



2025

CINCINNATI, OH
OCTOBER 28 & 29

**FROM COMPLACENT TO COURAGEOUS: HOW TO BUILD AN UNSTOPPABLE
SAFETY CULTURE**

David Sears and Greg Cagle

SSAB locations in North America

Steel Processing:
Mobile, Alabama and
Montpelier, Iowa

Cut-to-Length Operations
Houston, Texas, St. Paul,
Minnesota and Toronto,
Ontario, Canada



Examples on where SSAB steel is utilized in the U.S.

SSAB steel is optimized for specific needs, serving a number of industries across North America and across the globe.



Viking Cruise Line – Mississippi



I-74 Bridge crossing the Mississippi River



Allegiant Stadium in Las Vegas



U.S. Roller Coasters

From Partnership to
Industry Benchmark
How Two Companies Are
Building a Courageous
Safety Culture



ACTION

CRITICAL QUESTION

If you did not come home from work safely tonight, who would miss you the most?

How would they be affected?

What life moments might you miss?







ACTION

CRITICAL QUESTION

If you did not come home from work safely tonight, who would miss you the most?

How would they be affected?
What life moments might you miss?

Write down the names of at least 5 of those people and their relationship to you.

DISCUSS



WHY DO ACCIDENTS HAPPEN?

If none of us want people
to be hurt and we all
want to go home safely
at the end of every day,
why do things go wrong
in the workplace?



WHAT IS CULTURE?

OFFICIAL DEFINITION

CULTURE (noun) cul-ture | \ 'kəl-chər

- The way of life of a particular people, especially as shown in their ordinary behavior and habits, their attitudes toward each other, and their moral and religious beliefs.
- The customary beliefs, social forms, and material traits of a racial, religious, or social group.
- The characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time.
- The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.





DISCUSS

But what is it... Really?

WHAT IS CULTURE?

Culture is formed by how people...



THINK



ACT



INTERACT

A CULTURE CREATION SECRET



Culture depends on relationships.

Relationships depend on Interactions.

Interactions are shaped by Actions.

Actions are determined by how people Think.

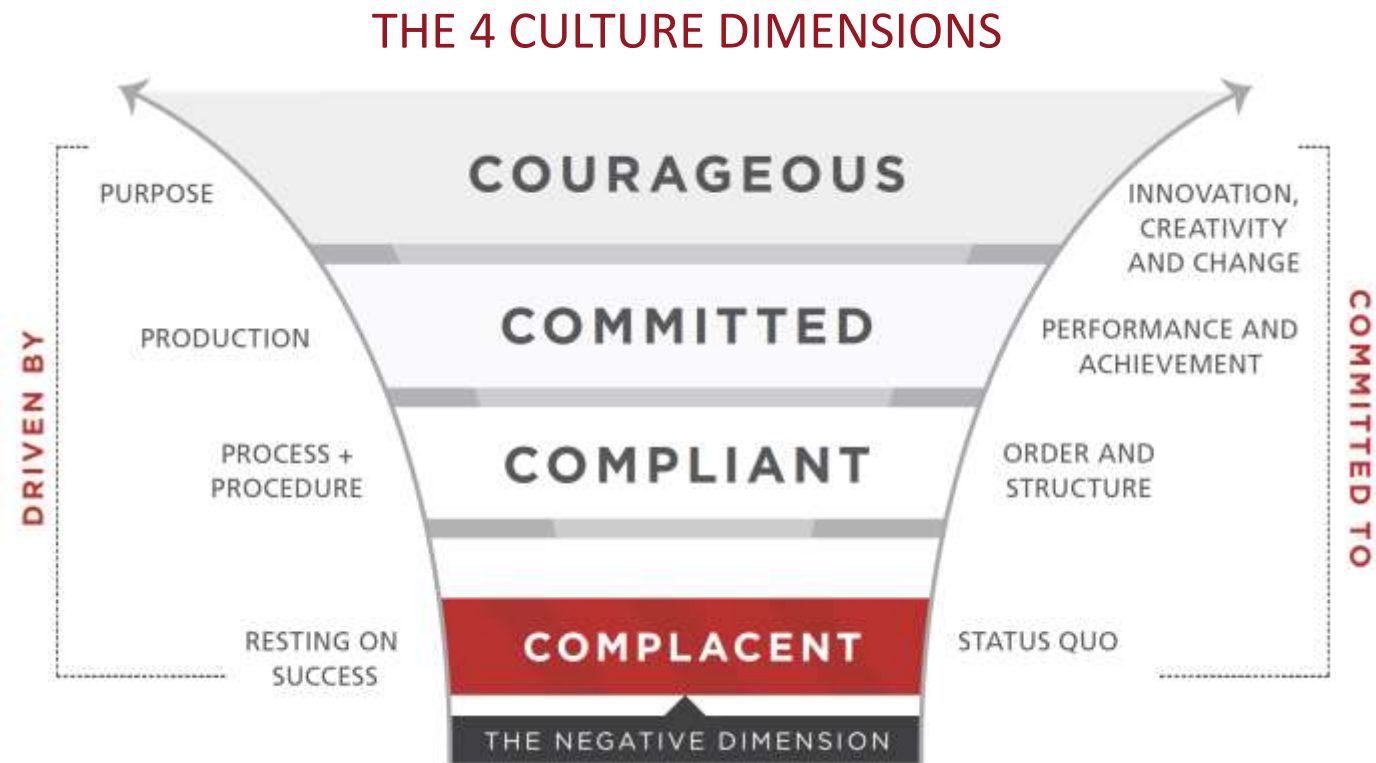


THE 4 DIMENSIONS OF CULTURE

THE 4 CULTURE DIMENSIONS



Which one of the Culture Dimensions is your strongest Dimension?



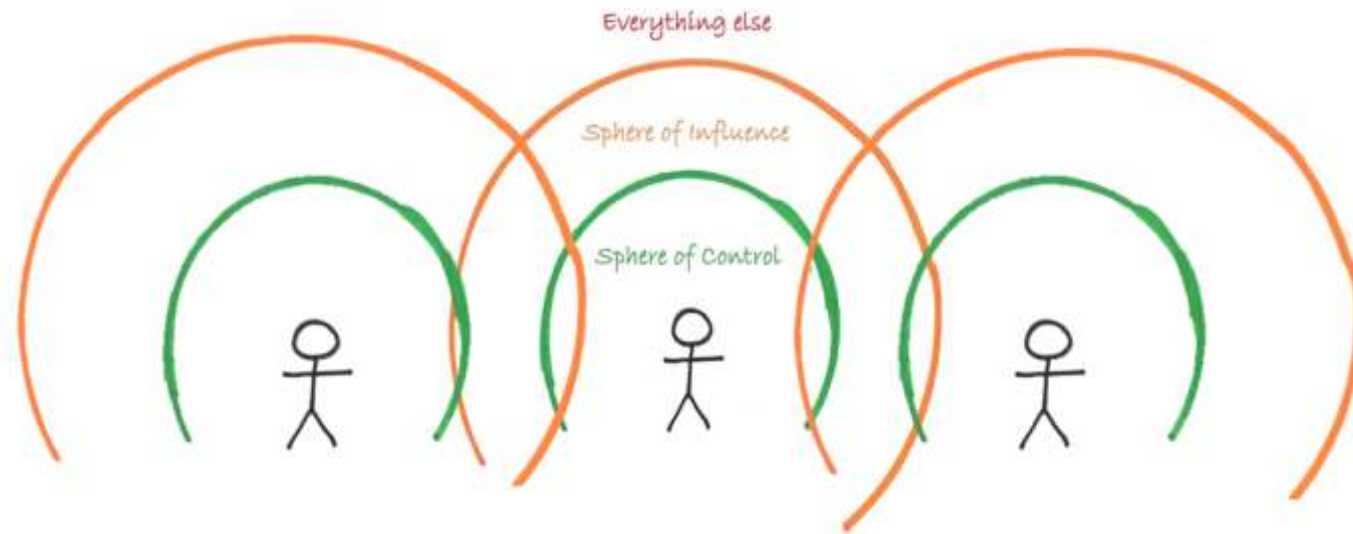
Identify significant areas of opportunity to improve your safety culture

THE 4 CULTURE DIMENSIONS





You have a responsibility to humanity as a whole to enhance life for each and every person you lead.



WHAT MOVES PEOPLE TO DO WHAT THEY DO

Thinking > Beliefs > Behaviors

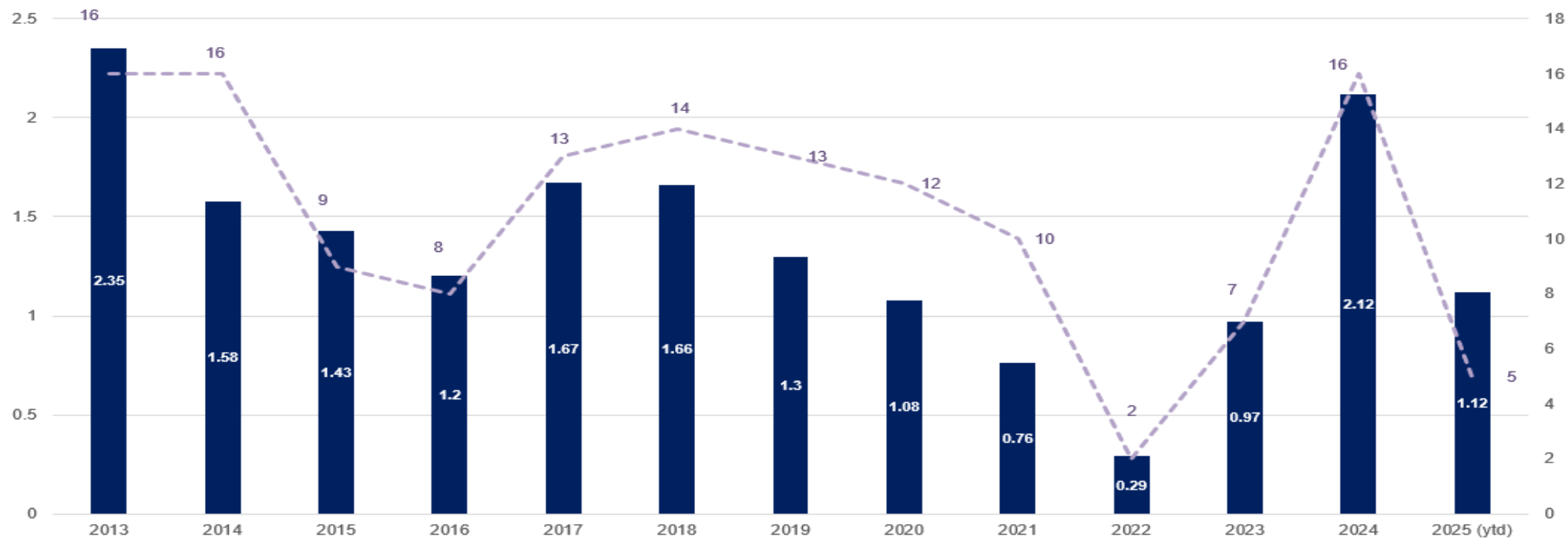
LEADER'S BEHAVIOR >

Thinking > Beliefs > Behaviors

What does this all
mean?

SSAB Americas Total Recordable Case Rate*

Actual **2.12** v Commitment Goal of **≤ 1.00**
2024 - 16 Recordables against Commitment of 7





MSCI Cultural Award 2021
Safe Start



MSCI Cultural Award 2022
Courageous Culture Leaders



MSCI Cultural Award 2023
Courageous Culture Owners

SAFESTART[®] FORUM

FOR HUMAN FACTORS PRACTITIONERS



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THANK YOU FOR ATTENDING!