

Case Study.
Modulaire Group.
Europe and Asia Pacific.
Private Equity.

The journey to safety excellence



Challenge

Modulaire Group is Europe and Asia Pacific's leading specialist company in modular services and infrastructure, with operations in 23 countries and nearly 5,000 employees. In 2022, Modulaire Group's European brand Algeco faced a fragmented safety culture across its global operations. The organisation was positioned in the Dependent stage of the dss+ Bradley Curve™, with four countries still operating in the Reactive phase. Safety was largely viewed as a compliance obligation rather than a shared organisational value. The Group's Recordable Incident Rate (RIR) stood at 1.71, and there was significant inconsistency in safety management systems across its 23-country footprint. Leadership engagement in safety was limited, with a notable portion of senior leaders not prioritising safety. Furthermore, only 35% of employees believed that all injuries could be prevented, highlighting a need for a cultural mindset shift.

Solution

To address these challenges, Modulaire Group launched a comprehensive cultural transformation initiative aimed at embedding safety as a core value. The organisation standardised its safety management systems and expectations across all 6 Strategic Business Units (SBUs) and countries, creating a more unified approach. Regular dss+ Safety Perception Surveys™ (SPS) were introduced to measure progress and guide improvements. Employee involvement in safety activities was actively encouraged, and the quality and frequency of safety meetings were enhanced. Accountability structures were strengthened, ensuring that managers and supervisors were more visibly responsible for safety outcomes. Leadership development efforts were also introduced to elevate safety as a strategic priority across all levels of the organisation.



Impact

By 2025, Modulaire Group has achieved measurable improvements in both culture and performance:

- **Transitioned from Dependent to Independent** on the dss+ Bradley Curve™, crossing the "Cultural Bridge" from Compliance to Commitment.
- **RIR reduced from 1.71 to 0.72** (YTD 2025).
- **72% employee participation** in the latest SPS.
- **No countries remain in the Reactive phase.**
- **Improved perception** of safety team effectiveness, meeting quality, and leadership accountability.
- **Reduced variation** in Relative Culture Strength (RCS) across SBUs and countries.

"We've launched a comprehensive cultural transformation to embed safety as a core value, not just a priority. It's about moving beyond checklists to truly look out for one another and make safety personal. We're building a culture where safe, sustainable choices come naturally. Everywhere. All the time."

Caterina Iannazzo, Group Safety Director

dss+

Protect. Transform. Sustain.

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