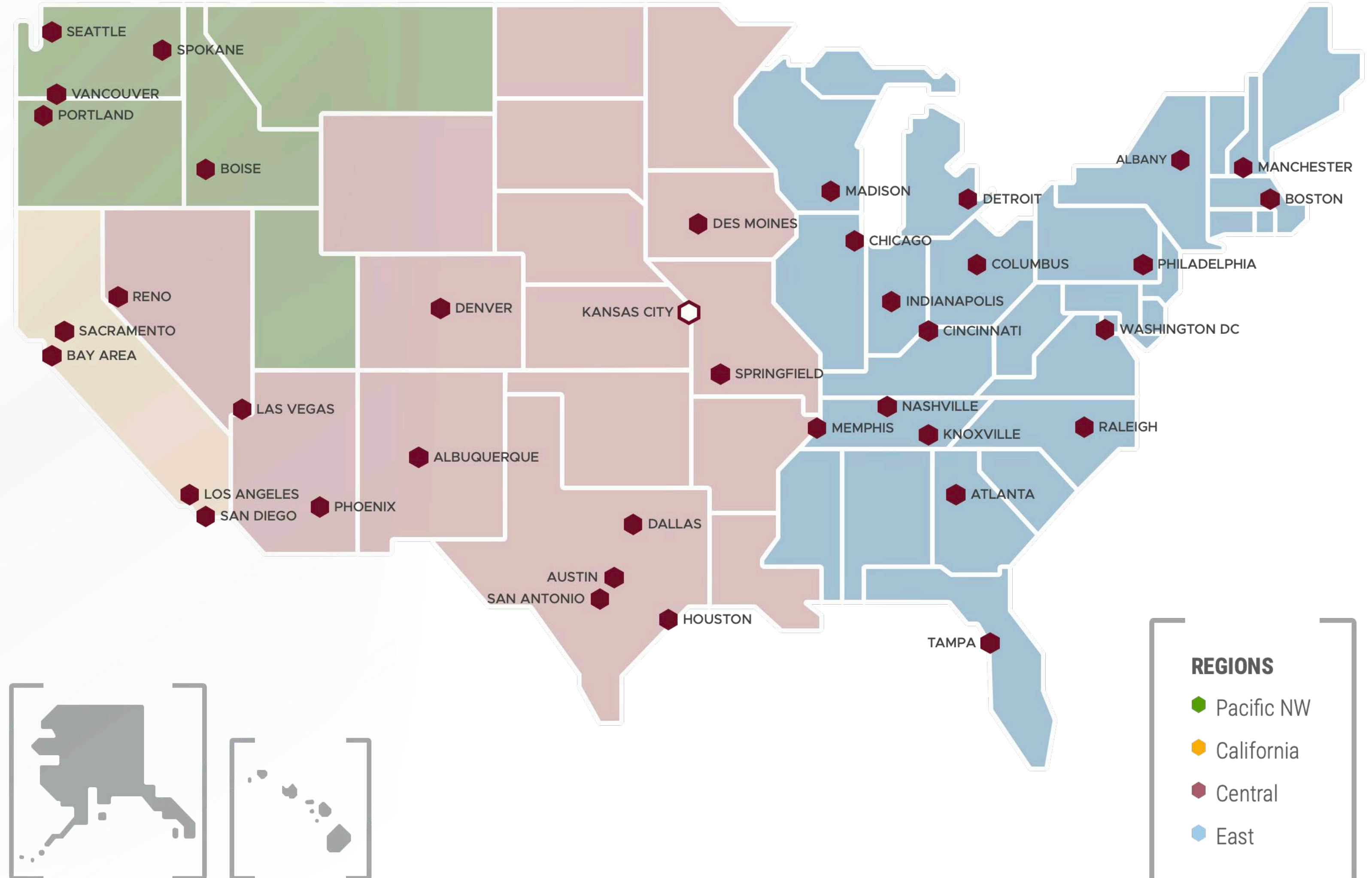
# STRONGER TOGETHER

**1,725** Salaried Employees

**8,200+** Craft Professionals

**10,000** People

## THE PCG FAMILY



# OUR CORE VALUES ARE THE BUILDING BLOCKS TO OUR SUCCESS

Our Values drive our behavior, guide our actions, and impact our decisions. We take pride in exemplifying our Core Values every day.



**SAFETY**  
Safety is our shared responsibility to protect what matters most: our people, our future.



**QUALITY**  
Our work reflects the best of who we are. Excellence isn't just a goal; it's our signature.



**INTEGRITY**  
Integrity is standing firm in our principles. It isn't a choice; it's our foundation.



**SUCCESS & WELL-BEING**  
We grow together. We succeed together.



**ENTREPRENEURIAL SPIRIT**  
Where others see limits, we see possibilities.



**CUSTOMER ALIGNMENT**  
We're trusted partners in our customer's journey, committed to their progress as much as our own.



**FUN COMPANY**  
Fun happens when we show up for each other, celebrate wins, and love what we do.



# COMMITMENT TO SAFETY

- **Safety Training** and Recognition Programs
- Comprehensive **Accident Prevention Plan** Manual
- **Corporate Safety Audit** Program
- Formal **Substance Abuse Prevention** Program
- Formal Monthly **Safety Training**
- **Quarterly Testing** on Safety Issues and Techniques
- Aggressive **Return-to-Work Program**
- **Safety Performance** Accountability
- **OSHA 30-Hour Classes** Required for All Field Leaders, PE+
- Regional, Branch, and On-Site **Safety Teams**
- **Extensive Knowledge** of Safety and Health Policies and Procedures





## Safety: #1 Core Value

**.43**  
EMR

**0.84**  
OSHA Recordable

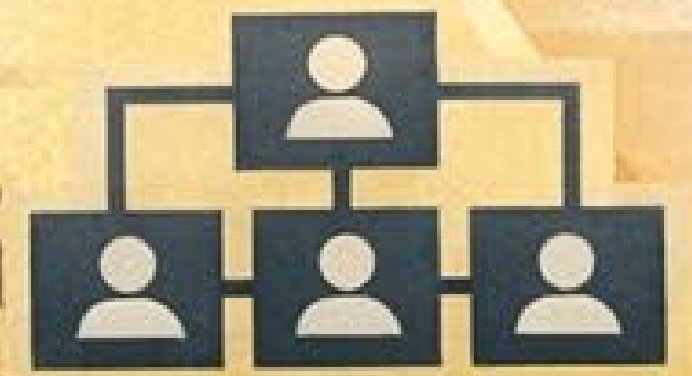
**.13**  
DART

**20.3M**  
2025 Hours

**1,600+** Salaried | **10,000+** Craft Employees

**22+ Million** Hours Projected for 2026





Structure



**RICK HARRIS**  
VICE PRESIDENT  
STRATEGIC ACCOUNTS



**MIKE HILL**  
VICE PRESIDENT  
NATIONAL SAFETY



**PAT ROTH**  
CHIEF OPERATING  
OFFICER



**BRIAN KAVANAGH**  
EXECUTIVE  
VICE PRESIDENT



**HEATH HANSEN**  
SENIOR  
VICE PRESIDENT  
PACIFIC NW



**ANTHONY ROSETTI**  
SENIOR  
VICE PRESIDENT  
CALIFORNIA



**SHAWN BURNUM**  
SENIOR  
VICE PRESIDENT  
CENTRAL



**ALAN HOLT**  
SENIOR  
VICE PRESIDENT  
EAST

**SHAWN REICHENBACH**  
VICE PRESIDENT



**REESE DEEWALL**  
VICE PRESIDENT



**DAVID LINK**  
VICE PRESIDENT



**RYAN KINSELLA**  
VICE PRESIDENT



**RYAN LANE**  
VICE PRESIDENT



**GIL RIEMANN**  
VICE PRESIDENT



**TIM SETTLES**  
VICE PRESIDENT



**MATT GREGORIO**  
VICE PRESIDENT



**DENNIS PAPATHANASOPOULOS**  
VICE PRESIDENT



**COREY RICE**  
GENERAL  
MANAGER  
SEATTLE



**ROSS MALIKOWSKI**  
GENERAL  
MANAGER  
PORTLAND/  
VANCOUVER



**ERICK NELLE**  
REGIONAL  
MANAGER  
SACRAMENTO



**TBD**  
RENO



**JUSTIN MILLIGAN**  
REGIONAL  
MANAGER  
SAN DIEGO



**TREVOR LYKINS**  
GENERAL  
MANAGER  
LOS ANGELES



**MICHAEL CURTIN**  
GENERAL  
MANAGER  
SAN DIEGO - MARINE



**SPENCER DEAN**  
GENERAL  
MANAGER  
SAN DIEGO



**GRAHAM BROWN**  
GENERAL  
MANAGER  
LOS ANGELES



**RYAN LIEN**  
GENERAL  
MANAGER  
PHOENIX



**TBD**  
ALBUQUERQUE



**GEORGE HERNANDEZ**  
GENERAL  
MANAGER  
PHX MASTHEAD



**DEREK CUEN**  
GENERAL  
MANAGER  
LAS VEGAS



**MATT OSBORNE**  
GENERAL  
MANAGER  
KANSAS CITY



**BRAD KLINKEFUS**  
OPS MANAGER  
NE/IA



**BRANDON ESPARZA**  
GENERAL  
MANAGER  
DENVER



**BRYCE SUPPES**  
GENERAL  
MANAGER  
SPRINGFIELD/  
NW ARKANSAS



**CHRIS SCHEUMACK**  
QUALITY MANAGER



**ADRIAN MENDOZA**  
REGIONAL  
MANAGER  
DALLAS/PHX/ALB



**CJ HUPRICH**  
GENERAL  
MANAGER  
DALLAS



**JUSTIN ROY**  
OPS MANAGER  
PROMATEC



**BLAKE SALEM**  
GENERAL  
MANAGER  
HOUSTON



**JASON MARTIN**  
GENERAL  
MANAGER  
AUSTIN/SAN ANTONIO



**TBD**  
CONSTRUCTION  
MANAGER  
SAN ANTONIO



**JOSH LONG**  
GENERAL  
MANAGER  
INDIANAPOLIS



**LUKE ACTON**  
GENERAL  
MANAGER  
RALEIGH



**SCOTT MILLER**  
GENERAL  
MANAGER  
KNOXVILLE



**WADE SCHEIDT**  
GENERAL  
MANAGER  
MEMPHIS



**JASON REICHTER**  
GENERAL  
MANAGER  
NASHVILLE



**BRIAN CROWLEY**  
GENERAL  
MANAGER  
CINCINNATI



**MIKE WEHR**  
GENERAL  
MANAGER  
ATLANTA



**STEVE KERBER**  
GENERAL  
MANAGER  
TAMPA



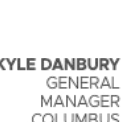
**KEVIN TUCKEY**  
GENERAL  
MANAGER  
CHICAGO



**MIKE TOFT**  
GENERAL  
MANAGER  
MADISON



**KYLE DANBURY**  
GENERAL  
MANAGER  
COLUMBUS



**MATT HOUTMAN**  
CONSTRUCTION  
MANAGER  
DETROIT



**CHRISTIAN DELOLLO**  
REGIONAL  
MANAGER  
ALBANY



**JASON TEETS**  
GENERAL  
MANAGER  
NEW ENG



**DAN LYNCH**  
DIRECTOR  
CLADDING  
POL/LYMO



**DAN NADEAU**  
GENERAL  
MANAGER  
BOSTON/NH



**PAUL O'CONNELL**  
GENERAL  
MANAGER  
WASHINGTON DC



**NICK EILERMAN**  
CONSTRUCTION  
MANAGER  
PHILADELPHIA



**ARDMAC**

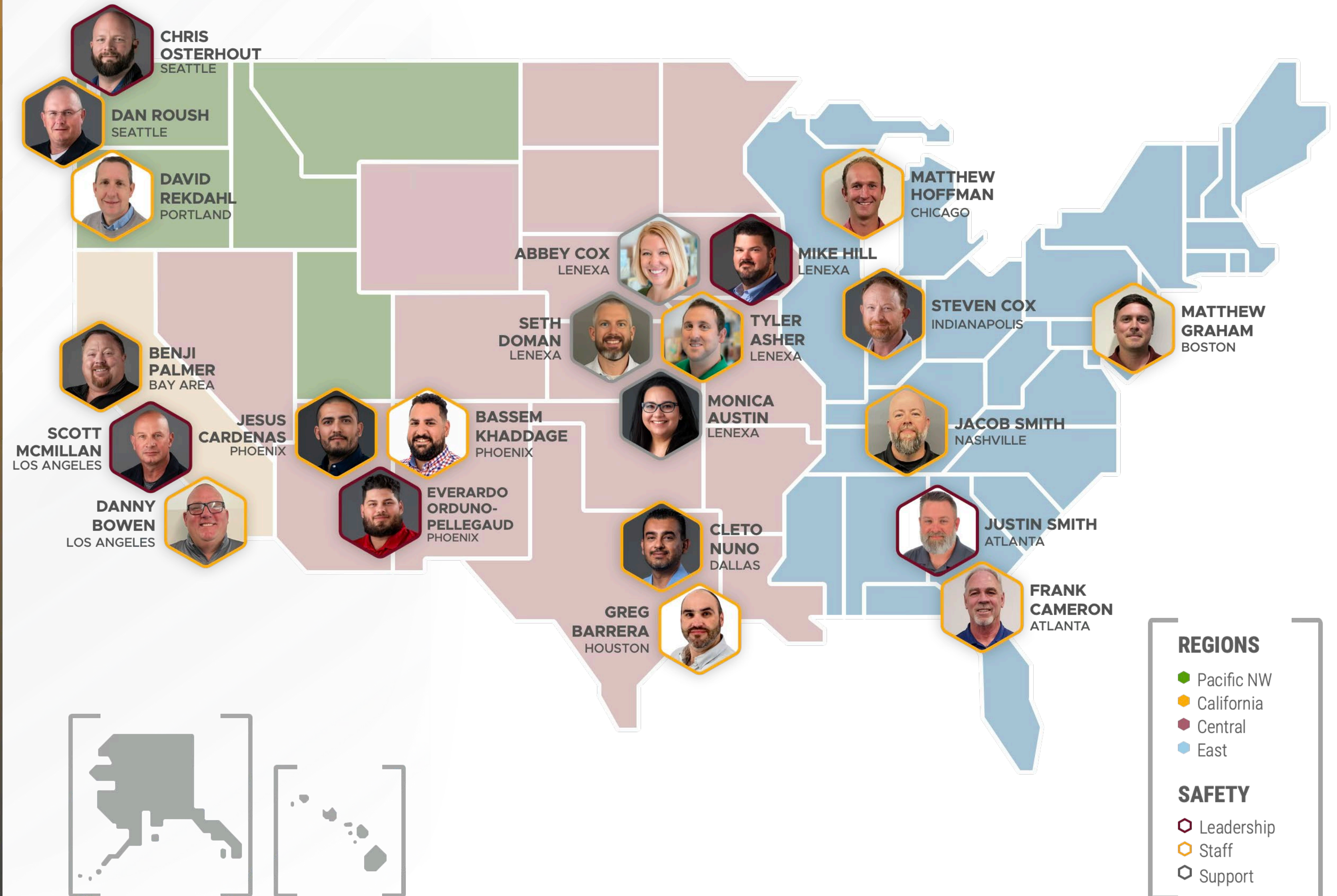




SAFETY

# EVERYONE, EVERYWHERE

Safety is a shared commitment to protect what matters most —our people, our partners, and every place we work. It's an investment without limits and a responsibility we carry together.





Engagement



# PCI Safety Advisory Group

Q1 2026 | Workplace Wellness

*Week of January 26*





Training / Education



Recognition



## About the People First Award

The People First Award recognizes those who exhibit our Core Values through extraordinary actions.

The People First Award is a way for PCG to recognize those who go above and beyond in exemplifying our [Core Values](#).

In many ways, we still have that small company feel. But as we continue to grow, we must continually find ways to stay connected to our Core Values and express our gratitude for those who create a lasting impression of what PCG stands for. This is exactly what the People First Award is for.





**Benchmarking**



# U.S. Bureau of Labor Statistics

Industry <sup>(2)</sup>	NAICS code <sup>(3)</sup>	Total recordable cases	Cases with days away from work, job restriction, or transfer			Other recordable cases
			Total	Cases with days away from work <sup>(4)</sup>	Cases with days of job transfer or restriction	
Drywall and insulation contractors	23831	2.9	2.0	1.2	0.8	0.9
All other specialty trade contractors	23899	1.6	0.9	0.6	0.3	0.7
Other building equipment contractors	23829	1.4	1.0	0.8	0.2	0.4



# SCORECARD



## OPERATIONS SCORECARD - JV SPLIT



Fiscal Year: 2026  
 Period: All  
 Financial Branch: All

GOAL 1 - PREVENTABLE COR RATE  $\leq$  1.50  
 GOAL 2 - CURRENT YEAR SEVERITY RATE  $\leq$  5.00  
 GOAL 3 - OSHA REC INCIDENT RATE  $\leq$  0.70

### JV SPLIT

Financial Branch	Hours	Annualized Hours	Cat1 First Aid	Cat2 Higher Level Med Treatment	Cat3 Extensive Med Treatment	Cat4 Occupational	Lead Claims	Annualized Claims	Preventable	Preventable Rate	FY Lost Days	FY Severity Rate	OSHA Recordable	OSHA Recordable Incident Rate	OSHA Severity Rate
⊕ Houston 115	1053.875	1053.875	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Portland 553	762.800	762.800	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Phoenix 562	479.000	479.000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Indianapolis 551	1021.000	1,021,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Washington DC 566	971.000	1,010,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Seattle 552	1000.000	1,010,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Austin 549	404.000	404.000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Kansas City 567	481.000	481,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Dallas 114	371.000	371,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Sacramento 556	628.000	628,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Chicago 573	378.000	404,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Columbus 582	479.000	479,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Atlanta 101	244.700	244,700	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Las Vegas 558	404.000	404,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Memphis 142	328.000	404,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Los Angeles 557	600.000	600,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ San Diego 108	660.000	660,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Nashville 532	479.000	479,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Southern Missouri 577	660.000	660,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Denver 583	660.000	660,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Bay Area 105	183.000	204,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Cincinnati 581	104.000	104,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Bay Area 555	660.000	660,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
⊕ Rigging 521	104.000	104,000	0	0	0	0	0	0	0	0.00	0.00	0.00	0	0.00	0.00
<b>Total</b>	<b>4,203.875</b>	<b>4,203,875</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>

\*Annualized values are calculated based on the current period in time

Standard

JV Split







**Insurance Company**

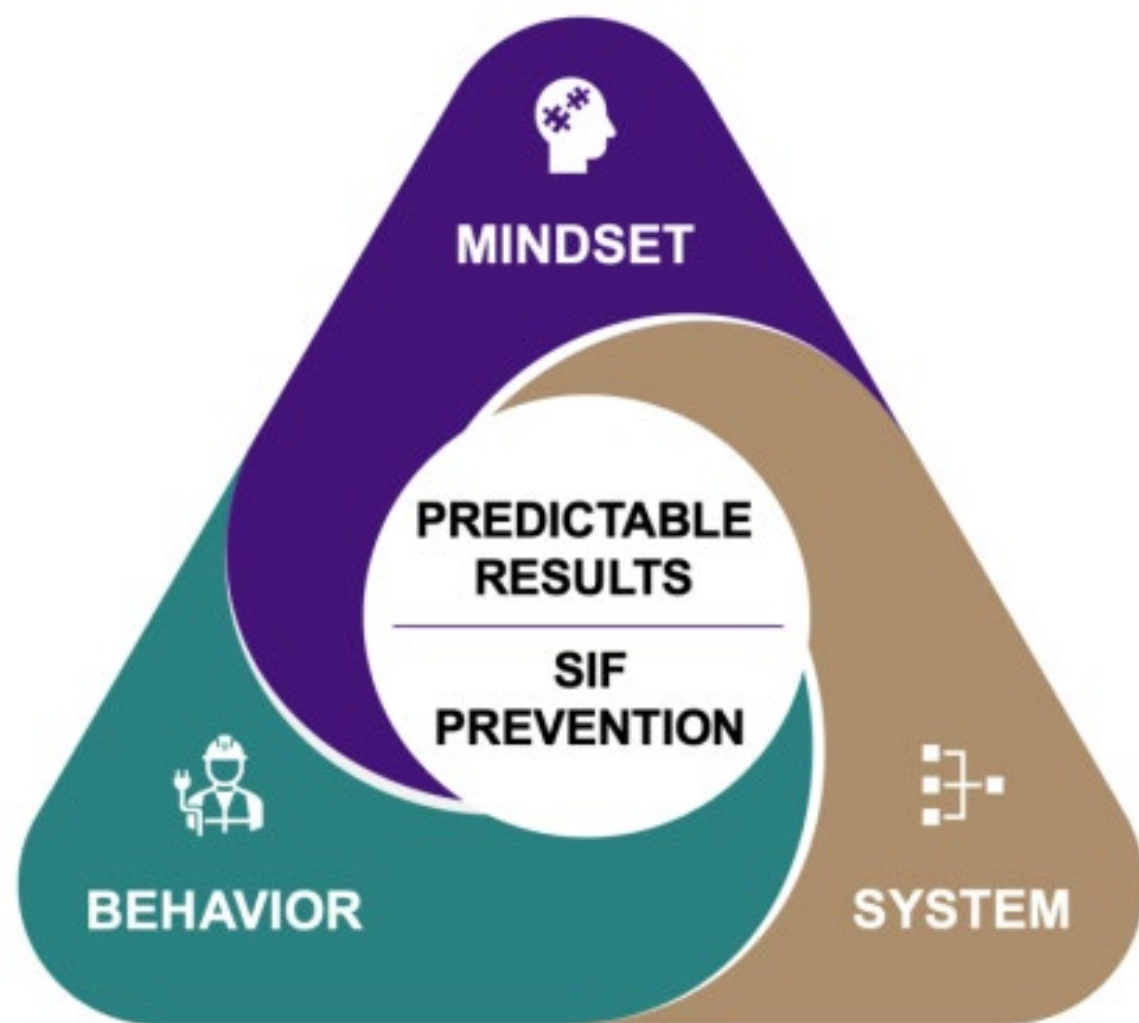
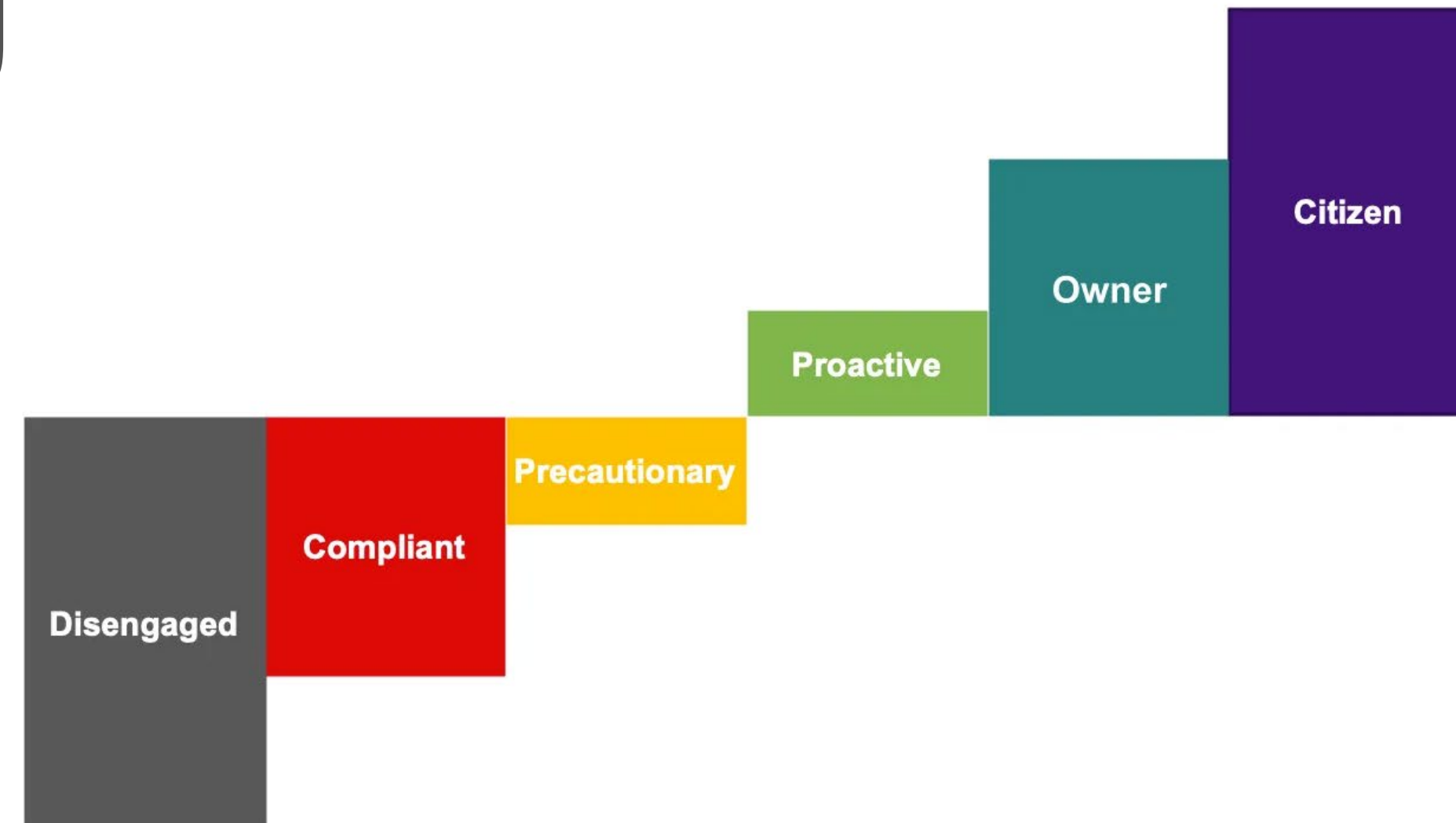
**Peer Group**

**Program Evaluation**



# Propulo Consulting

 <p><b>Safety Culture Survey</b></p> <p>37% Response Rate (1,519 respondents).</p>	 <p><b>Interviews + Focus Groups</b></p> <p>21 on-site and virtual, from frontline to executives.</p>	 <p><b>Site Tours + Meeting Observations</b></p> <p>Across various laboratories and workspaces.</p>	 <p><b>Artifact Reviews</b></p> <p>8+ hours of virtual systems review.</p>
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## ACTIVELY CARE

- Showing personal concern & respect for employees as individuals
- Active listening & receptiveness
- Empathy & humility

## DRIVE THINKING & SPEAKING

- Psychological safety
- Teach to solve
- Open leadership
- Encourage system thinking

## WALK THE TALK

- Role modelling
- Visibility
- Felt commitment
- Be a safety champion



## BUILD & LIVE THE VISION

- Set vision & clear expectations for desired performance
- Live & manage to values and expectations
- Share the vision in a compelling way

## FOSTER POSITIVE ACCOUNTABILITY

- Clear ownership, accountability & follow-through
- Straight talk
- Recognition & timely feedback
- Invest in team growth



# Safety Communications



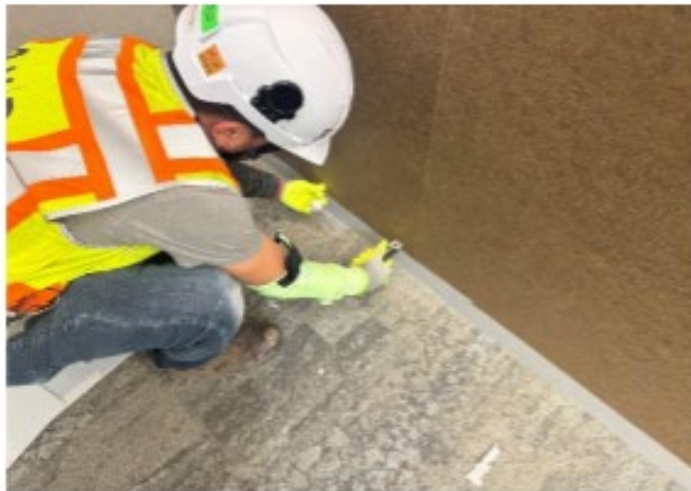
# SAFETY Communications



**DATE OF INCIDENT:** 01/21/2026

### WHAT HAPPENED:

A carpenter was making a small trim adjustment on the base of an installed fabric wall panel, and while cutting the material with a razor knife, the blade became stuck. Extra force was applied to pull the blade through the bind toward the carpenter's stabilizing hand. This caused them to lose control of the blade as it released suddenly and struck the stabilizing hand, resulting in a laceration to the middle two fingertips.



### CONTRIBUTING FACTORS:

- The blade bound between the trim and the panel during the cut.
- Extra force was applied to pull the blade through the bind, instead of repositioning.
- The cutting motion was directed toward the stabilizing hand.
- The hand was used to hold the material instead of a tool or clamp.
- Adjusting after the material is installed on the wall instead of dry fitting and adjusting at the worktable.

### ROOT CAUSE:

- The carpenter placed their hand directly in the path of the cutting motion after control of the blade was lost due to them forcing the blade through the bind.

### CORRECTIVE ACTION ITEMS:

- Remove panels from wall and utilize cut tables to trim any existing panels.
- Do not cut towards your body when making any cuts with sharp objects. Adjust your body and/or material to ensure you're always cutting away from yourself and others.
- Gloves to be tested moving forward for cut hazards regardless of cut level stamping.

## MONTHLY REGIONAL SAFETY TODAY

ISSUE: #004 JULY 2025



### We care About'cha!

Every day, approximately 2,200 workers suffer from eye injuries that require medical treatment, and of those injured workers, 3 out of 5 of them were not wearing their safety glasses. And over 100 of those instances require time away from work.

I am always looking for fun and innovative ways to bring new products to our field workers who deliver day-in-day-out! These new Skullerz AEGIR Color Enhancing, Mirrored, Anti-Scratch and Enhanced Anti-Fog Safety Glasses have been a huge hit with PAS, Portland Scaffold, and ISSD.

These impact-resistant safety glasses are tested to ANSI/ISEA Z87.1-2020 High-Velocity Impact Protection and optical requirements.

These have made for fantastic safety awards, and contest prizes for our field workers!

### -Chopper Smart



Carlos Munoz



David Castro



Victor Flores, Anthony Barraza, Gerardo Soto, Jonny Solorzano, Ryan Borgognone, Miranda Kent, Enrique Mancilla



Jeremy Howard

### Portland Scaffold nominated for national SAIA award!

The SAIA Project Awards recognize exceptional member companies that have made significant contributions to the scaffold and access industry through their innovative and impactful project work. These awards showcase the talent, dedication, and leadership driving our industry forward.



# Future of Construction Safety

What's Next Tech?



<https://factorlab.com/>



# RESOURCES

- [https://www.osha.gov/sites/default/files/SHPM\\_guidelines.pdf](https://www.osha.gov/sites/default/files/SHPM_guidelines.pdf)
- <https://store.astm.org/e2920-26.html>
- <https://www.nsc.org/workplace/sif-prevention-model>
- <https://www.sundt.com/2024/stop-the-stcky-program-at-the-forefront-of-construction-safety-innovation/>
- <https://www.csra.colorado.edu/>



**CONNECT**

