



JOHN C. MASCARO JR.

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Founded in 1988 on the premise to be a great builder and deliver extreme customer satisfaction, Mascaro has grown to be one of the region's largest contractors. The organization's experience in design-build, construction management, general contracting and self-performing trade contracting allows it to provide the best management solution to deliver projects safely, on time and under budget to a high level of quality. The company exists to deliver great experiences to all involved. It believes that building with Mascaro is building with the best. The company employs about 150 workers and 300 to 400 contractors.

Describe your personal journey to becoming a CEO who "gets it."

I began my career in construction at the age of 14, tending stone masons. I moved up to be a union laborer throughout my college years. I then spent several years as a hands-on superintendent after graduation and later landed in the position of vice president of field operations.

Through the years, I really got to understand the daily risks and hazards that our union tradespeople face each and every day. Safety remains central to our company because it isn't only a key metric of project success but, more importantly, a commitment to ensuring everyone returns home safely. By doing things right the first time, always having each other's back and maintaining a proactive safety department, we reinforce this commitment at every level.

To support these efforts, the director of health, safety and environmental reports to me directly. Safety is so important to our company and to me personally, as I believe Mascaro's people are our most valuable resource. One of the most important lessons I have learned is that "we" are smarter than "I." Together, we'll develop the best plan and safest means and methods. By compiling knowledge from the construction team, learning from our near misses and following our motto of "planning the work and working the plan," we strive to have the safest jobsites possible.

What's the biggest obstacle to safety at your organization?

Construction is an inherently dangerous business. At Mascaro, we believe our people are our most valuable

resource and keep them alert and trained in their tasks. We provide our skilled tradespeople with task-specific training and the latest advancements in personal protective equipment. We make sure there's continuous training at all levels of our organization, including best methods and techniques when it comes to management, leadership, and best practices regarding motivating and inspiring our employees.

I'm an active participant on Mascaro's HSE committee. I weigh in on the outcome – and learning opportunities – of both Mascaro and subcontractor partner incident and near-miss investigations. We make sure a healthy stop-work authority culture exists on all our jobs, which is critical to completing the work safely. I seek out opportunities to reinforce Mascaro's commitment to safety.

Why is safety a core value at your organization?

We're a family-owned company, and everyone on every job is considered part of our construction family. It's Mascaro's goal to send each employee home to his or her family in the same condition their families sent them to us. Safety is a core value because our employees aren't just some number – they're someone's dad, husband, wife, mother, sister, brother. These are the people who are constructing our projects and, at the end of the day, they have their immediate family to go home to.

How do you instill a sense of safety in employees on an ongoing basis?

I try to lead by example by participating in the following activities:



- Monthly HSE committee meetings
- Quarterly project safety recognition lunches
- Bimonthly project safety review meetings
- Incident investigation report reviews
- Promoting the “near miss/good catch” process and investigation of each incident assigned a potential severity level of greater than 2.5
- Ensure training is completed and our youngsters have mentorship on task-specific training through our New Employee Development program
- Support annual frontline supervisor HSE training, keeping everyone’s skills sharp

My favorite thing to do is to visit jobsites on a regular basis. I know my employees’ names and families. I want them to know that they’re important to me, and I show that by visiting their sites. It’s when safety falls from the forefront that incidents can happen.

How does your organization measure safety?

We measure safety very simply. We have a unified goal of “ZERO.” Always doing the right thing is key. We develop project-specific programs on every job, which is included in our subcontracts, and we proactively make sure we always follow it. Beyond OSHA logs, experience modification rates and total recordable incident rates, we have developed a potential severity level measure. The PSL is assigned to all incidents, first aids and near misses. It tells us what’s trending and what we should focus on. At Mascaro, our continuous improvement process is based on three leading indicators: management

commitment, employee engagement and accountability. To support our continuous improvement process, we have developed a number of key performance indicators, including:

- Pre-task planning
- Document and delivery audits
- Project team onsite inspections

The monthly CIP performance is captured on a project scorecard, which is completed by the project team and reviewed by top management monthly.

At Mascaro, we measure the success of our projects by a five-metric scale. Safety is the top and most important of those five metrics.

Our goal for safety on every project is zero incidents. Project teams that can maintain the zero-incident metric on their jobsite for a 12-month period are rewarded at the Platinum Safety Awards Celebration.

At this event, jobsites and their employees are recognized with apparel and accessories for maintaining a safe site. We’re always trying to make our company better and safer.

What role do off-the-job safety and mental health and well-being play in your organization’s overall safety program?

Our employees’ total wellness is important whether they’re on the site or at home. Mascaro’s wellness program focuses on the three pillars of wellness: physical, financial and mental. We provide our employees with the resources needed for each pillar. Access to mental health professionals through various outlets, financial advisors and seminars, and health coaches are all accessible through our wellness program. We also mail the information to employees’ homes to make sure it’s reaching their families, because their whole family has access to these programs.

NOTABLE ACCOMPLISHMENTS

- John believes that his jobsite visits are crucial for reinforcing safety and strengthening the company’s health and safety culture.
- His focus isn’t only on providing a strong safety cultural foundation for workers but also attracting upcoming generations to the construction industry.
- He can be found fist-bumping employees in the office or shaking hands in the field, where he knows everyone’s name, family members and hobbies. His relatable persona encourages employees to speak up about work experiences and reinforces EHS initiatives.