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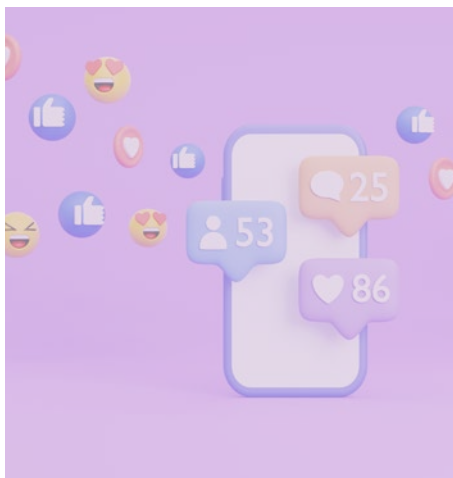
## NEWSLETTER



# See You Next Spring in Aruba!

*p. 22*

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**Generating Leads with Social Media**

*p. 30*

**Nashville Fall Conference Highlights**

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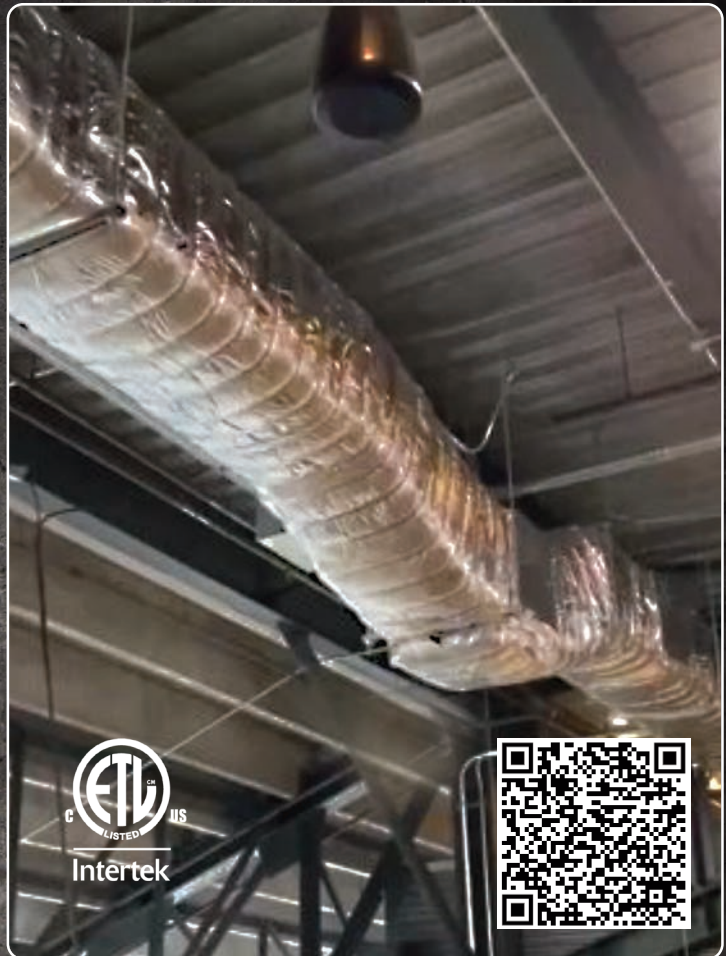
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# SEICA

2023 NUMBER 4: FALL EDITION

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*A Quarterly Publication of the Southeastern Insulation Contractors Association*

**PLEASE NOTE**

This publication does not approve, sanction, or guarantee the validity or accuracy of any data, claims, or other opinions stated in the articles or advertising. The information is presented with the understanding that SEICA, the organization, and its members are not engaged in rendering legal or expert services in this newsletter.

**SHARE YOUR OPINION WITH SEICA!**

As members of SEICA, your input and ideas are critical for the success of this newsletter. We welcome your thoughts on useful, current, interesting, and informative content for the SEICA Newsletter. We invite you to become a regular contributor—please send your ideas and content to [director@seica.org](mailto:director@seica.org). You will be glad you did!





**David Bickley  
and Family**

## President's Message

It was wonderful seeing everyone in Nashville for our 2023 Fall Conference. Thanks to all who attended, and I hope you enjoyed the venue, speakers, and networking opportunities. I also wanted to extend a special thank you to Katie Burell for her service as President over the last 2 years. She poured herself into the role, did so much for the association, and set a very high standard.

As I get my feet wet in this new role, you should be planning on getting your feet wet in beautiful ARUBA for our next conference, June 23-25, 2024! It is going to be a special time as we celebrate our 75<sup>th</sup> Anniversary. Lock those dates on your calendars and turn to [page 22](#) to read more about what we have planned.

Lastly, I am deeply honored to serve in this role and am thankful to you all for this opportunity. I started coming to SEICA with my family more than 10 years ago and was genuinely—and pleasantly—surprised by the camaraderie and relationships I observed. The fact that our companies can compete and yet find common ground, respect, and even form friendships for the betterment of our industry is a testament to the value of our association. I would not be in this role if it weren't for the recommendation of a Past President and competitor! My story is one of so many, and I hope to hear and highlight many of these in my tenure as your President.

I hope as we move into the holidays and begin preparing for next year that you all will be safe, reflect on the things that truly have value, and I look forward to seeing you in June.

*David Bickley*

David Bickley  
SEICA President

**Distribution International**  
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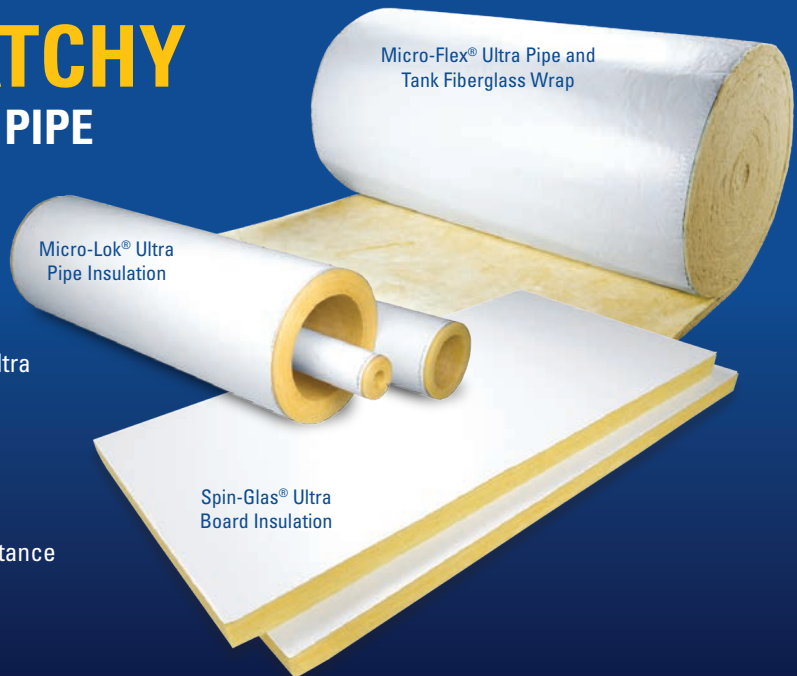
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## Executive Director's Report

It was great to see so many of you in Nashville in October at the Fall Conference! We had more than 100 attendees at the event, with 15 being first-time attendees or guests. Thank you to the 20 companies that sponsored and supported the event! Check out a full event recap and photos on [page 12](#).

If you could not join us in the fall, we hope to see you this spring in Aruba at the Hyatt Regency Resort Spa and Casino, June 23-25, 2024. We will be celebrating SEICA's 75th Conference! Registration and room reservations will be open later in December. Turn to [page 22](#) to read more, including information about the updated schedule, which features 3 nights of networking! Get your passports ready and join your SEICA network in Aruba!

Applications are now available for the Rick Huggin's Scholarship Fund for 2024-2025. This fund assists students who are pursuing a career in engineering or construction or who are sponsored by a SEICA member. Read more on [page 20](#) or visit [www.seica.org/scholarship-program](http://www.seica.org/scholarship-program).

SEICA will soon be launching a membership database that will allow you to keep your contact information updated, register for events online, and pay your membership dues online. More information will be available in early 2024, so keep an eye out for an email with instructions on how to create a username and password.

Lastly, you can now connect with your insulation industry network on SEICA's newly created LinkedIn page. Scan the QR code below to get connected!

It's been a very productive 2023, and I hope you and your family have a wonderful holiday season! Looking forward to seeing you all again in 2024!

*Erin Penberthy*

SEICA Executive Director

Phone: 571-266-3129

Email: [director@seica.org](mailto:director@seica.org)

Mailing Address:

SEICA  
478 Elden Street  
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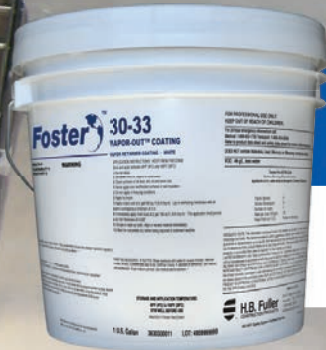
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# SEICA Leadership

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**David Bickley**

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### VICE PRESIDENT

**Brandon Dambach**

*SPI*  
Birmingham, Alabama



### SECRETARY/TREASURER

**Brian Mizell**

*Alliance Fabrication*  
Gastonia, North Carolina



## IMMEDIATE PAST PRESIDENT

### Katie Burell

*Breeding Insulation*  
Chattanooga, Tennessee



## NIA DELEGATE

### Matt Caldwell

*Caldwell Insulation Co.*  
Powder Springs, Georgia



## LEGAL REPRESENTATIVE

### E. Wade Mullins III

*Bruner Powell Wall & Mullins*  
Columbia, South Carolina



## DIRECTORS

### Jimmy Ennis

*Atlantech Distribution, Inc.*  
Charlotte, North Carolina



### Jonathan Graham

*Insulating Services*  
Charlotte, North Carolina



### Joe MacEachern

*SPI*  
Hanahan, South Carolina



### Drew Owens

*Distribution International*  
Hampton, Virginia



### Juan Romero

*SPI*  
Miami, Florida



### Pete Singletary

*Easy Way Insulation*  
Hanahan, South Carolina



## ASSOCIATE DIRECTORS

### Greg Bucy

*Owens Corning*  
Rock Hill, South Carolina



### John Howerdd

*Cornerstone Sales*  
Alpharetta, Georgia



## EXECUTIVE DIRECTOR

### Erin Penberthy

Herndon, Virginia



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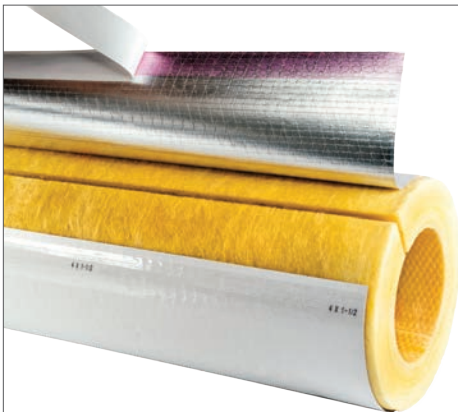
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# Membership and Dues

Any person or corporation whose primary business is the installation or distribution of industrial or commercial insulation for the conservation of heat and cold or any person or corporation whose primary business is abatement of mechanical and industrial systems and who is affiliated with the mechanical insulation industry.

Application shall be made in writing, accompanied by initiation fee and dues. Members shall be elected by the Board of Directors with an affirmation vote of most of the members of the Board of Directors. The initiation fee shall be Fifty Dollars (\$50.00) payable at the time of application for

membership. The amount and method of payment shall be such as may be determined by the Board of Directors.

Only active members shall be entitled to vote in the affairs of the Association and each active member shall be entitled to one vote.

A branch office of a member who desires to receive the benefits of SEICA is eligible for membership. The branch office shall pay annual dues as herein prescribed but shall not be liable for an initiation fee if its principal office is a member at the time it applies for membership.



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## SEICA's 2023 Fall Conference—

# A Grand Gathering in Nashville!

More than 100 attendees—including 15 first time attendees and guests—gathered in October at Omni Hotel in Nashville, Tennessee, for SEICA's Fall Conference! The downtown location is adjacent to the Country Music Hall of Fame® and Museum and put our attendees in the heart of Music City. Nashville turned out to be a perfect backdrop for a successful meeting!

Attendees had the opportunity to learn from four different speakers on a variety of industry topics. On Monday, attendees first heard from Matthew DeVries, a partner at Burr & Forman, LLP, who discussed the legal trends in the construction industry.

Janet Meek, Talent Acquisition Specialist & CEO at JSMAssociates, LLC, explored current talent recruitment and retention strategies. Her presentation was filled with best practices for attracting the right candidates and determining the real cost of turnover.

On Tuesday morning, attendees heard from Jeffrey Deckman, who is a strategy consultant and coach, on the newest advancements in leadership and new models for organizational design and leadership.

We also heard from NIA's Executive Vice President/CEO Michele M. Jones, who talked about the impact of environmental, social, and governance initiatives on the mechanical insulation industry and the importance of sustainable business operations.

It was helpful to hear from so many insightful speakers in just 2 short days! If you have any speaker or topic suggestions for future events, please email Erin Penberthy at [director@seica.org](mailto:director@seica.org).

**WOW!**

**100%**

of survey respondents  
rated the overall  
conference excellent  
or good





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## A Time for Networking

Attendees gathered on Sunday and Monday evenings for reconnecting and networking! On Sunday night, we kicked off our time together with a reception and dinner, and on Monday night, attendees were welcomed to the “Smithsonian of Country Music” at the Country Music Hall of Fame and Museum. The gathering took place in the Hall of Fame Rotunda, which was designed to recognize Country Music Hall of Fame members on bronze plaques that are arranged to symbolize notes. In addition, each attendee received a voucher to visit the entire museum and explore all the history of country music. It was truly a memorable and special evening to celebrate our SEICA community and so many country music legends!



## 2023–2024 Board of Directors

During the meeting, the Board and membership voted on the new slate of officers. The 2023–2024 SEICA Board of Directors members include:

### Officers

- **President:** David Bickley, Distribution International
- **Vice President:** Brandon Dambach, SPI
- **Secretary/Treasurer:** Brian Mizell, Alliance Fabrication

### Directors

- Jimmy Ennis, Atlantech Distribution
- Jonathan Graham, Insulating Services
- Joe MacEachern, SPI
- Drew Owens, Distribution International
- Juan Romero, SPI
- Pete Singletary, Easy Way Insulation Associate Directors
- Greg Bucy, Owens Corning
- John Howredd, Cornerstone Sales Immediate Past President
- Katie Burell, Breeding Insulation



**100%**  
of survey  
respondents learned  
new information

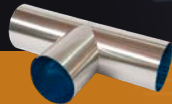


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**Congratulations to all the winners  
of SEICA's Golf Tournament!**

SEICA held another successful golf tournament at the Gaylord Springs Golf Links.

**1<sup>st</sup> Place, 1<sup>st</sup> Flight:**

Curtis Brown (GFI Solutions), Rob Elsey (Cornerstone Sales, Inc.), Juan Romero (SPI), and Dan Hebert (Distribution International)

**2<sup>nd</sup> Place, 1<sup>st</sup> Flight:**

Scotty Burnette (Breeding Insulation), Ron Stewart (Atlantech Distribution), Donita Stewart (Atlantech Distribution), and Louis Walton (Proto Corporation)

**1<sup>st</sup> Place, 2<sup>nd</sup> Flight:**

Drake Nelson (Johns Manville), Michael Nicolas (SPI), Douglas Sims III (C.E. Thurston), and Audra Hale (GarCo Manufacturing)

**2<sup>nd</sup> Place, 2<sup>nd</sup> Flight:**

Luke Reiter (Knauf Insulation), David Dagley (Easy Way Insulation), Andy Hooper (Raptor & Associates), and Brandon Dambach (SPI)

**Closest to the Pin #8:**

Ron Stewart (Atlantech Distribution)

**Closest to the Pin #13 and Longest Drive:**

Scotty Burnette (Breeding Insulation)

**Longest Drive Women #10:**

Donita Stewart (Atlantech Distribution)

**Longest Drive Men #7:**

Luke Reiter (Knauf Insulation)

**91%**  
of survey respondents are very likely to recommend SEICA's Fall Conference to a peer or colleague

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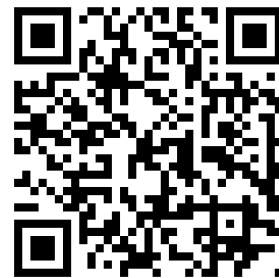
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## Thanks to Our Attendees!

Thank you to everyone who made SEICA's 2023 Fall Conference such a wonderful gathering! If you were not able to attend this year, please consider joining us for SEICA's Spring Conference, which will be held June 23-25, 2024, at the Hyatt Regency Aruba Resort and Spa and Casino, in Palm Beach, Aruba. Registration will open in December. Visit [www.seica.org/2024-springconference](http://www.seica.org/2024-springconference) for more information.



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SEICA is proud to offer the Rick Huggins Scholarship Fund to assist students who are interested in pursuing a career in engineering, design, construction, and related professions or students who are sponsored by a SEICA member. Applications are currently being accepted for the upcoming 2024-2025 academic year. The Scholarship Committee will select the most qualified and deserving applicants and make recommendations to the SEICA Board of Directors to award scholarships of up to \$1,000, as determined by the Committee.

To apply, you must be one of the following:

1. A SEICA member, a dependent of a member, an employee of a member, or be sponsored by a member.
2. A full-time high school student; or be currently enrolled in a construction, engineering, design, or related curriculum at an accredited college or university; or be currently enrolled in a construction-related course in a vocational school or career development program.

Applications will be evaluated based on the applicant's past academic performance;

relationship of planned courses/studies to the engineering, design, and construction industry; financial need; extracurricular activities; community involvement; work history; and attitude. Interviews with applicants will be held in spring 2024.

Interested applicants should contact SEICA at 571-266-3129 or [director@seica.org](mailto:director@seica.org) for information or to request an application.

**Applications must be completed and received no later than 5:00 p.m., Thursday, February 29, 2024.** Visit [www.seica.org/scholarship-program](http://www.seica.org/scholarship-program) for more information.

SEICA does not discriminate on the basis of age, race, religion, ethnic origin, or gender and is under no obligation to make any scholarship grants. SEICA reserves the right to withdraw this offer, in whole or in part, at its sole and absolute discretion.

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## SEICA'S 2024 SPRING CONFERENCE

# Bring Your Family to Amazing, Beautiful Aruba!



The anticipation for SEICA's 75<sup>th</sup> Anniversary Conference is building, and we cannot wait to welcome you, your industry colleagues, and your families to the 2024 Spring Conference in sunny, warm Aruba!

**What:** SEICA's 2024 Spring Conference  
**Where:** Hyatt Regency Aruba Resort Spa and Casino, Palm Beach, Aruba  
**When:** June 23–25, 2024  
**Registration and Discounted Hotel Reservation Deadline:** May 23, 2024

### Education Sessions Dive into Important Industry Topics

One of our keynote speakers is Peter C. Atherton, PE., President and Founder of ActionsProve, LLC, and he will address two important industry topics.

#### Leading Growth and Preventing Workplace Burnout

Burnout is a problem that was increasing well before the pandemic, particularly for leaders and high achievers. Since then, however, professional burnout has skyrocketed, and it is affecting more organizations and their ability to attract and retain great talent and serve clients. During this session,

Peter Atherton will discuss how to not only recognize the signs but also prevent and reverse the burnout-disengagement cycle. Peter will also demonstrate how better designed growth can solve the burnout problem and lead to greater long-term and sustainable success within organizations.

#### How to Attract and Retain Top Talent—the Latest Data and Insights Needed for Growth

The construction industry's ability to retain talent is a constant challenge for most organizations. In his second session, Peter will provide an overview





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on the *2024 Present and Future of Work in Engineering and Architecture Report*, which will showcase the top trends impacting talent in this industry. He will also discuss the gaps that exist between roles, genders, and generations, and four destabilizing forces that must be better understood and addressed to attract and retain great talent.

Additional speakers and sessions will be announced in 2024.

## Important Schedule Updates

The Spring Conference will feature 3 nights of evening events and networking. Spouses and kids are invited to all three events, but don't miss the Monday evening event, featuring a location and dinner that is more casual and family friendly.

- **Sunday evening:** Welcome Reception and Dinner
- **Monday evening:** Family Friendly Evening, featuring a full dinner and drinks
- **Tuesday evening:** Final Evening Reception and Dinner

## About the Conference Location: Hyatt Regency Aruba Resort Spa and Casino

Along with spectacular ocean views, enjoy the resort's amenities and nearby shopping and dining options that are within walking distance of the resort.

- **Dining:** The hotel offers seven unique dining options to eat, drink, and unwind featuring restaurants near Palm Beach with amazing views!
- **Pools:** Relax under calming Caribbean skies at the new Trankilo adults-only pool or spend free time racing down the waterslide and playing water volleyball at the family activity pool. You can also reserve your preferred lounge location by visiting <https://tinyurl.com/yw8w87e9> and booking in advance (some options are complimentary, and some require a separate fee).



## Important Travel Information

Upon arrival in Aruba, you must have a U.S. passport valid for the duration of your stay. Aruba is one of the few countries with Preclearance Customs, which allows travelers to skip the Customs and Border Protection process upon arrival in the United States. The Aruba ED Card (Embarkation/Disembarkation) is a mandatory requirement for all individuals, including infants and children, entering Aruba. It is necessary to complete and obtain approval for this document. To access the official ED Card, visit <https://edcardaruba.aw>. For more information, visit <https://tinyurl.com/4rh4de78>.

## Transportation Information

- The closest airport is Queen Beatrix International Airport (AUA), which is about 20 minutes away from the resort.
- Overnight valet parking with unlimited in and out privileges is available for \$15 plus tax, per day/per vehicle.
- Self-parking is complimentary and available across the street from the resort.
- For shuttle service and transportation for your group or party, take advantage of nearby shuttle operators with experience transporting guests to the Hyatt Regency with De Palm Tours (+011-297-582-4000).







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- **ZoiA Spa:** On the island of Aruba, ZoiA means balance. The spa has been newly renovated and features a variety of treatments with all natural ingredients to replenish your body and mind.
- **Casino:** Be a part of the action at the 11,200-square-foot casino located near the resort lobby, offering classic reels and progressive jackpots on the slots or test your luck at blackjack, roulette, and poker at the tables or video poker machines.



### Room Rates

SEICA has blocked rooms at the Hyatt Regency Aruba Resort Spa and Casino at a variety of discounted rates. These rooms are available on a first-come, first-served basis. Rates do not include meals and are exclusive of tax and service charges. Resort service charge is 15% of the room rate per night. The hotel reservation deadline is May 23, 2024.

### Available Room Types:

- **Garden and Resort View Room:** \$436 (includes 15% resort fees and taxes)
- **Ocean View Room:** \$482 (includes 15% resort fees and taxes)

The resort fee includes access to the water complex, waterfalls, beach facilities, Wi-Fi in the rooms and public areas, tennis courts, and fitness center. It also includes daily outdoor events, hydration stations, towels for the beach or pool, and twice weekly yoga classes.



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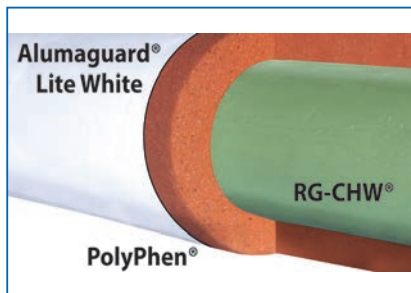
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- **Fort Zoutman/Willem III Tower:** Constructed in 1798 as a means of defense against pirates, this fortress is the oldest surviving example of Dutch architecture in Aruba. Visit <https://tinyurl.com/u6k25zsc> for more information.
- **Palm Beach Plaza Mall:** Enjoy a luxury shopping experience with high-end stores, such as Rue Royale Maison and Swarovski. Visit <https://tinyurl.com/4x2b56z5> for more information.

- **Arikok Park:** Encompassing approximately 20% of the island, this wilderness preserve offers 21 miles of marked hiking trails, showcasing many of the island's native plants and animals, as well as Mount Jamanota, Aruba's highest point. Visit <https://tinyurl.com/2tnadeyf> for more information.

The Hyatt Regency also offers tours and adventure planning through the services of One Happy Island. Contact the concierge services to assist with booking ground transfers, water excursions, island tours, and more. To request assistance, please email [adventure.concierge@hyatt.com](mailto:adventure.concierge@hyatt.com).

### More Information to Come!

Visit [www.seica.org/2024-spring-conference](http://www.seica.org/2024-spring-conference) to get the latest information or contact SEICA Executive Director Erin Penberthy via email at [director@seica.org](mailto:director@seica.org).





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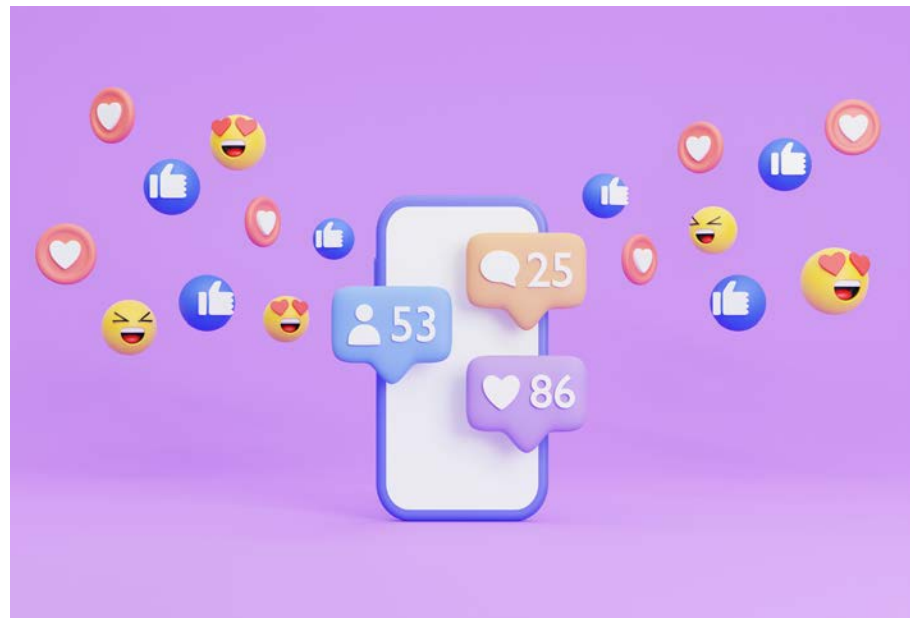
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NAILING SOCIAL MEDIA:

# The Key to Generating Leads for Construction Companies



By Matthew DeVries

Social media has become a powerful tool for small- to medium-sized construction companies to generate leads for both residential and commercial projects. With more than 3 billion people using social media worldwide, there is a huge opportunity for construction companies to reach potential customers and promote their services.

**Following are some tips for contractors to use social media to generate leads and improve their revenue targets.**

**1** It is important to choose the right social media platforms. Different social media platforms have different user demographics and can be more effective for certain types of projects. For example, Facebook and Instagram are popular platforms for residential projects, while LinkedIn is more effective for commercial projects. By understanding the target audience and selecting the right social media platforms, small construction companies can improve the effectiveness of their social media marketing efforts.


**2** Construction companies should use high-quality visuals to showcase their work. Social media is a highly visual medium, and construction companies can use this to their advantage by posting high-quality photos and videos of their past projects. This can help potential customers to visualize the quality of their work and gain trust in the company's abilities.

**3** Construction companies should engage with their audience on social media. Responding to comments and messages in a timely manner can help build trust and establish a strong relationship with potential customers. Construction companies can also use social media to answer frequently asked questions and provide valuable information about their services and the construction process.



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# SEICA NEWSLETTER— Now Available Digitally!



The Board of Directors voted to redesign the SEICA newsletter, and we hope you like the changes!

Newsletters are now posted online at [www.seica.org/newsletters](http://www.seica.org/newsletters) and an electronic PDF will be emailed to the full SEICA membership.

If you would like to be added to SEICA's contact list, or would like to provide feedback on the newsletter, please email Erin Penberthy at [director@seica.org](mailto:director@seica.org).



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4

Contractors should use social media to highlight their unique selling points. This can include their experience, certifications, awards, or any other factors that set them apart from the competition. By highlighting these factors on social media, construction companies can improve their credibility and attract potential customers who are looking for a trusted and experienced partner.

5

In the residential space, construction companies can potentially use social media to offer exclusive promotions and discounts. This can be a powerful way to attract new customers and build a loyal customer base. By offering exclusive promotions on social media, construction companies can also track the effectiveness of their social media marketing efforts and adjust their strategies accordingly.

Social media has become an essential tool for small construction companies to generate leads and promote their services. By choosing the right social media platforms, contractors can improve the effectiveness of their social media marketing efforts and attract more customers. As social media continues to evolve, construction companies should stay up-to-date with the latest trends and adapt their strategies accordingly to remain competitive in the industry.

Matthew J. DeVries is a Partner at Burr & Forman, LLP, in Nashville, Tennessee. He specializes in construction and transportation law, professional licensing, and complex commercial litigation. He is the founder of [www.bestpracticesconstructionlaw.com](http://www.bestpracticesconstructionlaw.com), a nationally renowned blog on construction-related topics, earning him the JD Supra Readers Choice Award for 5 consecutive years (2016–2020) in the construction field. Matthew was a speaker at SEICA's Fall Conference on the topic of Legal Trends in the Construction Industry. Reprinted with permission from [www.bestpracticesconstructionlaw.com](http://www.bestpracticesconstructionlaw.com).



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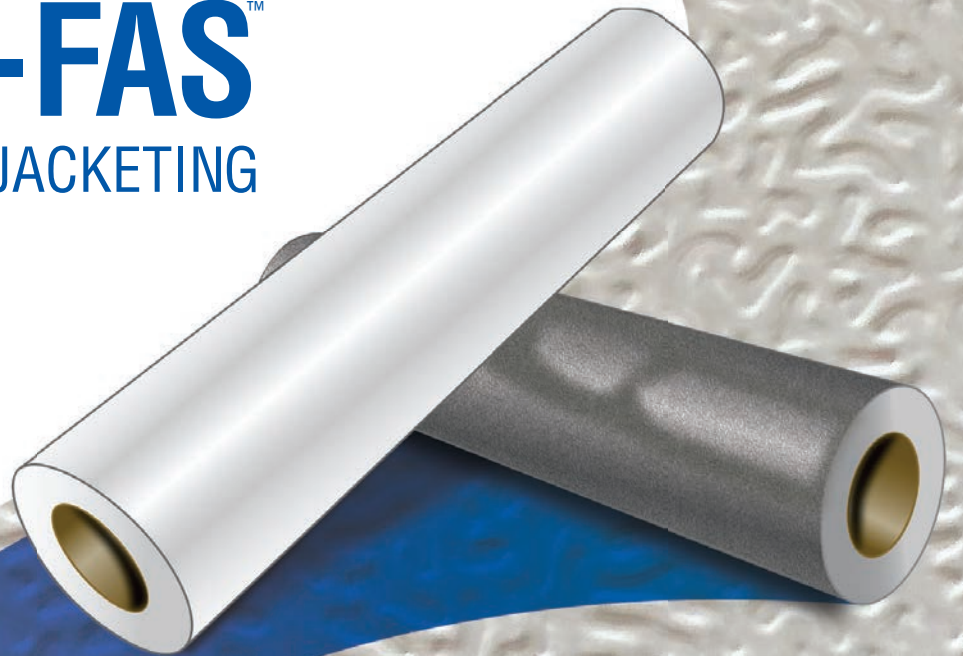
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# Health & Safety News from the National Safety Council (NSC)

## OSHA's **Top 10** Most Cited Standards for 2023

OSHA has announced its most frequently cited workplace safety standards for fiscal year 2023, which ended on September 30, 2023.

Eric Harbin, OSHA Region 6 Administrator, presented the preliminary data for “OSHA’s Top 10” during the 2023 NSC’s Safety Congress & Expo.

Fall Protection - General Requirements remains at the top of the list for the 13th year in a row, followed by Hazard Communication and Ladders.

“Although incredible advancements are made in safety each year, we continue to see many of the same types of violations appear on OSHA’s Top 10 list,” said Lorraine Martin, NSC President and CEO. “As a safety community, we must come together to acknowledge these persistent trends and identify solutions to better protect workers.”



### The Top 10 most frequently cited workplace safety standards for fiscal year 2023 are:

1. Fall Protection - General Requirements (Standard 1926.501): 7,271 violations
2. Hazard Communication (Standard 1910.1200): 3,213 violations
3. Ladders (Standard 1926.1053): 2,978 violations
4. Scaffolding (Standard 1926.451): 2,859 violations
5. Powered Industrial Trucks (Standard 1910.178): 2,561 violations
6. Lockout/Tagout (Standard 1910.147): 2,554 violations
7. Respiratory Protection (Standard 1910.134): 2,481 violations
8. Fall Protection - Training Requirements (Standard 1926.503): 2,112 violations
9. Personal Protective and Lifesaving Equipment— Eye and Face Protection (Standard 1926.102): 2,074 violations
10. Machine Guarding (Standard 1910.212): 1,644 violations







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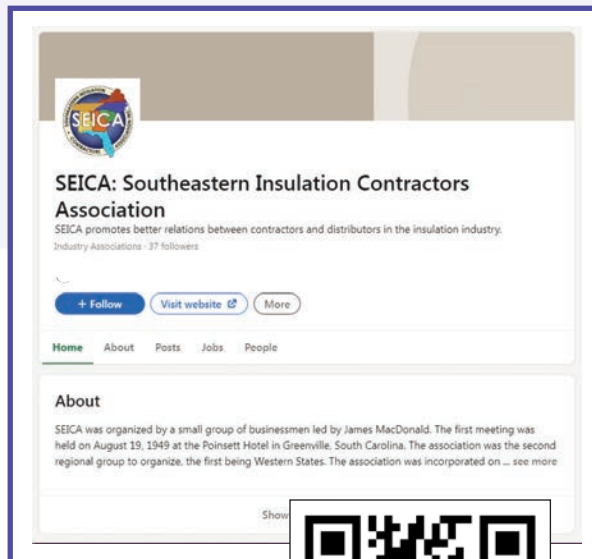
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## SEICA Is Now On LinkedIn!

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# Transforming Modern Workplace Health and Well-Being: A new Study from NSC

The NSC, in collaboration with Lloyd's Register Foundation, recently released *New Value of Safety in a Changing World*, which underscores the importance of embracing modern safety approaches and the profound impact of environment, health, and safety initiatives on organizations and society at large. The report dives into the interconnectedness of safety, sustainability, and societal responsibility, marking a significant step forward in contemporary workplace safety.

“Feeling and being safe is a fundamental condition for our well-being but health and safety interventions in the workplace are often taken for granted and undervalued,” said Dr. Ruth Boumphrey, CEO of Lloyd's Register Foundation. “This groundbreaking research makes us rethink the value we put on safety and makes the case for better investment and support for new health and safety approaches.”

This in-depth research delves into the critical role environment, health, and safety (EHS) plays in today's dynamic landscape, bridging scientific advancements, technological innovations, regulatory transformations, and the pursuit of holistic well-being. It explores the convergence of safety with environment, social, and governance considerations, emphasizing the interconnectedness of these factors in shaping modern safety excellence.

“This report highlights the intricate relationship between EHS, sustainability, and societal well-being, offering valuable insights into the transformative power of modern safety tools and initiatives,” said John Dony, Vice President of Workplace Strategy at NSC. “In an era defined by technological leaps, global well-being and economic challenges, and shifting cultural norms, understanding and embracing the critical role safety—and all it encompasses—plays in the workplace is a must, and it needs to start with an expanded, holistic approach. This report will not only help decision-makers advance safety but will also help workers across the globe live their fullest lives.”

## The *New Value of Safety in a Changing World* report highlights the following findings:

- **Holistic Approach:** Modern safety programs extend beyond physical safety and direct cost reduction. The research identifies Human and Organizational Performance, Total Worker Health, and ESG as integral concepts that collectively drive value creation across various domains.
- **Value Generation Areas:** The Hierarchy of EHS Value illustrates how EHS programs generate value across eight distinct areas: health, economic, environment, sustainability, resilience, ethics, society, and reputation. The report elucidates the intricate relationships among these areas, underscoring their interconnectedness.
- **Integrated Initiatives:** Themes such as diversity, equity, inclusion, mental health, and sustainability intertwine across Total Worker Health and ESG. Integrating these areas offers compelling benefits, including increased trust, enhanced reputation, and better overall resilience.
- **Future-Ready Strategies:** The report advocates for businesses to embrace a holistic safety approach and adapt to the changing regulatory and standards landscape. Organizations are encouraged to implement tailored interventions based on the profiled themes to drive value creation.

NSC has also developed an activation guide to equip organizations with practical tools to implement continuous improvement strategies and navigate the evolving EHS landscape. For more information on the new value of safety, visit [nsc.org/nvos](https://nsc.org/nvos).

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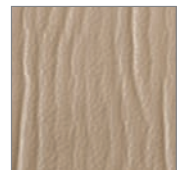
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