Avetta

Understanding the Role of Safety Maturity in Today's Supply Chain

Introducing Avetta's Safety Maturity Index

Introduction

Over the past century, workplace safety has undergone a profound transformation — from the grim realities of the late 1800s to today's data-driven, integrated systems. This evolution is not just a story of regulatory progress but of cultural and strategic maturity within organizations. Each era highlights how milestones in safety history shaped our understanding of risk, accountability, and continuous improvement.

Building on this historical perspective, the concept of safety maturity levels is a critical way to define where an organization currently stands in its safety journey. These five levels serve as a lens for evaluating an organization's mindset and operational approach to safety. The goal is clear: help companies move beyond mere regulatory compliance and instead embed safety as a strategic capability.

To support this advancement, Avetta has introduced the Safety Maturity Index (SMI) — a groundbreaking framework developed with the National Safety Council and other key partners. Designed to assess, verify, and improve contractor safety maturity, the SMI provides a measurable and actionable assessment for organizations to enhance safety performance across their supply chains. When used in concordance with a Plan-Do-Check-Act (PDCA) continuous improvement model, the SMI allows companies to transform safety from a checklist exercise into a continuous cycle of learning, adaptation, and improvement, setting the stage for a genuinely collaborative and innovation-driven safety culture.

In this white paper, we will explore:

- The Five Levels of Safety Maturity
- An overview of Avetta's Safety Maturity Index
- How to use the SMI for continuous improvement of your safety programs
- SMI data and use cases from two early adopters

If you would like to learn more about the five eras of safety maturity, you can **read our blog**.

Section One:

Advancing Safety - Understanding The Five Levels Of Safety Maturity

This section explores five levels of safety maturity — Pathological, Reactive, Compliance, Proactive, and Transformative — which represent an organization's mindset and approach to safety.

Five Levels of Safety Maturity

Transformative

- Empowering culture
- Leading/lagging indicators inform decisions
- Systems/data support risk review cadence
- Operational excellence is socialized

Leadership View: Collaboration and Innovation

Proactive

- Inclusive organizational culture
- Interconnecting work systems
- Basics of Safety Management System (PDCA)
- Gaps in tech stacks and systems are identified

Leadership View: Elevating Partnerships

Compliance

- Consistent internal structure
- Hyper focused on post-incident stats
- Disconnected; post-incident to proactive

Leadership View: Try Harder, Fall Less

Reactive

- Lacks internal reporting structure
- Hyper focused on post-incident activity
- Open to change/support but unsure of how to improve

Leadership View: Point and Blame

Pathological

- Safety is a burden
- Resist change
- Hide errors
- Reporting is avoided
- Shortcuts and injuries are normalized

Leadership View: Actively Resist

Pathological Level: Actively Resist

At the Pathological level of safety maturity, organizations view safety as a burden or obstacle, often ignoring or actively resisting safety measures. Safety concerns are either dismissed outright or concealed, and there is little to no discussion about improving worker protection. Leaders at this level are primarily focused on avoiding penalties or inspections rather than addressing real risks.

This level is often marked by a culture of "active resistance," where accountability is absent, and any incidents may quickly be swept under the rug. In some cases, organizations at the Pathological level may even attempt to hide incidents or avoid reporting them altogether, creating an environment of mistrust and low morale among workers.

Pathological organizations often operate with inherently higher levels of risk, where safety is seen as an inconvenience rather than a strategic capability for performance. Without a commitment to basic safety practices, they remain vulnerable to accidents, regulatory action, and high turnover. Moving up from this level requires a fundamental shift in mindset, recognizing safety as essential to both ethical responsibility and sustainable business success.

Reactive Level: Point and Blame

At the Reactive level of safety maturity, organizations recognize the need for safety but lack the strategy and capability to focus on intervention and meaningfully respond to and record incidents for effective management. Safety management is primarily reactionary — addressing problems as they arise rather than proactively preventing them or learning from incidents for basic compliance requirements or improvement.

Leaders at this level are often caught in "point and blame" methods when responding to injuries, equipment failures, or spills without a structured approach to avoiding future incidents.

Organizations at this stage may have experienced rapid growth or changes that outpace their existing methods of planning, communication, and business coordination to better manage safety. They may lack the resources or knowledge to implement effective safety systems, leaving them scrambling to manage increased risks. Although there is a fundamental honesty about their limitations, they often view safety failures as the fault of workers rather than as a strategic priority to engage their workforce as part of the solution.

The Reactive level is characterized by short-term fixes rather than long-term solutions. Moving beyond this stage requires establishing foundational safety practices, understanding and achieving basic compliance requirements for health and safety management, and then beginning to think systematically about potential risks, setting the groundwork for a proactive approach to safety management.

Compliance Level: Try Harder – Fail Less

At the Compliance level of safety maturity, organizations meet the minimum regulatory standards but lack the vision and desire to go beyond basic requirements. Safety is managed to satisfy legal obligations, and leaders often approach it with a "Try harder, fail less!" mindset, as safety is viewed as a mere compliance to achieve rather than a key strategy for performance improvement.

Focus may be on avoiding penalties and gathering post-incident statistics rather than enhancing safety outcomes. Compliance-oriented organizations have foundational practices in place, such as training, incident tracking, and reporting, but don't explore ways to improve beyond regulatory standards in terms of how they actively monitor, assess, and enhance the controls required to achieve safe work.

The Compliance level marks an essential foundation for safety but does not view it as a performance driver. Organizations at this stage see safety as a set of rules to follow, collecting lagging indicator metrics that inform the organization of what happened retroactively, while lacking any prescriptive, specific methods to improve. To progress, they must adopt more proactive measures, analyze lagging indicators while focusing on leading indicators that create safety assurance, and foster a mindset that sees safety as integral to operational success.

Proactive Level: Elevating Partnerships

At the Proactive level of safety maturity organizations move beyond compliance, actively seeking ways to improve safety before incidents occur. Leaders at this stage understand their operations well, creating mechanisms to gain feedback from all workers and using lagging and leading indicators to actively monitor risk and determine if they are improving. Safety is no longer just about meeting minimum standards; it's about anticipating error and risk multipliers within their work and business systems and actively evaluating the controls necessary to maintain safe work.

This level reflects a shift toward continuous improvement, with leaders fostering a culture where workers are viewed as the solution to better safety rather than the problem to solve. This creates an inclusive environment where the 'worker' includes not just traditionally employed workers but contractors, sub-contractors, and even temporary workers as part of a shared work system. Increasing expectations for safety practice and communications regarding third-party labor providers is a natural and necessary next step to achieve this level of maturity.

Leaders at the Proactive level build connected relationships with employees, involving them in well-known and established safety management system practices such as the PDCA method for safety planning, activities, review, and decision-making. This collaborative approach helps create an inclusive organizational culture where workers feel empowered to report risks and suggest improvements, which is critically important in a joint-employer work environment.

Moving forward from this stage means integrating safety into all aspects of the organization, including evaluating the technology stack and systems used for gaps, setting the groundwork for a truly Transformative safety culture.

Transformative Level: Collaboration and Innovation

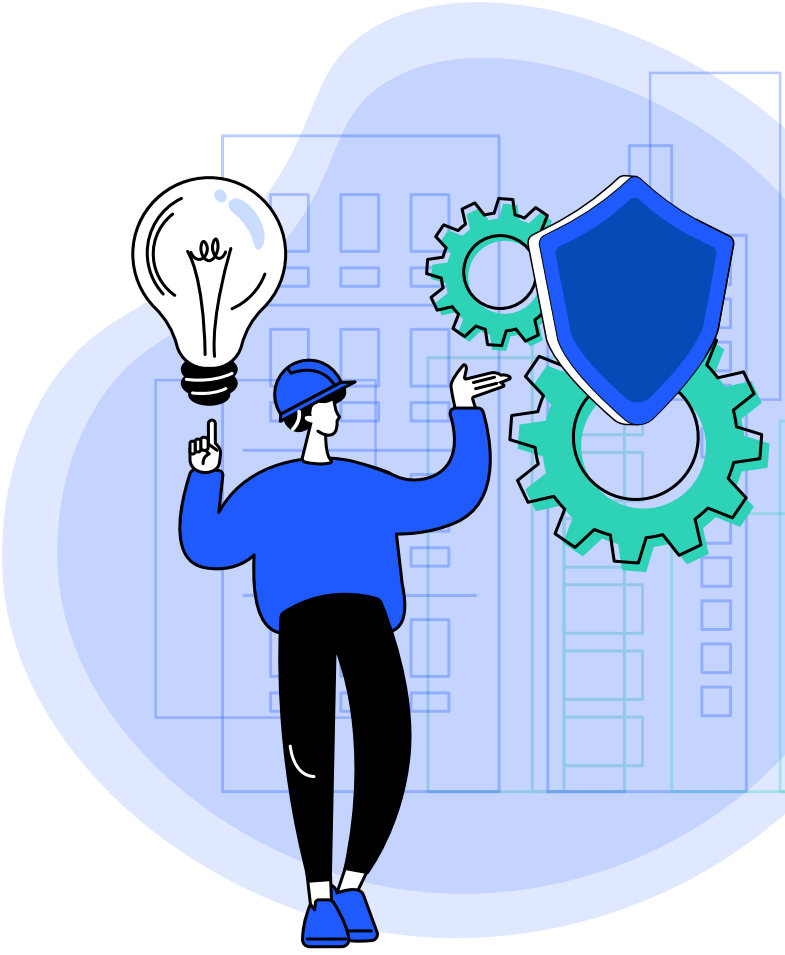
At the Transformative level of safety maturity, safety is deeply embedded in the organization's culture and strategic vision. Safety is not seen as a separate function but as an integral part of every aspect of operations, reflecting a collaborative and innovative approach to risk management. Leaders at this level champion safety as a core business value, intentionally evaluate worker feedback for risk monitoring and improvement, and foster a culture where safety is actively supported and reinforced across all levels.

Transformative organizations rely on "clean safety data" from both leading and lagging indicators to continually improve safety practices. They engage in partnerships beyond the company, working closely with contractors, suppliers, and even community organizations, to promote a shared commitment to safety. This level also emphasizes cross-functional collaboration, where meaningful safety performance discussions alongside departments such as procurement, operations, and HR work in sync to support a holistic approach to safety, often recognizing their shared needs for strategy, technology, and overall strategic support.

At this highest level, safety becomes a source of organizational pride, where every employee understands and contributes to safety goals. The Transformative level represents the pinnacle of safety maturity, where continuous learning, adaptability, and proactive planning define the culture, creating a resilient organization capable of facing evolving safety challenges.

Advancing Toward a Transformative Safety Culture

Understanding the five levels of safety maturity — from Pathological to Transformative — offers a useful framework for evaluating an organization's approach to safety while aligning safety practices and innovation toward well-established safety management systems such as ANSI Z-10 or ISO 45001. Progressing through these stages allows companies to move beyond basic compliance and create a resilient, proactive safety culture. At the highest level, safety becomes embedded in every aspect of the business, fostering an environment where continuous improvement, collaboration, and innovation drive safety outcomes.



Section Two:

Introducing Avetta's Safety Maturity Index

Now that we have discussed the five levels of safety maturity, this section introduces Avetta's Safety Maturity Index. The SMI is a framework for collecting and acting on the safety information required to deliver tangible safety results in your supply chain and advance towards a transformative safety culture.

This index, created as a collaboration between Avetta and the NSC, allows companies to assess the safety maturity of their suppliers and provides tools for improving the maturity of their entire supply chain.

Designing the Safety Maturity Index

The Safety Maturity Index is a new contractor safety innovation designed by six organizations and utilizing the Avetta network of qualified suppliers. Founding SMI members that have partnered with Avetta in its development include The National Safety Council (NSC), Entergy, and Cargill.

The index leverages 15 years of National Safety Council research as well as data gathered from Avetta's network of 130,000 global suppliers and 1.5 million contract workers. SMI client safety and risk professionals from Entergy and Cargill, based on their experience managing large and complex supply chains, helped design and test the index.

The SMI is designed not only to assess contractor safety maturity, but also to empower organizations and their contractors to learn how to deploy better systems and safeguards to reduce serious injuries and fatalities (SIFs) over time. A safety maturity index is only powerful if the results can help suppliers understand their current state and provide explicit details on how to improve.

To achieve that goal the NSC has designed content, research, and training that covers the primary Safety Maturity Index measurement topics.

nsc National Safety Council entergy Cargill

Safety Maturity Index Overview

SMI Categories

The SMI assesses the five primary elements of an effective safety management system (SMS) for every contractor in an organization's supply chain. The index reviews the presence or absence of systems, processes, and methods across the following categories:

Safety Leadership & Structure: Evaluating leadership practices, incentives, and structures designed to prioritize resources and capacity to produce positive safety outcomes.

Hazard Identification & Controls: The ability for an organization and its workers to correctly identify potential SIF hazards and deploy the proper controls and safeguards for these hazards.

Worker Training & Competency: The ability of an organization to identify worker roles and training needs, plus verify competency based on role and work type.

Incident Management & Response: An organization's systems, methods, and practices used to investigate, learn from, and respond to incidents.

Improvements & Communications: The communication tools and processes used to distribute new safety improvements and knowledge across managers and employees.

The SMI is built on statistically relevant questions across these categories that have been proven over time to predict an organization's true capabilities to manage risk, prevent accidents, and continually improve safety.
SMI assessments are designed to be predictive, proven, and understandable by contractors of varied sizes worldwide.

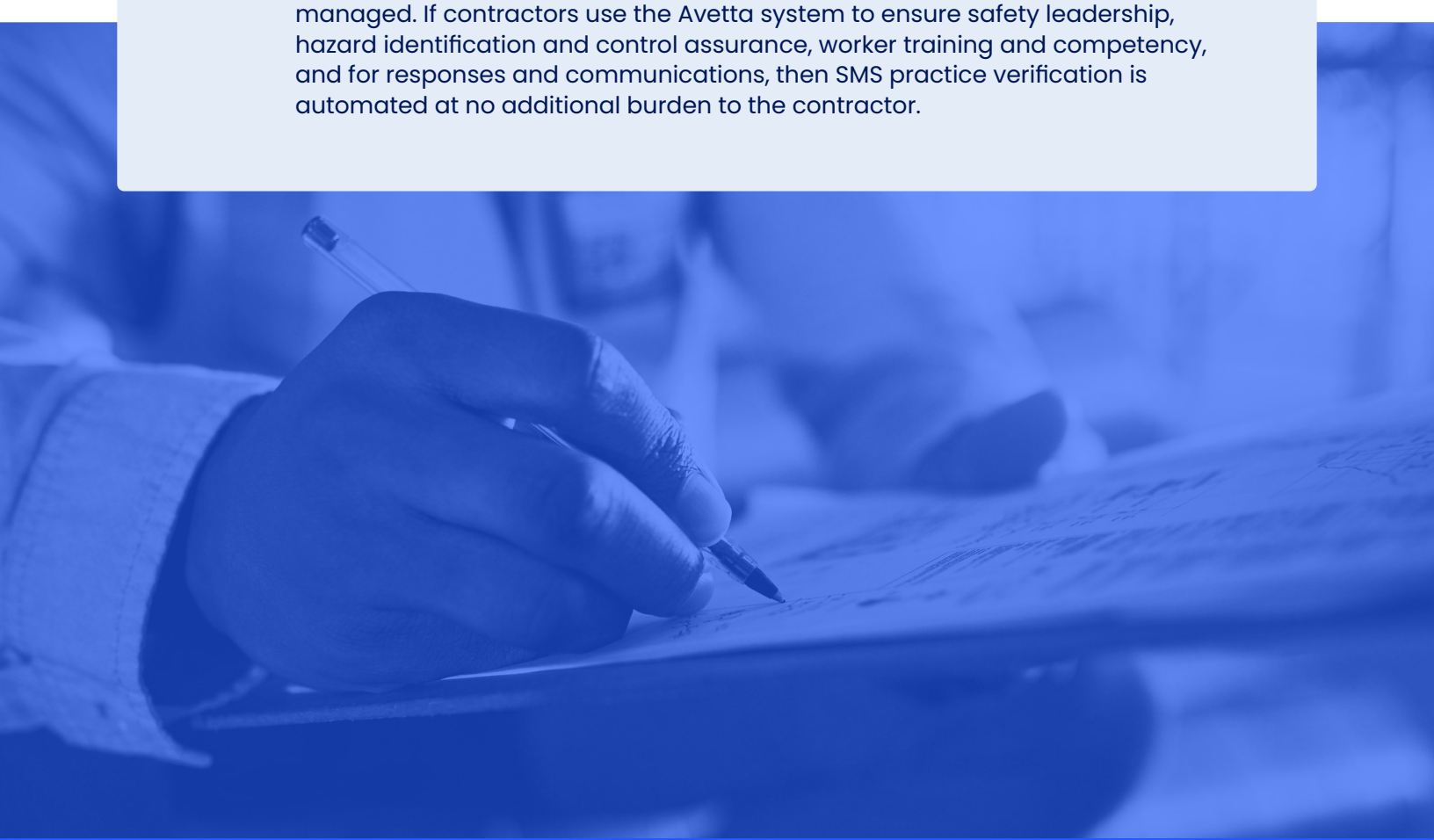
SMI Validation Methods

The SMI assesses the five primary elements of an effective safety management system (SMS) for every contractor in an organization's supply chain. The index reviews the presence or absence of systems, processes, and methods across the following categories:

Self-Attestation: Contractors respond to assessments without verification. This is a good start and sets the expectations with contractors on what a quality SMS is. However, as responses are not verified, a contractor's answers can be inaccurate, either intentionally or due to question misinterpretation.

Evidence of SMS Practice: Avetta audits validate the accuracy of a contractor's documented practices and policies. This is a critical next step in contractor education and qualification. The SMI takes this verification further and evaluates evidence of SMS "practice." In other words, "Are contractors putting their policies into practice?" Contractors who attest that they follow SMS practices must provide evidence of their implemented SMS for Avetta verification.

Digital SMS Quality & Usage: The active use of a digital safety management system is the most efficient, non-invasive, and accurate way to verify safety maturity globally. The right SMS is equipped with risk assessment tools, job hazard assessments, worker management tools, training verification, and more, in one central location to ensure compliance and safety are appropriately managed. If contractors use the Avetta system to ensure safety leadership, hazard identification and control assurance, worker training and competency, and for responses and communications, then SMS practice verification is automated at no additional burden to the contractor.



SMI Grading Scale

The Safety Maturity Index is based on a 0-100 scale, with 100 being the highest maturity score. The score is calculated across the above five safety maturity categories and weighted based on contractor findings, evidence, and verification method. SMI scores help guide training, programs, and oversight strategies to improve contractor safety practices:

A | **(76 to 100):** Higher SMI scores show evidence of more mature safety practices, effective implementation, and strong safety culture. They highlight continuous improvement efforts and can showcase contractors as examples of strong safety management organizations.

B | **(51 to 75):** SMI scores in this range reflect proactive safety systems focused on accident prevention and employee engagement. While above average, sharing best practices and monitoring performance with these organizations can still drive greater improvements.

C | **(26-50):** SMI scores in this range show a lack of evidence around proactive safety management programs and may indicate reactive safety practices, focusing on incident response rather than prevention. These suppliers need training on site-specific safety plans, closer monitoring, and greater oversight for high-risk activities.

D | **(0-25):** SMI scores in this range indicate minimal or absent evidence of safety practices. Rigorous inspections, detailed oversight, and monitoring are essential to mitigate potential risks and incidents for these organizations.

A contractor's SMI grade is dynamic and is expected to evolve over time as contractors improve their SMS and provide more types of verification. SMI scores can be used to deploy continuous improvement programs to monitor and increase contractor safety maturity, a topic discussed in the next section.

What Can Be Done with SMI Information?

The Safety Maturity Index not only measures safety practices but also actively informs the PDCA model that underpins a dynamic and responsive safety management system. By integrating SMI insights into this well-established framework, organizations can create a more effective cycle of continuous improvement in safety practices across their supply chains.

The cyclical nature of the PDCA model, enhanced by the comprehensive data from the SMI, ensures that safety management is a continuous, evolving process. Each cycle builds on the previous, using data-driven insights to refine and enhance every aspect of safety within the organization. This approach helps maintain compliance with current safety standards and fosters a proactive culture of safety that anticipates and mitigates risks before they lead to incidents.

Enhancing Prequalification

Avetta's Safety Maturity Index allows companies to assess each supplier's safety management system implementation. This enables them to determine the presence or absence of systems, processes, and methods across the above five categories that predict an organization's capabilities to manage risk, prevent accidents, and improve safety.

Hiring clients, therefore, can access leading indicator data that builds upon prequalification processes to highlight the root causes of safety issues in their supply chain. Ultimately, this tool enables entire supply chains to take the next historic step toward a transformative level of safety culture that ingrains safety and collaboration into the DNA of their supply chains.

Section Three:

How To Harness Avetta's Safety Maturity Index For Continuous Safety Improvement

This section discusses how to implement Avetta's SMI as part of a three-step process that aligns seamlessly with the Plan-Do-Check-Act (PDCA) model. By combining prequalification, SMI, and post-work reviews, organizations can achieve sustained safety maturity and foster continual improvement across their supplier networks.

Step 1

Prequalification

The Plan and Do Phase of PDCA

The foundation of any safety maturity framework starts with prequalification. This step, representing the **Plan and Do phases of PDCA,** involves conducting primary due diligence to ensure that suppliers meet basic safety and compliance requirements. Prequalification provides the groundwork for systematic improvement by establishing a baseline of contractor performance and visibility.

What Does Prequalification Involve?

1. **Establishing Clear Safety Standards:** Organizations must define minimum safety requirements for contractors and subcontractors. This includes regulatory compliance, safety policies, and key performance metrics.
2. **Using Safety Management Systems for Data-Driven Insights:** Tools like Avetta Connect provide critical visibility into the supply chain, offering insights into high-risk areas, contractor safety records, and subcontractor activity.
3. **Tracking and Monitoring Compliance:** Prequalification isn't just a one-time activity. Ongoing monitoring ensures that contractors continue to meet the required standards throughout their engagement.

By addressing compliance and prequalification at this stage, organizations effectively set the Plan phase in motion, establishing what needs to be done to minimize risks. The Do phase is represented by the actionable steps of implementing these requirements and engaging contractors accordingly. This ensures a solid foundation for the more advanced steps of the process.

Step 2

SMI Informs PDCA

The Do and Check Phases

With the groundwork of prequalification established, organizations can progress to implementing the Safety Maturity Index. This step represents PDCA's **Do and Check phases,** focusing on assurance and controls. The SMI is a diagnostic tool that evaluates strengths and opportunities across an organization's supplier network, offering actionable insights to guide improvement.

What Does the SMI Involve?

As discussed in the last section, the SMI is designed to assess contractors' safety performance beyond basic compliance. Rather than taking a pass-or-fail approach, the SMI identifies areas where suppliers excel and areas where they can improve. This ensures a more collaborative, growth-oriented process that fosters mutual accountability and learning

How Does the SMI Fit into PDCA?

Do

The SMI process involves suppliers completing evaluations based on their safety management systems and practices. These evaluations cover critical areas such as risk assessment, job hazard analyses, and workforce management.

Check

Once evaluations are complete, the results provide clients with a clear understanding of contractor performance. This is where the organization reviews metrics to identify patterns, risks, and opportunities for growth.

The SMI enables organizations to create meaningful engagement between clients and suppliers. For example, if a contractor lacks a robust job hazard analysis process, tools like Avetta's job hazard analysis software can be introduced to address this opportunity for improvement.

Benefits of Using SMI in the Do and Check Phases:

- Provides data-driven insights that inform supplier safety maturity reviews
- Encourages collaboration between clients and suppliers, creating a shared commitment to safety
- Builds a culture of continuous improvement by highlighting leading indicators, such as proactive risk assessments, rather than relying only on lagging indicators like injury rates

By integrating the SMI into the Do and Check phases of PDCA, organizations are better equipped to assess supplier safety maturity, recommend improvements, and measure progress toward their goals.

Step 3

Post-Work Reviews

The Act and Plan Phases

The final step in the process is conducting post-work and risk reviews, representing the **PDCA Act and Plan phases.** These two-way reviews between clients and suppliers serve as the closing loop of the PDCA cycle, ensuring that lessons learned from previous projects feed directly into the planning phase for future improvement.

What Happens in Post-Work Reviews?

Post-work reviews focus on evaluating the outcomes of completed projects and identifying both successes and areas for further improvement. These reviews involve harnessing data captured through the SMI and other tools to analyze what worked, what didn't, and what actions can be taken to enhance performance going forward.

Act

- Use the findings from post-work reviews to adjust processes, tools, or supplier expectations
- Share actionable insights with suppliers to help them address their opportunities for growth
- Implement targeted training, updated risk management practices, or new technologies to close identified gaps

Plan

- Feed the outcomes of the post-work review directly into the planning phase for the next PDCA cycle
- Leverage lessons learned to establish new goals, update prequalification standards, and/or prioritize high-risk areas for future focus

Why Are Post-Work Reviews Important?

These reviews create a feedback loop that drives continuous improvement. By systematically evaluating and acting on the outcomes of previous projects, organizations can maintain forward momentum in their safety maturity journey. Moreover, this process strengthens the relationship between clients and suppliers, ensuring alignment on shared safety goals.

Bringing It All Together: The PDCA Model for Organizational Learning

By combining prequalification, the Safety Maturity Index, and post-work reviews, organizations can create a seamless PDCA cycle that drives continual improvement in safety performance. Here's how the three steps integrate into the PDCA framework:

Plan

Prequalification establishes the baseline by identifying contractor requirements and setting safety standards. Post-work reviews feed insights into this phase for the next cycle.

Do

The SMI evaluates supplier safety practices using leading indicators, identifies opportunities, and introduces tools and resources to address them.

Check

The SMI provides measurable safety maturity improvement goals that organizations can use to gauge progress and identify trends.

Act

Post-work reviews drive actionable changes that prepare the organization for the next cycle of improvement.

This integrated approach encourages the transformation of safety management from a static compliance exercise into a dynamic, collaborative process that fosters innovation and growth.

Section Four:

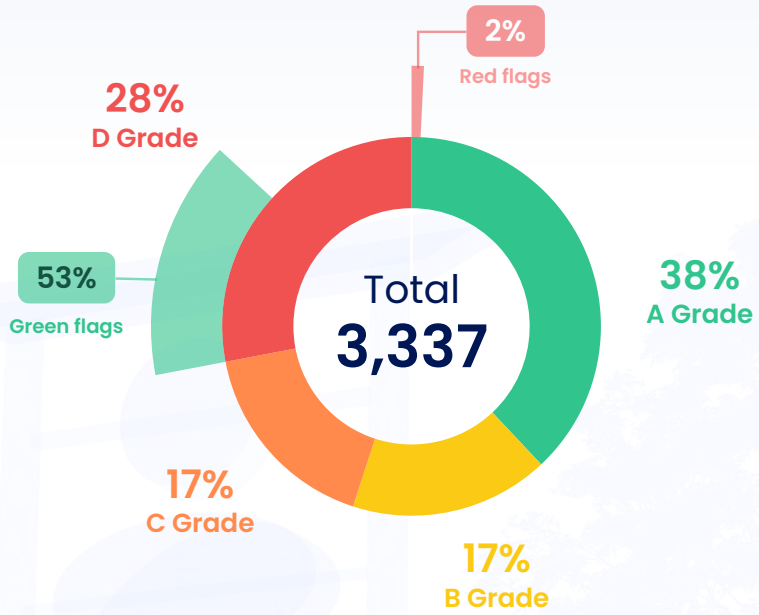
Avetta's Safety Maturity Index In Action

When paired with traditional prequalification tools, Avetta's Safety Maturity Index gives hiring companies a clearer, more actionable picture of contractor safety. This section explores how two companies — one in retail and one in energy — have used SMI to:

- Identify risks that prequalification alone may miss
- Uncover discrepancies between compliance status and actual safety maturity
- Strengthen relationships with contractors by offering targeted support and improvement strategies
- Prioritize safety resources for maximum impact

The real-world data shared below shows that SMI enhances, not replaces, prequalification. It adds a second dimension: not just **"Are they compliant?"** but **"Are they capable and improving?"**

Client A:
Global Retailer with 10,000+ Contractors



SMI Score Categories

A (76–100): Mature, well-implemented systems; strong culture, continuous improvement

B (51–75): Proactive and engaged; solid systems, room to grow

C (26–50): More reactive than proactive; needs training and oversight

D (0–25): Minimal safety practices; high risk

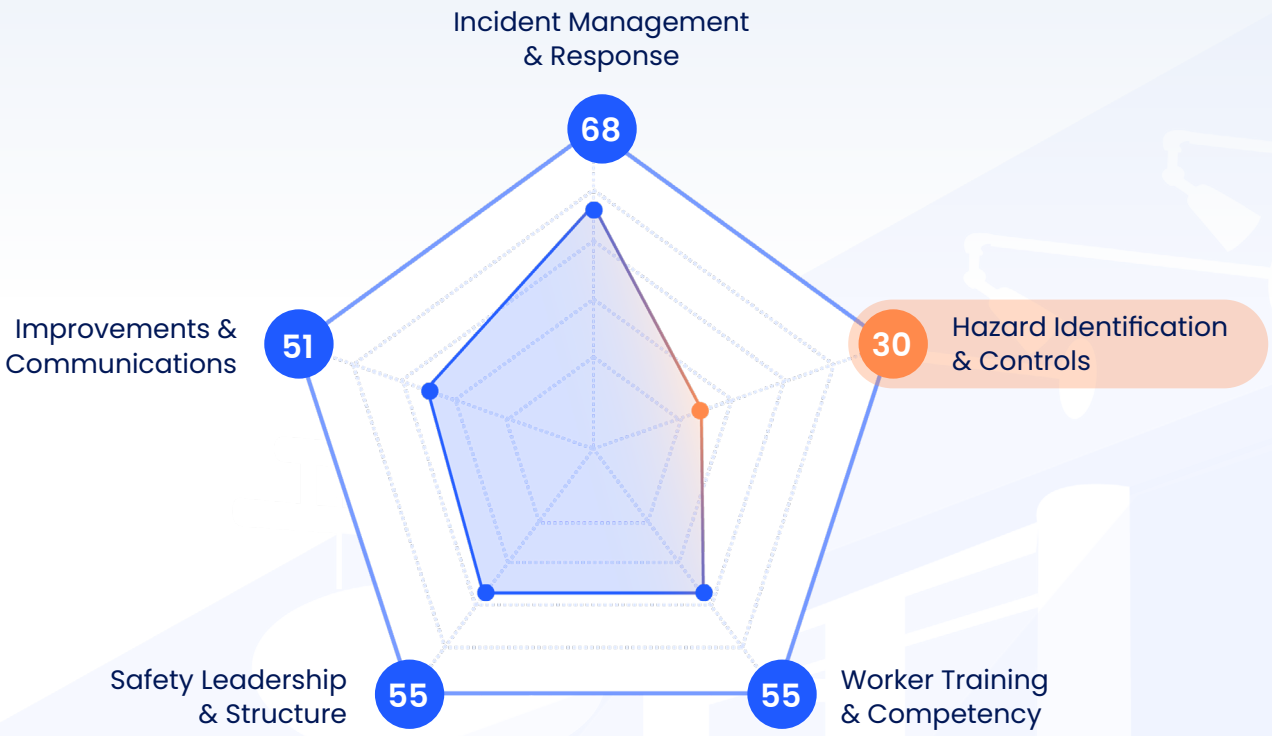
Key Insights from Comparing SMI to Compliance Flags:

- **53%** of contractors receiving a **D grade** had **green compliance flags**, revealing potential hidden risk
- **2%** of contractors receiving an **A grade** had **red compliance flags,** suggesting potential misclassification or isolated incidents

Prequalification relies heavily on lagging indicators, such as past incidents and documentation. SMI, on the other hand, blends leading and lagging indicators, providing a forward-looking view of safety capability. Discrepancies between flags and SMI scores prompt further due diligence and targeted support for those contractors in question. By highlighting safety gaps potentially missed by prequalification and compliance, Client A was able to identify previously hidden risks in their supply chain and work with their contractors to address them.

Client A Example

One Contractor's SMI Score



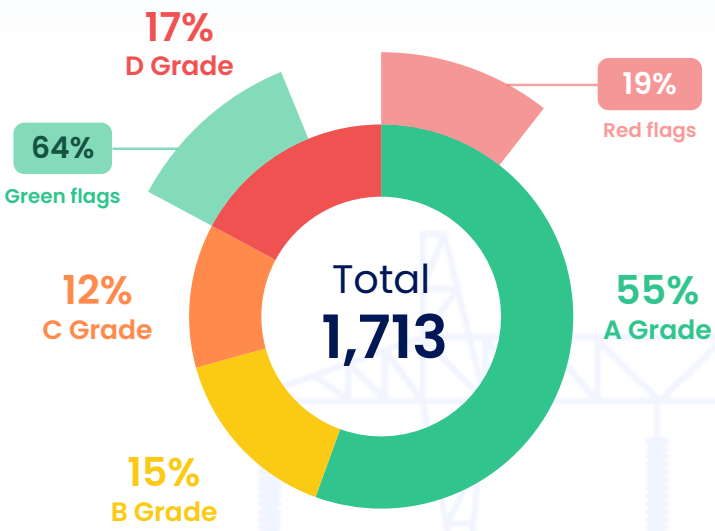
SMI Grade:

47 | C Grade

This contractor had one significantly lower score among the five factors: Hazard Identification & Controls. Client A used this insight to deliver specific training and deploy Avetta's Worksite Safety and Worker Training tools to that contractor to address gaps in their hazard identification and control process.

Client B:
U.S. Energy Company with 3,000+ Contractors

SMI Grade Distribution:



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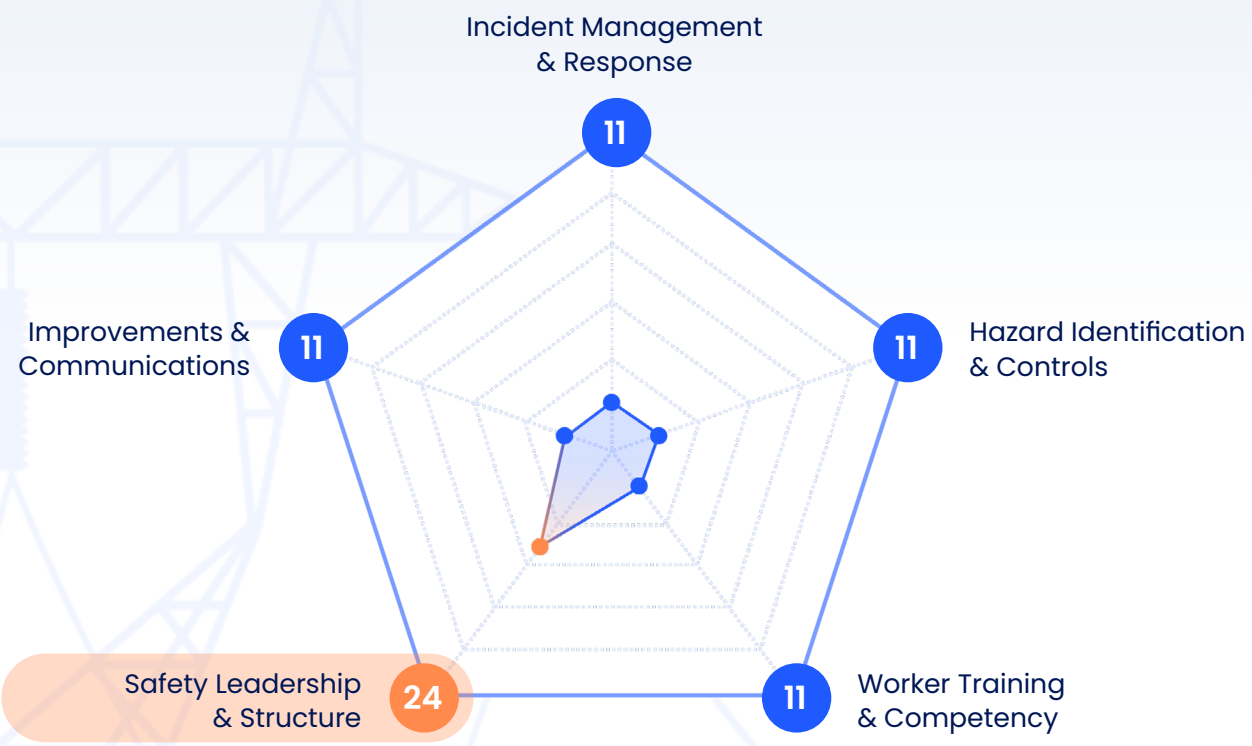
Anomalies Revealed in Data Comparison:

- **64%** of contractors receiving a **D grade** had **green flags**, a concerning number that warrants further investigation
- **19%** of contractors receiving an **A grade** had **red flags**, a larger anomaly than in Client A's case

Green-flagged contractors with low maturity scores may reflect lucky or incomplete historical data. The low SMI score may indicate higher potential for future safety incidents despite positive past results. On the other hand, red-flagged contractors with high maturity scores may have strong systems in place despite past issues, which may warrant reexamination of these contractors' compliance status or exceptions. Without SMI, leadership may overlook critical safety gaps or undervalue top performers. The SMI has therefore provided Client B with a better sense for when to grant variances and which suppliers they need to work closer with to address safety program gaps.

Client B Example One Contractor's Breakdown



SMI Grade:

14 | D Grade

An example from Client B's supply chain saw a compliant HVAC supplier with an SMI score well below acceptable levels. This contractor scored higher in one area (Safety Leadership & Structure), but low in the other four factors, totaling up to a very low overall SMI score. Had Client B only assessed prequalification and compliance status, the contractor may have seemed top-tier, but the SMI revealed a more complete, accurate picture. Many organizations rely on prequalification, compliance status, or culture-only surveys, which would have falsely indicated that this contractor's safety programs are stronger than they truly are, opening the hiring organization up to risk.

How These Clients Used SMI to Take Action

1. They Prioritized Resources for Risk Reduction

- Identified which contractors need additional training
- Used Avetta's Worker Management tools and database of training resources to train those suppliers
- Prioritized field audits for lower SMI scorers
- Targeted high-risk areas like hazard controls using Avetta's Worksite Safety tools

2. They Enhanced Incident Management

- Integrated SMI scores into incident review meetings
- Tracked correlations between low SMI grades and actual incidents
- Used data to understand root causes and adjust safety strategies

3. They Made Better Compliance Exceptions

- Fast-tracked onboarding for contractors with high SMI scores
- Used SMI data to justify or deny variances based on a contractor's maturity profile
- Supported exceptions with clear risk mitigation plans in weaker scoring areas

For both companies, the SMI has served as more than just a score — it has been a strategic tool to discover opportunities for improvement, achieve better safety outcomes, build trust with contractors and suppliers, and drive proactive risk management. By going beyond compliance, these organizations have been able to harness the SMI to reduce risk and increase the resiliency of their supply chain.

Conclusion

The evolution of workplace safety from a reactive, compliance-driven practice to a proactive, performance-based culture underscores the importance of maturity in mindset and management systems. Early data indicates that some clients may have 50% or more of their suppliers receiving a D grade in the SMI while receiving green compliance flags, indicating high-risk gaps in safety processes. Additionally, some of our clients had large numbers of red-flagged suppliers with A grade SMI scores, providing information for the granting of variances and reexamination of top-performing suppliers' compliance status.

As organizations strive to advance along the safety maturity continuum, Avetta's Safety Maturity Index provides a critical framework for assessing where they stand and how to improve. By embracing a continuous improvement approach grounded in data, collaboration, and strategic alignment, companies can transform safety into a core business value that protects lives and strengthens operational resilience, driving long-term success across the supply chain.

Avetta's Safety Maturity Index isn't just a tool — it's a transformative framework for driving organizational learning and continual improvement. By aligning Avetta's SMI with the PDCA model organizations can transform their foundational compliance processes into resilient, ever-maturing safety practices across their supply chains. Through prequalification, SMI evaluations, and post-work reviews, the PDCA cycle becomes a living process that continually fosters collaboration, identifies opportunities, and implements meaningful change. The result is a safer, more efficient, and more accountable supply chain.

Avetta is a SaaS company providing supplier risk management solutions which couple technology with knowledge and expertise to drive impact. Avetta's platform is trusted by over 130,000 suppliers in over 120 countries.

Visit **Avetta.com** to learn more about our supplier prequalification solutions.

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Appendix: Additional Resources

Industry Resources

The Campbell Institute (by NSC): A thought leadership center focused on advancing environmental, health, and safety management through leading indicator research and organizational maturity strategies.

The National Institute for Occupational Safety & Health (NIOSH): A research agency focused on worker safety and health. NIOSH provides evidence-based guidance on hazard identification, controls, and injury prevention strategies.

International Labour Organization (ILO) - Safety and Health at Work: A global authority under the United Nations that publishes international labor standards, conventions, and data on occupational safety.

Canadian Centre for Occupational Health and Safety (CCOHS): Canada's national resource for workplace health and safety, offering training, legislation databases, and PDCA-aligned tools and guides.

European Agency for Safety and Health at Work (EU-OSHA): The central safety body for the European Union, providing data, research, and best practices to promote risk prevention.

Safe Work Australia: This organization sets national policy for work health and safety in Australia and offers useful international perspectives on safety maturity and systems-based management approaches.

What is the Plan-Do-Check-Act (PDCA) Cycle: An overview of the PDCA cycle, when to use it, and how to apply it, from the American Society for Quality (ASQ).

Appendix: Additional Resources

More From Avetta

What We Can Learn from OSHA's 2024 Top 10 Safety Violations: Top OSHA incidents reveal the limitations of compliance and the need for proactive, continual safety improvement.

Five Levels of Safety Maturity: More details about the five levels of safety maturity and how to achieve Transformative safety practices.

Leading Through Uncertainty: How Safety Leaders Can Maintain Course Amid Shifting Policy Winds: Recommendations for safety leaders to stay resilient and proactive amid safety deregulation, shifting OSHA policies, and evolving workplace risk.

OSHA at 50: A review of the past, present and future of the Occupational Safety and Health Administration (OSHA).

Breaking Barriers: Going Beyond Traditional Risk Management: An on-demand webinar about enhancing contractor safety management and breaking barriers to achieve continuous improvement with the Safety Maturity Index.

Avetta Partners with the National Safety Council to Introduce the Safety Maturity Index, a Revolutionary Step Forward in Contractor Safety: An article introducing the Safety Maturity Index and how it was created.

Go Beyond Prequalification with Avetta's Safety Maturity Index: Details on the Safety Maturity Index and how it works with Avetta's contractor risk management platform.