

Staying Ahead of the Curve on ESG Issues

By Martin Knieps, PMI Board of Directors President, Viega



Martin Knieps

Environmental, social and governance (ESG) criteria have become of increasing interest to investors, business partners and consumers. As the acronym suggests, these criteria evaluate a company's environmental, social and governance (ethical) impacts. A company's progress toward achieving sustainability goals is a major aspect of how environmental impacts are measured, particularly in

regard to its use of or dependence on fossil fuels, its management of water and other resources, and its success in reducing waste and pollution.

As PMI member companies seize the initiative to address ESG in response to stakeholder demand, legislative and regulatory activity at the federal and state levels is raising the urgency of ESG issues, especially in regard to climate-related disclosures.

The Securities and Exchange Commission (SEC) has proposed rule changes that would require publicly traded companies to include certain climate-related disclosures in their registration statements and periodic reports, including information about climate-related risks that are reasonably likely to have a material impact on their business, results of operations, or financial condition. This required information would include disclosure of company's greenhouse gas (GHG) emissions through its supply chain.

While this proposed rule would affect only publicly traded companies, the Biden administration is expected to soon propose a rule requiring major companies that supply goods and services to the federal government to disclose their GHG emissions. Distinct but similar to the proposed SEC rule, the Biden administration's proposal aligns with the federal sustainability plan that envisions the entire federal government shifting to net-zero procurement by 2050 and 100% carbon-free electricity by 2030. The federal government is the nation's biggest electricity consumer.

In California, the state senate introduced the Climate Corporate Accountability Act. If this bill is enacted, corporations with annual revenues in excess of \$1 billion doing business in California would be required to disclose their GHG emissions to the California State Air Resources Board beginning in 2024. According to existing law, "doing business" means engaging in any transaction for the purpose of financial gain within California, regardless of the company's location. Companies would also be required to set and disclose a science-based emissions reduction target aimed at reducing their carbon footprint, beginning in 2025.

Given the size of the California market, the 2024 and 2025 deadlines in this state certainly add urgency to efforts to gather and report GHG emissions data and will likely speed corporate timetables on reporting and on reducing GHG emissions.

Other ESG-related bills in play across the nation include legislation on material declarations, extended producer responsibility, and single-use plastics. Most experts agree that mandates on these and other ESG-related issues are inevitable, at least in many states.

Now is the time to be vocal about the effect ESG mandates would have on your business, as these new laws and regulations are being developed. Providing our point of view to legislators and regulators can make these new laws and regulations more manageable and less costly for our companies. Plumbing Manufacturers International is already on the job, of course,

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Havoc, Happiness and Free Trade

By Kerry Stackpole, FASAE, CAE, PMI CEO/Executive Director



Kerry Stackpole

What does it take to see the pandemic-induced frailties on our international trade frontiers?

With just 13% of critical computer chips now produced in America, the temporary closing of overseas chip manufacturing plants and delays in deliveries stalled North American assembly lines across a wide swath of manufacturing firms. Recent closures of factories and ports in China due to COVID precautions further held shipments and delayed delivery of needed goods.

Uneven and untimely deliveries have left American retailers struggling to match supply with demand. Overstock conditions driven by shifts in consumer spending and late product delivery (winter wool socks for summer beach wear anyone?) are creating havoc. Beyond the impact on near-term profitability, the unpredictability of delivery schedules has jammed warehouses with inventory intended for seasons other than summer. Can there be too much of a good thing? As it turns out, yes there can be and – for the moment – there is. For inflation-weary consumers, this overstock may be a bright spot, as stores offer sales and product discounts to help clear the inventory now on hand.

There are other bright spots for manufacturers and retailers. Indicators show freight costs may be moderating. Said differently, these costs are rising at a slower pace, which is a plus. Shipping companies have been adding new containers to address current capacity. Traffic jams at the ports mean slower-than-normal movement of containers from ships to ports to either truck or rail ground transportation. While

American ports have done a good job decreasing the number of ships waiting to unload, getting those containers out the gate is taking far longer.

For our industry, the headwinds associated with supply chain disruptions created challenges and backlogs as product demand continued to grow from robust housing demands and favorable market conditions. Many manufacturers and retailers have adopted a “just-in-case” rather than a “just-in-time” view on inventory and procurement. The continued demand for renovation and remodeling, driven by increases in home value and equity levels, will likely sustain industry growth for this year. PMI’s Market Outlook calls for a continued focus on seeking efficiency gains, investing in labor-saving technology, and finding new ways to anchor your firm’s competitive advantage. While America’s current inflationary storm is expected to pass, being resilient and focused on the horizon will continue to serve sailors and business leaders well.

Since optimism drives our normal operating mode, we were especially happy to read the United States Trade Representative’s (USTR) recent announcement of the upcoming quadrennial review of tariffs imposed on China-origin goods pursuant to Section 301 of the Trade Act of 1974. This act requires USTR to review the necessity of Section 301 actions four years after their implementation. PMI won nearly 80 exclusions on the original Section 301 listings, and we will have an opportunity to comment on the effectiveness of the tariffs and their impact on the U.S. economy during this review.

Secretary of the Treasury **Janet Yellen** told Congress the Biden administration is open to re-working the China tariffs in ways that would relieve current inflationary pressure. The estimated cost of the Trump administration China

tariffs to consumers is about \$461 billion annually – an average of \$3,614 per household. To date, the Biden administration has withdrawn steel tariffs and is contemplating reducing or eliminating tariffs on solar panels. Depending on the outcome of the USTR review, our industry may have a chance to make the case for the elimination of Section 301 tariffs on plumbing-related products, as well. How the USTR or the International Trade Commission will address those requests should that opportunity arise remains an open question. Rest assured, PMI will be there.

When it comes to trade challenges, recent actions by the Government of Canada under the Canadian Environmental Protection Act to declare “plastic manufactured items” toxic will begin with a ban on six classes of single-use plastic packaging products. The “toxic” designation is likely to cause reputational harm as consumers assume that everyday and essential products containing plastic are now toxic. Companies may face uncertainty in the marketplace regarding whether they can export to and sell their products containing plastic in Canada.

The proposed ban would have a significant trade impact, given the \$12.1 billion of manufactured plastic that enters Canada from the U.S. every year. That is exclusive of other products like cars, medical supplies and devices, and information technology products that contain plastic components. Together with our longstanding partners at the Canadian Institute of Plumbing and Heating (CIPH), we are navigating conversations with our own and each other’s governments in search of reasonable solutions. Benjamin Franklin once said, “No nation was ever ruined by trade.” That said, vigilance and tenacity by your association remain essential, too.

PMI Annual Report Explores ‘Plumbing Manufacturing Evolution’

By Ray Valek, PMI Communications Team, Valek and Co.

Consistently through the years, Plumbing Manufacturers International has fulfilled its vision of “safe, responsible plumbing – always.” But now, “we find ourselves at a time when our social contract is being extended into areas such as climate change mitigation and diversity, equity and inclusion,” PMI CEO/Executive Director **Kerry Stackpole** states.

“A Plumbing Manufacturing Evolution,” the PMI 2022 Annual Report, explores how PMI member companies are responding to new societal demands while remaining profitable and meeting the needs of customers. Virtually all PMI member companies are mentioned in the report.

Running through the report are examples of how PMI member companies are striving to become “net positive” by improving the well-being of everyone they affect – every product, operation and stakeholder, including future generations and the planet itself.

The term “net positive” was coined by co-authors **Paul Polman** and **Andrew Winston** in their book “Net Positive: How Courageous Companies Thrive by Giving More Than They Take” and in an associated Harvard Business Review article “The Net Positive Manifesto.” Winston will be a keynote speaker at the PMI22 Manufacturing Success Conference, Oct. 24-27, in Louisville.

In their letter for the report, PMI leaders **Martin Knieps**, 2022 Board of Directors president, and **Todd Teter**, immediate past president, say that even before the term “net positive” was coined, “PMI has worked to find solutions benefiting all water system stakeholders. PMI has always understood that the value of a toilet, showerhead or faucet is only as high as the quality of the water conveyed by it. As a result, PMI has always worked with the health and safety of water consumers in mind, knowing that their best interests are the same as ours.”

Report focuses on sustainability, supply chain and workplace

The report’s three main stories cover sustainability and waste reduction, supply chain, and workplace and labor.

The sustainability story provides examples of how PMI manufacturing member companies are reducing the use of plastic packaging in favor of recyclable materials, using recycled water and other recycled materials in manufacturing, and implementing QR code systems to reduce the amount of paper instructions.

PMI’s allied members are doing their part, too, to address environmental impact. The report provides examples of how building energy codes reduce greenhouse gases and energy costs and how a new lead testing standard has reduced the allowable amount of lead leached during testing by five-fold.

As new legislation in various states focuses on the concept of extended producer responsibility, Knieps says he expects to see more legislation and regulatory actions relating to waste and sustainability in the future. “Through the PMI initiative to address climate change, PMI is developing a structure through which to act decisively on these issues for the benefit of our members,” he states in the report.

The supply chain story provides examples of how various PMI manufacturing member companies are responding to the specific challenges they face. While PMI manufacturing members deal with supply shortages, PMI’s allied members are doing whatever they can to speed certifications needed to bring a product to market.

In the meantime, PMI staff and advocacy/government affairs representatives do whatever they can to support members by gaining assistance from federal and state government on issues relating

to supply chain. “PMI advocated for provisions that will make supply chains involving ocean shipping more efficient, help the plumbing manufacturing industry assure safe and reliable plumbing systems to strengthen water quality and water efficiency, and protect shoppers from counterfeit or stolen merchandise,” Stackpole says in the report.

The workplace and labor story focuses on how PMI member companies are transitioning into a changing workplace and labor market. The COVID pandemic introduced remote work technologies and policies into plumbing manufacturing, and the report provides examples of why remote or hybrid working arrangements are here to stay.

This story also explores diversity, equity and inclusion (DE&I) and why these programs have become increasingly important, particularly to women, people of color, the LGBTQ community, and younger workers.

PMI’s DE&I initiative began last year to develop more diverse engagement within the association and to guide

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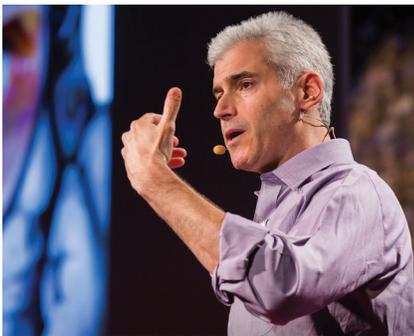


Megatrends Expert, River Environmentalist to Keynote at PMI22

Andrew Winston and **Chad Pregracke** will be delivering keynote presentations at the PMI22 Manufacturing Success Conference, Oct. 24-27, in Louisville. Winston is a globally recognized expert on megatrends and how to build companies that thrive by serving the world. Pregracke is the founder of Living Lands & Waters, a nonprofit river cleanup organization.

Co-author of 'Net Positive' says profitability and social responsibility go hand in hand

Winston is the co-author of "Net Positive: How Courageous Companies Thrive by Giving More than They Take." Named by the Financial Times as one of the best business books of the year, "Net Positive" has been called an "electrifying strategy for business success and unlike any other book you've read" by Merck Chairman **Ken Frazier**, a "wonderful rallying call" by Virgin Group Founder Sir **Richard Branson**, and "pure heresy" by author and publisher **Arianna Huffington**.



Andrew Winston

Winston writes regularly on sustainable business, with regular columns in the Harvard Business Review (HBR) and MIT Sloan Management Review including the HBR cover story "The Net Positive Manifesto" and HBR Big Idea cover story "Leading a New Era of Climate Action." His first book, "Green to Gold," has reached more than 100,000 people in seven languages. Inc. magazine included "Green to Gold" on its list of 30 books every manager should

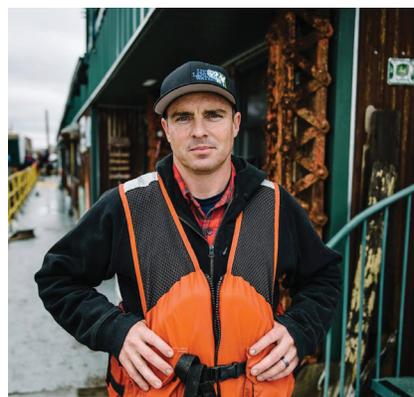
own. And his book "The Big Pivot" was selected as one of the best business books by Strategy+Business magazine.

Named to the Thinkers50, a list of the top management minds in the world, Winston has been sought after for strategic advice by companies including 3M, DuPont, Johnson & Johnson, Kimberly-Clark, Marriott, PepsiCo, and Unilever. A respected and dynamic speaker, Winston received a bachelor's degree in economics from Princeton, an MBA from Columbia, and a master of environmental management from Yale.

Winston has appeared in major media such as Bloomberg, Wall Street Journal, Time, BusinessWeek, New York Times and CNBC. He has reached audiences of thousands on five continents with an entertaining message of practical optimism: the world's challenges are great, but business has the tools, resources and creativity to build a thriving world.

From shell diver to hero of the year

Pregracke is proof that one person can make a difference. Growing up in East Moline, Illinois, near the banks of the Mississippi River, Pregracke worked as a commercial shell diver during his early years, experiencing the river from the bottom up. Sometimes spending 10 hours a day in the depths and current of the pitch black waters, he



Chad Pregracke



crawled nearly 150 miles of the river bottom over six years.

He saw the river's beauty and was frustrated by the neglect, so he decided to clean it up. Twenty-two years later, Pregracke and his Living Lands & Waters crew have organized and led over 1,000 community cleanups on 23 rivers in 20 states, removing over 10 million pounds of garbage. Pregracke's idea has evolved into a movement.

Named a Hero of the Year by CNN, Pregracke has been a speaker for college graduations, business conferences and events, nonprofit organizations, and more. Named "America's Hardest Working Person" by Mitchum, his enthusiasm, sense of humor and passion amplifies his story and entertains audiences. His message inspires people to believe they can make a difference. Pregracke currently lives and works with his wife, **Tammy**. They divide their time between the Living Lands & Waters' Teamwork Barge and their home in East Moline.

PMI22 registration is scheduled to open soon. Watch your email or see upcoming issues of Inside My PMI for the registration link. Looking forward to seeing you in Louisville!

PMI's Upcoming July Events

PMI Washington Legislative Forum (virtual)

July 14, 1 to 3:30 p.m. CT

PMI's annual look at the federal legislative and regulatory scene, the virtual 2022 PMI Washington Legislative Forum, 1 to 3:30 p.m., July 14, will feature these speakers:

Troy Benavidez, leader, government relations and policy, LIXIL, on the LIXIL study about the shortage of plumbers, and **Cindy Sheridan**, chief operating officer, PHCC Educational Foundation, on her association's outreach and training to fill the shortage. Benavidez is the co-chair of PMI's Advocacy/Government Affairs Committee.

Political analyst **Jim Ellis**, the creator of the Ellis Insight publication, will provide a preview of the November 2022 midterm elections and their potential impact on the business community. What will the electorate have to say about current elected officials' responses to the health, economic and social issues that affect their lives?

Dan Felton, executive director, AMERIPEN, with an update on state plastic packaging bills still in play for 2022 and their potential impact. A well-known leader in the state government affairs arena for nearly 20 years, Felton is particularly passionate about environmental, sustainability and packaging issues and has lobbied extensively in those areas at the state and federal levels.

Jonathan Gold, vice president, supply chain and customs policy, National Retail Federation (NRF), with an update on China competition bills, ocean shipping reform, and tariffs. The primary spokesperson for NRF, Gold is responsible for representing the retail industry



before Congress and the administration on supply chain, international trade, product safety, and customs-related issues impacting the retail industry. While with NRF, he has been a leading advocate of the value of trade and global value chains to the U.S. economy.

All employees of PMI member companies are welcome to register at tinyurl.com/54dvmtwc.

PMI Webinar: Manufacturing a Winning Talent Management Strategy

July 20, 1 to 2 p.m. CT

Manufacturing organizations face unprecedented talent management challenges — the ongoing battle for skilled talent, the pending silver tsunami of baby boomer retirements, and negative perceptions of the industry among the Gen Z workforce. Manufacturers must act now to reimagine the workplace for the largest segment of their workforce and the one that creates the most value — frontline hourly team members.

Kylene Zenk will present a PMI webinar, "Manufacturing a Winning Talent Management Strategy," 1 to 2 p.m., July 20. As director of manufacturing at UKG, one of the world's most innovative human capital management and workforce management companies, Zenk leads and executes the go-to-market strategy for the company's manufac-



turing practice. She focuses on tracking and identifying the industry trends that shape the future of work for manufacturing organizations worldwide and on creating a positive employee experience that can help improve operational and financial performance.

Key Takeaways

- Understand the factors that attract, motivate, engage and retain critical hourly employees.

- Learn about actionable practices and policies you can implement to address company and worker needs.
- Understand how technology can enhance hourly team members' experiences
- Learn what this group of employees values in an employer and how to create a winning talent management strategy to become an employer of choice in this competitive landscape.

All employees of PMI member companies are welcome to register at tinyurl.com/ym2vf98w.

NIST Continues Plumbing Research and Plans for the Future

By Judy Wohlt, PMI Communications Team, Valek and Co.

NIST National Institute of Standards and Technology

The National Institute of Standards and Technology has spent the last two years building the necessary infrastructure to carry out important plumbing research. Now, NIST is focused on seeing its research through – with the goals of increasing water and energy efficiency and protecting public health.

NIST's research is helping to address outdated plumbing codes and aging infrastructure that have impeded innovative solutions for water supply and drainage systems and water conservation practices, said **Natascha Milesi-Ferretti**, a mechanical engineer and researcher with NIST, at the May Emerging Water Technology Symposium (EWTS).

As NIST looks to continue its research efforts and enhance its impacts, Milesi-Ferretti addressed the importance of NIST's continuing alliance with the plumbing industry and other stakeholders. "We're always looking for opportunities to collaborate and interact with you," she said.

Stephanie Salmon, Plumbing Manufacturers International's government relations consultant and an EWTS attendee, mentioned PMI's work to support reauthorization of NIST funding through the NIST Plumbing Research Act and the America COMPETES Act. PMI has met with congressional staff and, as part of an industry coalition, signed letters and underscored with lawmakers the crucial need for federal support of plumbing research.

Milesi-Ferretti's session on "Opening the Spigot on NIST's Premise Plumbing Research Activities" focused on how NIST has invested its one-time earnest funding to tackle some of the

59 plumbing research priorities listed in the May 2020 NIST Technical Note 2088: Measurement Science Research Needs for Premise Plumbing Systems (tinyurl.com/4wfxftny). The report explains how better science, data and test methods are needed to improve plumbing system performance.

Current projects focus on simulation tools, standardized system models and more

The latest NIST plumbing research has focused on several critical areas from the 2020 NIST report: pressure-flow relationships of plumbing fittings, water heater temperatures and opportunistic premise plumbing pathogens (OPPPs), standardized plumbing system models, enhanced plumbing system simulation tools, and a commercial building water use survey.

"For the pressure-flow relationships of plumbing fittings, we're focusing on the measurement science to make sure we get good quality data," said Milesi-Ferretti. Data used in current codes and standards dates from before the 1950s and do not represent modern materials and fittings, she explained. NIST is building a laboratory using a closed loop system to measure water pressure and fluid flow loss through pipe fittings, including elbows and tees. The agency will use the data to begin development of a pressure loss database.

Another priority project involves better understanding the relationships between water heater temperatures, water usage and pathogen growth. Milesi-Ferretti said some conflicting advice exists on set points for water heater temperatures. NIST is looking at potential hot spots for OPPP growth within the hot water distribution system. The agency's net-zero energy residential test facility in Gaithersburg, Maryland, houses a full plumbing system with automated controls, allowing researchers to simulate water use by a family of four. Research-

ers are performing seasonal water sampling, as well as chemical and microbial analysis, in the test house.

Standardized plumbing system models are needed to compare and analyze system performance, develop new technologies, and evaluate design and operation strategies, Milesi-Ferretti stated. NIST hired an engineering firm to design standardized plumbing systems in several commercial and residential buildings the Department of Energy and other researchers use to examine energy use and indoor air quality.

This summer, plumbing industry representatives will get the opportunity to view the new plumbing system models for developing their own design and operation strategies, she said.

NIST is working with the University of Cincinnati and **Dr. Steven Buchberger**, professor of civil and environmental engineering at the university and a frequent PMI conference speaker, to address the issue of outdated building codes, Milesi-Ferretti noted. Buchberger's team designed a national survey of plumbing fixture use to improve estimates for peak water demand in commercial buildings. The team also is developing sensors to monitor actual incidents and water use patterns at multiple fixtures.

PMI members who registered for EWTS can access presentations at pmi.kmsihosting.com. Those who did not register for the meeting can purchase access to an EWTS session recording for \$24 and to all EWTS recordings for \$515 at tinyurl.com/3jfn8fam.



Bill and Melinda Gates Fund Toilet Reinvention

By Judy Wohlt, PMI Communications Team, Valek and Co.

Almost half the world's population doesn't have access to affordable, safely managed sanitation – leaving them vulnerable to deadly diseases, poor economic prospects, and a sense of shame. The Bill & Melinda Gates Foundation sees public-private partnerships to reinvent the toilet as a vital solution.



Sun Gil Kim

The foundation's core belief – that everyone deserves an opportunity to live a healthy, productive life – has driven its large investments in helping the poor,

particularly women and children, said **Sun Gil Kim**, program officer with the foundation, during his session at the Emerging Water Technology Symposium in May. He noted that the foundation spent about \$6 billion in 2020 on programs involving global policy and advocacy, health, growth and opportunity, gender equality, and other issues.

Instead of simply funding development of toilets and treatment systems, the foundation focuses on creating a sustainable resolution that delivers economic prospects for companies and organizations. “We hope to inspire you to take action in your own work – plus maybe there are some opportunities for you,” Kim said, speaking to an audience of plumbing manufacturers, water utility professionals, engineers, plumbing trade associations, and others.

Bringing light to a taboo topic

Sanitation isn't sexy; in fact, it's taboo. “No one wants to discuss feces, urine and menstrual hygiene. That's part of our challenge. We believe in openly discussing the topic to remove the stigma,” Kim said.

He noted fecal sludge management and reinventing the toilet in non-sewered sanitation as two important focus areas. Poor fecal sludge management – when sewage is improperly treated and disposed – equates to institutional open defecation, Kim said. He shared an example of the situation in Dhaka, Bangladesh, where 20% of homes have water closets or toilets connected to a sewer and 79% have onsite sanitation. “The reality is that pipes leak and onsite sanitation isn't properly being emptied. We call this institutional open defecation because most of the fecal material ends up in the environment,” Kim stated.

Less developed countries are forced to use sanitation alternatives, such as pit latrines and open defecation, which come at a great cost to human health and dignity. Kim shared some shocking statistics and situations, noting that almost 1,000 children die every day from diarrheal diseases. Women and girls are often exposed to various indignities or worse. Many countries restrict women and girls from openly defecating in the daylight. However, they face potentially dire circumstances – in the form of animal attacks and rapes – when venturing out at night.

Creating an affordable, safe system

Kim said that developing countries can't build enough sewer systems and even if they did, they wouldn't have the money to maintain the systems. Many of these countries are in warm climates where access to water is an issue, too. That's why reinventing the toilet is so important, he explained. The ultimate solution is to create a toilet that can process liquids and solids in one place with the option to collect and treat the waste on-site.

The Bill & Melinda Gates Foundation has created a “Reinvent the Toilet

Challenge” to enable universal access to sustainable sanitation by supporting the development of new sanitation technologies and markets for new sanitation products and services. The program addresses the four main elements of a good toilet system: eliminates pathogens, conveys low lifecycle costs, operates off the grid, and is attractive.

Kim discussed how some toilet development has ended because more commercial partners are needed to develop the technology into a product. He pointed to a huge opportunity for toilet and sanitation development – a market estimated at \$8 billion a year into 2030, according to Boston Consulting Group projections.

Kim also mentioned IAPMO's important work on publishing the ANSI/CAN/IAPMO/ISO 30500 standard, which has been adopted by the United States, Canada and 29 other countries. The standard specifies general safety and performance requirements for the design and testing of non-sewered sanitation systems. The standard sets the stage for developing strong, affordable alternatives to traditional toilets and sewer systems for the 3.6 billion people currently without safely managed sanitation, he added.

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PMI Welcomes Speakman as Latest Manufacturing Member

SPEAKMAN®

Speakman, a company with a 150-year-plus history, has joined Plumbing Manufacturers International as its newest manufacturing member.

Part of the Professional Plumbing Group (PPG), Speakman produces a full line of kitchen and bath products for the residential, commercial and hospitality markets, as well as safety equipment, such as emergency showers and eye washes for commercial use. The company pursues innovation with a focus on performance and sustainability, and manufactures products from its facility in Glen Mills, Pennsylvania.

“We’re happy to welcome Speakman and PPG to PMI. With its rich and long history of producing innovative plumbing products, Speakman brings a valuable perspective on how to thrive in the ever-changing landscape of plumbing manufacturing,” said **Kerry Stackpole**, PMI CEO and executive director.

The creator of the world’s first adjustable shower head, Speakman has secured more than 100 patents for design and innovation, states the company’s website.

Speakman helps facilities meet national compliance regulations with free evaluations of potentially hazardous areas and emergency equipment, such as eye washes and showers. Using the company’s safety app, Speakman representatives will conduct comprehensive workplace assessments and deliver detailed reports with recommended safety equipment solutions to become compliant with standards established by the Occupational Health and Safety Administration and the American National Standards Institute.

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PMI STAFF

Kerry Stackpole, FASAE, CAE
CEO/Executive Director
kstackpole@safep plumbing.org

Jodi Stuhrberg
Director of Programs and Administration
jstuhrberg@safep plumbing.org

Kyle Thompson
Technical Director
kthompson@safep plumbing.org

Stephanie Lass
Education Coordinator
slass@safep plumbing.org

Ann Geier
Administrative Assistant
ageier@safep plumbing.org

PMI CONSULTANTS

Ray Valek
Public Relations
ray@valekco.com

Pam Taylor
Legal Consultant, Jones Day
ptaylor@jonesday.com

Maureen Baird
Graphic Design
info@mbairdgraphics.com



1750 Tysons Blvd., Ste. 1500
McLean, VA 22102
Phone: 847 481-5500
Fax: 847 481-5501
SafePlumbing.org

Ahead of the Curve (contd.)

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filing comments on various state bills and participating in meetings with the National Association of Manufacturers as it developed comments on the SEC proposed rule. PMI will be providing an overview and copy of the new Biden administration carbon emissions reporting proposal to the membership once it is released.

In the meantime, PMI member companies already have a jumpstart on these ESG issues. On page 3 of this issue of Ripple Effect, read the summary of the 2022 PMI Annual Report, “A Plumbing Manufacturing Evolution.” The report documents the strong progress being made in the areas of sustainability, supply chain, and workplace and labor including diversity, equity and inclusion. As usual, PMI member companies are ahead of the curve.

PMI Annual Report (contd.)

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members in forming and reaching their own DE&I goals. At the PMI21 Manufacturing Success Conference, keynote speaker **Risha Grant** provided insights on how to accomplish lasting DE&I success.

One way is to self-educate and get to know people based on your own experiences – not from those imprinted on you by your family, friends and the media, she said. Once you identify your biases, start seeking people who fit those biases, then take them out for coffee and get to know them, she suggested. Start with colleagues who seem to get overlooked in meetings or who don’t speak up. Grant asked, “Who is on your team that you can become an ally for – that you can help give a voice to?”

Read the entire report at tinyurl.com/2p8j52cb.