



The 2022 CEOs Who “Get It”

A culture of safety starts at the top. It takes leaders who understand that safety needs to be at the forefront of every major business decision and ensure safety is a guiding value throughout their organization. That’s precisely what it means to be a CEO who “gets it.”

This year’s honorees are leaders with decades of experience who represent U.S. industries coast to coast. They’re passionate about safety and the impact it has on their employees, organizations and communities. They set bold goals, focus on continuous improvement and deliver strong results, recognizing that safety *never* stops.

In a year like no other, these nine CEOs consistently have gone “above and beyond” for their employees. Not only do their collective efforts help advance the National Safety Council mission to save lives, from the workplace to anyplace, I have no doubt that their exemplary leadership contributed to business becoming the most trusted institution worldwide, according to the most recent Edelman Trust Barometer.

CEOs who “get it” lead by example – such as David B. Burritt of U.S. Steel Corp., whose organization was named to *Newsweek’s* list of the “Most Loved Workplaces” last year for its permeating belief – from the frontline to the boardroom – that each of its 23,000 worldwide employees deserves to return home safely to their loved ones every day. Or, take Matthew Flannery of United Rentals Inc.: a leader who aspires for his team to return home better for having come to work – safe, inspired and motivated. For Brian Evans, leader of Environmental Air Systems, caring for those around you means having the courage to speak up in unsafe situations – a “people-first” approach to accountability that has resulted in 50% fewer incidents in a single year.

These leaders also challenge the status quo. Nick Stange of Hexcel believes a zero-injury workplace is possible and has implemented new policies and systems that challenge traditional safety metrics. In his prior role leading Jetco Delivery, Brian L. Fielkow went against the grain and incorporated safety into Jetco’s value proposition, which attracted clients who are willing partners in a shared safety mission.

Over the past couple of years, the divide between work and life has narrowed. These leaders recognize that the constructs of workplace safety have evolved as well. Understanding that many on-the-job incidents stem from external stressors, Mike Greenawalt of Rosendin included a program to address topics related to mental health, diversity and inclusion. Similarly, Vijay Manthripragada of Montrose Environmental Group knows that holistic employee well-being creates healthier workplaces and communities, which is why he formalized the company’s commitment to several of the United Nations’ sustainable development goals.

Finally, CEOs who “get it” listen and have a desire to continually improve their organizations and the communities in which they live and work. After soliciting candid feedback from more than 8,000 AES Corp. employees across 30 countries and 10 languages, President and CEO Andrés Gluski embarked on a three-year project to improve safety culture, which resulted in new technologies and practices that fuel employee wellness. Similarly, Revathi Advaiti, CEO of Flex, used feedback from the company’s frontline workers to refine safety protocols and training, implementing a global program focused on eliminating machine-related injuries.

Every worker in America deserves a CEO who gets it, and these nine individuals not only inspire their own employees, colleagues and other industry leaders, but they also help people live their fullest lives – on and off the clock.

On behalf of NSC, congratulations to the 2022 honorees. **S+H**



Lorraine M. Martin
President and CEO
National Safety Council





REVATHI ADVAITHI

CEO
FLEX
SAN JOSE, CA

Flex is the manufacturing partner of choice that helps a diverse customer base design and build products that improve the world. Through the collective strength of a global workforce across 30 countries and responsible, sustainable operations, Flex delivers technology innovation, supply chain and manufacturing solutions to diverse industries and end markets. The company has 160,000 employees at over 100 facilities in 30 countries with revenue of more than \$24 billion.

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

Being raised by a single mother with four sisters in India played a large role in my life and influenced my leadership skills. My mother always stressed our values – the power of education, the importance of self-reliance and kindness. She encouraged us to challenge ourselves and take risks. As I reached my teenage years, I really had no idea what I wanted to do. Engineering was highly valued and felt like a good path. I landed in mechanical engineering because I liked the systematic aspect and enjoyed diving into how things work together. This in turn steered me to manufacturing.

I started my manufacturing career in America’s heartland, at Eaton, a large, diversified manufacturer, spanning many teams and divisions. After my initial stint as a shop floor supervisor, I was able to advance through different roles within the company and gain exposure to

a variety of business functions and sites across the world. While at Eaton, I began to understand that being a good leader means that you have a responsibility to take care of your people – to provide a safe, supportive environment.

Several countries and years later, I arrived at Flex as CEO in February 2019. I quickly instilled an authentic, results-driven approach to our health and safety practices. For me, it all started with our core values as a company, focused on doing the right thing always. As CEO, my primary goal will always be to ensure we are continuously identifying ways to improve employee safety. I understand that a commitment from the top that is reaffirmed at every level of the organization is the only way to build a workplace culture that truly values safety.

Why is safety a core value at your organization?

The safety and well-being of our employees is Flex’s top priority. That is why I have made it a priority to set the tone and expectation that every leader is responsible to take care of their people and do the right thing always. Flex leaders are accountable to demonstrate improvements and show positive safety results along with other financial and operational KPIs regularly.

I made the decision to make safety targets a part of the company goals for fiscal years 2020, 2021 and 2022 – the first time this had ever happened at Flex. Those safety targets have been cascaded into personal objectives throughout all levels of leadership across the organization.

During site visits, I have led conversations in which I’ve asked purposeful safety questions, resulting in a strengthened safety-first approach throughout Flex, including starting meetings with a safety message. In addition, the company began tracking risk assessments completed globally along with actions required to mitigate significant hazards.



Read the full Q&A
at sh-m.ag/3JMZ9xO.

ACCOMPLISHMENTS

- Has set the tone and expectations that every leader is responsible to take care of their people and do the right thing always.
- Oversaw the company’s response to the COVID-19 pandemic. Stayed steadfast in her commitment to the health and safety of Flex’s 160,000 employees worldwide across 30 countries as the No. 1 priority.
- Recently challenged the organization to be more aggressive on reducing the total case incident rate, with a philosophy of working toward an injury-free workplace. Supported the completion of a third-party EHS management system and organization assessment.



DAVID B. BURRITT

**PRESIDENT AND CEO
U.S. STEEL CORP.
PITTSBURGH, PA**

Founded in 1901, U.S. Steel Corp. is a leading steel producer. U.S. Steel and its more than 24,000 employees serve the automotive, construction, appliance, energy, containers and packaging industries with high value-added steel products. The company also maintains competitively advantaged iron ore production and has an annual raw steelmaking capability of 26.2 million net tons. Headquartered in Pittsburgh, U.S. Steel has world-class operations across the United States and in central Europe.

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

There are three important lessons I’ve learned about safety during my career. First, leaders who truly care about the employees they lead put employees’ safety first, *always*. That applies to all leaders, from the front lines to the C-suite and everywhere in between. Second, I’ve found that companies that can’t get safety right often get other important things wrong, too. When I was looking to join U.S. Steel in 2013, one of the most attractive things about the company was its long-held, clearly stated commitment to workplace safety. That told me that this was a company committed to doing the right things the right way. Lastly, I’m a firm believer in holding people accountable for their performance. At U.S. Steel, the safety organization reports directly to me. That’s because I want to show our employees around the world how much I care about their safety by being the executive directly accountable for it.

What’s the biggest obstacle to safety at your organization, and how do you work to overcome it?

The most obvious obstacle to safety for the steel industry is that the vast majority of our employees work in high-hazard environments every day. For many years, U.S. Steel has been leveraging data and technology to drive the safety performance improvements we need to reach our goal of zero incidents and injuries. Increasing use of data has also helped us avoid another common obstacle: complacency. We’ve created a culture that empowers our leaders to use data to watch for plateaus and set new goals that will keep their employees engaged and striving for safety excellence.

Why is safety a core value at your organization?

At U.S. Steel, we believe our longevity is tied to core values built into our corporate DNA by our founding fathers back in 1901. Those core values are known today as our S.T.E.E.L. Principles. It’s no coincidence our first S.T.E.E.L. Principle – the “S” – stands for “safety first,” because safety is truly foundational to everything we do. Our “safety first” culture is one of the things that has always set U.S. Steel apart from our competitors, because “safety first” is more than a tagline for us.



Read the full Q&A
at sh-m.ag/3JMZ9xO.

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

Safety is the first thing we talk about in every meeting or team huddle. During their orientation process, new employees in our plants are given cards with my signature that empower them to put safety first and stop work at any time if they deem something to be unsafe. We also work cooperatively and in highly visible ways with the unions who represent the majority of our employees because we all agree the safety of U.S. Steel employees is our top priority.

ACCOMPLISHMENTS

- Internal, formal and informal messaging always ends with “Now let’s get back to work ... safely.”
- “Safety first” is the company’s most important core value and is frequently communicated internally and externally.
- Begins every board of directors and senior leadership team meeting with a review of safety performance and key safety projects.
- Credited with creating 360° Safety, which involves enhancements to U.S. Steel’s already robust focus on physical and psychological safety in its workplaces.



BRIAN EVANS

PRESIDENT AND CEO
ENVIRONMENTAL AIR SYSTEMS
HIGH POINT, NC

Founded in 1953, Environmental Air Systems specializes in mechanical, electrical and building controls contracting, combining both field construction and manufactured modular solutions. With more than 1,600 employees, EAS works with clients in a range of markets, including pharmaceutical, industrial, mission critical and health care.

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

There is no better conversation to have with our many employees than to talk to them about their safety, both on the job and off. As a leader of a company in the construction industry, in which work conditions pose a number of risks, the highest priority is to ensure the safety of our EAS family members. The success of any company striving for world-class safety begins at the top. It must be important to you before it will be important to others. But credit goes to our many leaders. Our pride in striving for excellence in all that we do drives our strong safety performance, and everyone throughout the organization plays an important part in our results.

What’s the biggest obstacle to safety at your organization, and how do you work to overcome it?

It is essential that our culture of having each other’s back, as defined by our Courage to Care Pledge, is followed by everyone. To summarize, we all pledge to care enough for

those we work with to have their back by speaking up to fix an unsafe situation. We often hire dozens of workers, and instilling this responsibility in each new hire is essential to drive their behavior. The sooner our safety culture is absorbed, the sooner they understand the importance of working safely. This education for new hires starts on Day One of their employment, with a full day of orientation. From there, both their safety and work practices are supported by our mentor program, our safety team and our many safety programs.

Why is safety a core value at your organization?

People of all walks of life make up our company, and our company’s strength is the result of all of our dedicated people who go to work every day with the goal of being the best we can be. This all starts with working safely, and our overriding goal is to have everyone who comes to work to also go home safe to their families each day.

What role does off-the-job safety play in your organization’s overall safety program?

In addition to our many health benefit programs, we work to engage the family into our safety culture. Our safety newsletters are mailed to the home in both English and Spanish. We provide T-shirts to all employees and family members at our annual company events, and the messaging on the shirt is geared toward safety. As sports arenas often display jerseys to exemplify their star athletes, we display all of our safety shirts at our headquarters facility.



Read the full Q&A
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ACCOMPLISHMENTS

- Instilled a top-down leadership approach and challenged all the leaders of each business unit to make safety a part of all aspects of the culture.
- Personally responsible for the creation and implementation of the Safety Medallion Program for frontline leadership. The program created recognition, accountability and competition among peers for safety performance and adherence to required safety activities, which in turn improved the leading indicator activity performance.
- Heavily involved in all safety get-togethers in which he plans and speaks.
- Regularly visits with employees and speaks with them personally about safety.
- Writes handwritten notes both to hourly employees, thanking them for their safety performance, and to members of the safety team.



BRIAN L. FIELKOW

CEO
JETCO DELIVERY LLC
HOUSTON, TX

Jetco Delivery is a part of Montreal-based The GTI Group, a specialized transport company that provides integrated logistics and transportation services – including asset-based trucking, freight brokerage, and warehousing and storage – to an international clientele. Founded in 1976, Jetco operates terminals in Houston, Dallas, La Porte and Freeport, TX, and serves sophisticated shippers and intermediaries to meet their logistics needs. Jetco employs 225 workers.

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

Early in my career, I focused on compliance, rules and regulations as the pathway to safety excellence. I had a mindset that safety was a department. In a way, that mindset was extremely parental – the safety professionals’ job was to keep everyone safe. As my thinking evolved with experience, I realized that safety is not a department. It’s a way of life. I adopted a much more behavior-based approach to safety. Safety must be leader-driven and employee-owned. As a CEO, I know that my actions are under a microscope. If my team sees that I place other things ahead of safety, they might follow suit. You can’t lead safety with an annual obligatory safety meeting. It’s an everyday commitment. As my career progressed, I’ve learned that safety is about each of us managing our own behavior and holding each other – and the company – accountable. When there’s a safety failure, it’s often assumed to be an

individual error. However, organizational dysfunctions are at the root of many failures. I’ve become aware that the company can cause a crash, an injury or an incident as much as an individual. I’ve also become acutely aware of what’s competing for safety. I know production pressure and meeting customer demands are critically important. But you can never allow these pressures to compromise safety. There must be nonnegotiable value alignment in the organization that nothing can compete with safety.

How does your organization measure safety?

For us, truck cameras and telematics have been a game-changer to capture leading indicators. Technology has enabled us to know exactly what’s going on inside of our trucks. Cameras also allow us to correct behavior. Most of these behavior failures that we see are honest mistakes, so we sit down with the professional driver. We watch the video, and we make course corrections. Data integration is our next level for capturing leading indicators. These days, the issue is not a lack of data. It’s that we have too much data. Off the top of my head, I can think of a half dozen data sources I manage. Data is not helpful if it’s not actionable. We are focused heavily on artificial intelligence and dome software that can pool all our data sources together so we can see a more holistic picture of our performance from several different angles.

On this topic, I have an interesting story. I was teaching a session at the NSC Safety Congress & Expo in Orlando, FL. We were talking about capturing the near miss. I admitted to the group that I would like to do better. One person raised their hand and said, “You know, we had the same problem, and we changed the name of the campaign. We went from ‘close call’ to ‘good catch,’ and that changed the psychology. The number of actionable good catches increased.” We’re now working on rebranding the campaign to see if it works for us.



Read the full Q&A
at sh-m.ag/3JMZ9xO.

ACCOMPLISHMENTS

- Understands that safety is not only a moral imperative, but a hardcore business decision.
- Replaced old-school progressive discipline with “just culture.”
- Ensures life-critical rules rise above all others, and employees are keenly aware of the most significant risks they face.
- Deploys technology to improve safe outcomes.
- Teaches safety leadership to both the public and private sectors.



MATTHEW FLANNERY

CEO
UNITED RENTALS INC.
STAMFORD, CT

United Rentals is the largest equipment rental company in the world. It has an integrated network of 1,278 rental locations across North America, 11 across Europe, 28 in Australia and 18 in New Zealand. In North America, the company operates in 49 states and every Canadian province. The company's approximately 20,100 employees serve construction and industrial customers, utilities, municipalities, homeowners and others.

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

I began my career in the construction equipment rental industry over 30 years ago and have had the opportunity to grow up in the business by working at every level of our organization. My unique personal journey has allowed me to really understand a day in the life of what it takes to be safe on the front line every minute of every day – and it also opened my eyes to the very real challenges that our team faces. Safety is personal to me, and I expect each member of our team to go home each day even better than they arrived.

What's the biggest obstacle to safety at your organization, and how do you work to overcome it?

The biggest obstacle to safety for us is the speed and magnitude of our business. It's easy to get distracted or feel pulled to do something a faster way versus the safer way. We combat this challenge by starting every day with a

safety focus huddle, followed by two stretches from our Meta-Posture Program. This gives our team the opportunity to discuss scenarios to working safely, such as preventing line-of-fire injuries, hand tool tips, the impact weather has on our safety and much more. Our Meta-Posture Program is a warmup and stretch program designed to get the muscles and joints ready for the day.

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

At United Rentals, we are United4Safety, which means we “think safe, work safe, drive safe and live safe.” There are a multitude of ways we work to keep safety at the forefront of our minds for making the right decision every single day. One of the most important ways is by encouraging active caring. This means taking the time to notice others' activities and to communicate concerns and suggestions in a constructive way. We use our Hazard 360 Awareness – every task, every time – to identify hazards, and all of our employees are empowered with stop-work authority if they observe an unsafe or potentially hazardous working condition or behavior – meaning if you see something, say something.



Read the full Q&A
at sh-m.ag/3JMZ9xO.

How does your organization measure safety?

Our safety program takes into consideration every part of our organization to ensure our employees are trained properly and hazards are identified to aid in injury and incident prevention. We have a “near miss, STOP work and good catch” reporting process that encourages our team to share incidents and provide insight for opportunities for improvement. It's important to put those learnings to good use, so our processes and procedures are ever evolving. By monitoring our performance, learning from our experiences and thinking about the workplace of the future, we will continue to strengthen existing programs and develop new ways to further our leadership position on safety.

ACCOMPLISHMENTS

- His goal is not just for employees to go home as they arrived, but for them to go home even better than they arrive each day – safe, inspired and motivated.
- Engages with team members through an internal social platform, Workplace by Facebook, where their safety and well-being is always top priority.
- Starts every conversation with safety, and is known for ending all conversations and messages with “Stay safe and thanks for being on the team.”



ANDRÉS GLUSKI

**PRESIDENT AND CEO
AES CORP.
ARLINGTON, VA**

The AES Corp. is a Fortune 500 global energy company accelerating the future of energy. Together with its many stakeholders, it's improving lives by delivering the greener, smarter energy solutions the world needs. Its diverse workforce of 8,000 employees is committed to continuous innovation and operational excellence, while partnering with its customers on their strategic energy transitions and continuing to meet their energy needs today.

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

One of our themes at AES is to take safety personally. This means asking yourself: “What can I do to keep myself and my colleagues safe so that we can go home to our loved ones each day?” As CEO, I feel the responsibility to keep all of our people safe – 8,000 people across 14 countries. In 2005, we realized we needed to have environmental, health and safety standards across every country where we work. I ensured we had the comprehensive safety manuals and the right procedures in place to keep our people safe. I also made sure people received the training and personal protective equipment they needed to safely do their jobs. When there was an incident, we began sharing that information openly across the company to help us learn from what happened and prevent it from happening again. We have made significant progress.

When we compare the time period of 2008-2014 with 2015-2021, AES fatalities decreased 67% and contractor fatalities decreased 59%, with an overall reduction of 62%. We recognize that one fatality is too many. We are always evaluating and implementing new ways of working to keep our people safe – to instill a culture of “safety first” – and expanding how we define safety to have a holistic approach.

What’s the biggest obstacle to safety at your organization, and how do you work to overcome it?

AES is a Fortune 500 energy company with over 8,000 people across 14 countries and four continents today. This means navigating the potentially life-threatening hazards of electricity and solving the additional challenge of instilling a unified safety culture in the transmission field, at our power plants and in the less hazardous office environment, across our global markets. Our priority is to instill a culture of safety first no matter where our people live or what their role is. One practice that distinguishes how we work is what we call stop-work authority. Stop-work authority gives every person – AES people, contractors, construction contractors – the power and authority to stop work if they see something unsafe, or if they believe they see something with the potential to become unsafe. No questions asked. This is not only a practice our people are encouraged to use, but it is their responsibility to use it. Stop-work authority is one way we instill a mindset of safety first on and off the job.



Read the full Q&A
at sh-m.ag/3JMZ9xO.

ACCOMPLISHMENTS

- Implemented proactive measures that are helping AES reach its goal of zero fatalities.
- To understand and receive candid feedback from people on AES’ safety culture, under his leadership, AES initiated the Dupont Workplace Safety Culture Assessment and the associated Three-Year Safety Action Plan, and then created a rhythm for repeating this assessment and action plan every three years.
- Launched the program Significant Injury Potential, which helps to proactively identify hazards that could lead to serious injuries before an incident occurs.
- Launched Smart Safety, AES’ digital strategy for incorporating digital tools to accelerate safety efforts.
- Led twice-monthly live broadcasts with guest health and wellness experts so AES employees had an opportunity to have their most pressing questions about the COVID-19 pandemic and AES’ strategy answered.



MIKE GREENAWALT

CEO
ROSENDIN
TEMPE, AZ

Rosendin, headquartered in San Jose, CA, is employee-owned and one of the largest electrical contractors in the United States, employing over 7,000 people, with revenues averaging \$1.8 billion. Established in 1919, Rosendin remains proud of our more than 100 years of building quality electrical and communications installations and value for our clients, but, most importantly, for building people within our company and our communities.

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

As the company’s CEO, I understand that, in the construction industry, safety extends beyond gloves, glasses and harnesses. Today, many workforce incidents stem from anxiety, depression, stress, anger and financial concerns. Having witnessed co-workers suffer life-changing injuries in my time in this industry, I helped develop Rosendin’s corporate safety policies, including a “stop work” card, “5Why” accident investigation form and pre-task planning policy to identify potential hazards. When I was promoted to CEO in 2020, I supported the implementation of an extensive program to raise awareness of the importance of creating a safe work environment during Construction Safety Week. These annual programs include daily activities and targeted themes spanning mental health, diversity, equity and inclusiveness as part of safety at work to personal protective equipment and fall

prevention. I also grew the safety team and launched the Craft Empowerment Program to build project communication between the field and project management. CEP members wear a different color safety vest and are available to answer worker questions about safety, quality and production, then report issues to the project manager to give all employees a voice. In addition, I provided resources for a fall safety video that uses ballistic dummies to demonstrate the impact of a fall on the human body.

What’s the biggest obstacle to safety at your organization, and how do you work to overcome it?

One of the most significant challenges to safety within Rosendin is getting the new, unskilled workforce up to speed to meet the industry demand for construction. We have implemented several processes to overcome this challenge. These include our comprehensive onboarding process that delivers training on hazard recognition, lockout/tagout, one-line drawings, mobile equipment, tool safety, fall protection and how not working safely will affect their future in retirement. We explain what is in it for them in the long term and why working safely is essential.



Read the full Q&A at sh-m.ag/3JMZ9xO.

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

I empower employees to make the right, safe choices endorsed in a “stop work” card. I also share my personal story in the new-hire video of an incident that occurred early on in my career, and I am intimately involved in Safety Week, including videos that capture my support for safety and are distributed companywide.

ACCOMPLISHMENTS

- Has supported and helped develop numerous corporate safety policies and procedures, including a “stop work” card; “5Why” accident investigation form; an injury-, incident- and impact-free (I-3 Free) environment on every project; and pre-task planning policy to identify potential hazards.
- Supported the implementation of an extensive program to raise awareness of the importance of creating a safe work environment. Annual programs include daily activities and targeted themes spanning mental health, diversity, equity, and inclusiveness as part of safety at work, to PPE and fall prevention.
- Convinced a major manufacturer to produce a safer saw that he and his team helped design. Today, that saw is in full production and available for public purchase.



VIJAY MANTHRIPRAGADA

CEO
MONTROSE ENVIRONMENTAL GROUP
LITTLE ROCK, AR

Montrose is a leading environmental solutions company focused on supporting commercial and government organizations as they deal with the challenges of today and prepare for what's coming tomorrow. With more than 2,000 employees across more than 75 locations, Montrose combines deep local knowledge with an integrated approach to design, engineering and operations, enabling the company to respond effectively and efficiently to the unique requirements of each project.

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

Our people deal with dangerous situations. For example, they climb smoke stacks, drive long distances and are exposed to environmental contaminants. Those risks and many others are part of the expertise needed to create environmental solutions, but the risks should be minimized. I often reflect on my upbringing when it comes to workplace safety. I recall my mother getting hurt at work. She fell down the stairs at the hospital in which she worked and limps to this day. My mom's accident wasn't any person's fault, but rather a function of a safety hazard or safety lapse at her place of work. An injury can have a permanent impact on someone's life and their family's life. I think about that experience and the potential impact on individuals and families when a Montrose colleague gets hurt. As a result, when it comes to workplace safety, I insist on and need us all to be vigilant and protective of each other.

Why is safety a core value at your organization?

How can it not be? As an environmental service or solutions provider, we are often sent into situations in which our clients oversee the processes of their facility and their sites; however, we always remain in charge of the safety of our employees, and that is critical to us.

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

We have an executive safety committee that meets on a quarterly basis, and sets the goals and addresses concerns at a senior level. We also have divisional safety committees that meet monthly, and sometimes even more frequently. Our executive safety team and divisional teams meet to make sure that there is consistency in planning and execution. As for projects, we have two main controls. We perform comprehensive safety planning prior to any project, but we also understand that things do not always work out as predicted, so we have a procedure called “stop-work authority” in which every employee has the authority to stop a job while maintaining support from management.



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at sh-m.ag/3JMZ9xO.

How does your organization measure safety?

We have established a program called “MIMS,” or Montrose Integrated Management Systems. We model our program after ISO occupational health and safety standards. When using the system, we can quantify a safety metric based on selected key performance indicators that are defined by both the executive and divisional safety teams. We develop a metric and can give a scorecard to each division showing their KPIs. It creates accountability and allows us to make sure we are meeting our goals.

ACCOMPLISHMENTS

- Made it a priority to recruit experienced safety professionals and mandate that safety remain a top priority for the leadership team.
- Rolled out the organization's first “Safety Mission” statement that was signed by the senior leadership team and employees at each location and framed.
- Gives the safety and risk division, which reports directly to the CEO, the same level of authority as operations, finance and other crucial business functions.
- Makes safety the most important consideration when making crucial business decisions.
- Is always available to the entire safety team to assist at any time.



NICK STANGA

CHAIR, CEO AND PRESIDENT
HEXCEL CORP.
STAMFORD, CT

Hexcel is a global leader in advanced composites technology with solutions that make a wide range of applications stronger, lighter and tougher. We develop and manufacture lightweight, high-performance structural materials such as carbon fibers, specialty reinforcements, prepregs and other fiber-reinforced matrix materials, honeycomb, adhesives, engineered core and composite structures for use in commercial aerospace, space and defense, and industrial applications. Hexcel employs 4,800 workers.

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

Safety starts with me. When I became CEO in 2013, I knew how important it was for me to personally lead the company’s safety efforts. I have always believed that our workforce is the most important asset in an organization, and nothing could be more important than their safety and well-being. I hold each of our leaders accountable for creating safe work environments and strong, safety-minded behaviors. I am immediately informed of every incident, with regular progress updates on our continuous improvement efforts. Moreover, I hold every employee responsible for following safe work procedures, encouraging safe behaviors from their colleagues and continuing a commitment to safety. In every meeting or written communication with employees, I lead with a safety message and a reminder that safety is our most important job.

What’s the biggest obstacle to safety at your organization, and how do you work to overcome it?

We have a smart, ambitious workforce in which everyone works efficiently as a team to meet customer needs. With that motivation and drive, however, comes the risk of not always taking the time necessary to stop and recognize or anticipate a risk – particularly when they encounter a nonroutine task or condition. Overall, we’re good at identifying risks, yet the few injuries we’ve experienced this year can be traced back to our team being so focused on a task that they don’t take an extra moment or two to adequately assess or anticipate all the risks. We see this with our newer employees, in particular. They tend to be really eager to demonstrate their work ethic and value, but don’t fully understand that we expect a “pause, assess and then act” approach. Most recently, our focus has been on how we reinforce the right behaviors so everyone knows they can pause and take an extra few minutes to understand and prepare to complete the job safely – and that will ensure improved safety awareness as well as a higher level of quality. In addition to ongoing risk recognition training and more meticulous new-hire onboarding, we’ll be rolling out a new safety campaign focused on reinforcing this “pause, assess, act” mindset to help all our workers correctly recognize, anticipate and assess risk before performing any task.



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Why is safety a core value at your organization?

The health and well-being of our team is paramount. And organizationally, we consider safe work a fundamental expectation of all leaders, employees and contractors. In fact, we have a commitment not only to work safely, but also to help ensure we keep one another safe. The idea is that safety isn’t a single activity – it’s *who* we are. It’s a key element in our One Hexcel culture.


ACCOMPLISHMENTS

- Understands that safety starts at the top. Holds leaders accountable for creating safe work environments and expects reports from them – at least monthly – regarding every incident and organizational progress.
- In every meeting or written communication, leads with a safety message and reminder that safety is paramount.
- During regular site visits, engages with employees at all levels in the organization to reinforce the safety message and culture. Fully engaged in safety and EHS corrective action planning and has standalone strategic planning sessions with EHS and operational leadership.



Thoughts on diversity...

Throughout the years that the CEOs Who "Get It" recognition program has been in existence, the National Safety Council has shone a spotlight on leaders from diverse industries. To help NSC showcase more diversity among the CEOs themselves, we encourage safety professionals whose leaders are women and minorities to submit their leaders' names for consideration.



Does your CEO "get it" about worker safety and health?

CEOs Who "Get It" is an annual recognition from the National Safety Council to organizational leaders who demonstrate a personal commitment to worker safety and health.

It doesn't matter if your organization has 50 employees or 50,000. If you believe your leader should be recognized, fill out the nomination form and tell us why.

The nomination deadline is Aug. 19, 2022. The 2023 CEOs Who "Get It" will be featured in *Safety+Health* magazine.

Don't miss this chance to recognize your CEO: Nominate your CEO today at nsc.submittable.com/submit.

