

Insights and Impact Report

2026



Table of contents

- Foreword 1
- Introduction 2
- AI in practice: accelerating readiness 8
- Executive summary 9
- Section One: Foundation matters 13
- Section Two: Visibility matters 30
- Section Three: Strategy matters 48
- Conclusion 63
- References 66

Foreword

Every conversation I have with customers reinforces the same reality: the environment we are operating in is getting more complex. Supply chains are more distributed and less predictable, and risk is evolving faster than ever. At the same time, expectations to keep work moving safely and consistently have never been higher.

Customers tell us their focus is clear: ensuring that they – and the partners they rely on – are ready to work. That means having the right people, the ability to respond to change in the business environment, and the systems in place to keep operations moving without delay.

Managing this at scale is not easy. Many organisations struggle to gain a consistent view of risk across suppliers, projects and regions. Risk is no longer one-dimensional; safety, compliance, ESG, cyber and operational performance are interconnected, and without visibility across them, organisations can't confidently execute at scale. Without that clarity, it becomes difficult to prioritise actions, improve performances and extend what works across the supply chain.

This year's Insights and Impact Report explores how organisations are addressing that challenge. The data is clear: organisations that take a structured, proactive approach to risk management are better positioned to protect their people and operate with confidence.

Avetta helps build that confidence. Through our platform, expertise, analytics, AI-powered capabilities and global community, we create the conditions where readiness becomes shared between clients, suppliers and the systems that connect them. We help organisations improve operational safety, meet compliance expectations and keep work moving.

Together, these elements make complex supply chains safer, more efficient and ready to perform when it matters most.

To our customers, thank you. Your commitment to safety and continuous improvement is driving progress across the industry.

Together, we are building a world that is safer, stronger and truly Ready to Work.

Arshad Matin,
CEO, Avetta

Introduction

Most organisations believe they are managing supply chain risk effectively. But the data shows a different reality. Safety performance does not improve simply by implementing compliance programmes. While prequalification and compliance establish a baseline, they are not enough to drive meaningful change. The organisations seeing the strongest outcomes take a broader, data-driven approach – one that extends beyond compliance and into how risk is understood, managed and acted on across the supply chain.

Last year's [Avetta Insights and Impact Report 2025](#)¹ analysed safety data from tens of thousands of suppliers to better understand what drives improved safety performance. The data revealed a clear pattern: pre-qualification creates a strong foundation, but additional factors, including audits, tenure and financial health, play a critical role in improving outcomes.

This year, we have expanded that lens to include more safety and risk management capabilities and processes.

Using three years of global data across the Avetta network (2022–2024), we look at how nine different risk management capabilities influence safety outcomes. We also dig deeper to measure the impact of strategically layering these capabilities together to improve risk management between hiring clients and their suppliers.

“

Safety performance does not improve simply by implementing compliance programmes.”



Section One investigates a foundational set of five risk management capabilities across health and safety, including:

- Prequalification (PQ)
- Safety Audits (SA)
- Insurance verification (IN)
- Worker Management (WM)
- Worksite Scheduling and Permissions (WSP)

Section Two dives into four risk management capabilities beyond health and safety. These tools are important as they provide greater visibility into supply chain risk for better long-term planning and cost control and include:

- ESG and sustainability (ESG)
- Business risk monitoring (BR)
- Cybersecurity (CS)
- Safety Maturity Index (SMI)

Section Three analyses the impact of strategically layering the nine supply chain risk management capabilities from sections one and two. In this section we look at:

- The impact of layering risk management capabilities and processes
- A real-world example of robust supplier risk management capabilities
- Avetta's strategic continual learning process for repeatable, scalable and sustainable safety improvement

The results are significant. Sections one and two reveal a clear pattern: individual risk management capabilities correlate with improved safety outcomes. With some individual capabilities seeing a nearly 70% reduction in fatalities, it's clear that setting a strong safety foundation and improving risk visibility correlates to saved lives.

Astounding as that figure is, the real impact comes when these risk management processes work together. Each capability adds visibility, strengthens oversight and helps identify risk earlier. On its own, that matters. But when these capabilities are combined, the effect compounds to nearly eliminate workplace fatalities among the suppliers we investigated.

Three takeaways are clear when it comes to improving severe injuries and fatality rates:

- **Foundation matters:** Implement health and safety capabilities as the foundation for effective supply chain risk management.
- **Visibility matters:** Augment HSE risk management programmes with additional capabilities that improve supply chain risk visibility.
- **Strategy matters:** Implement supply chain risk management capabilities strategically using a PDCA framework.

With **5,070 workplace fatalities**² in the US alone in 2024, there is still work to be done to send every employee home safely. We hope this report illuminates capabilities and processes that organisations can use to make measurable improvements in safety performance – protecting frontline workers and organisations' bottom line.



A note about severe injury rates versus fatality rates

In some cases, you may notice that incident rates increase while fatality rates decline. As you read the report, you might wonder why this might be the case?

Simply put, as organisations implement stronger risk management capabilities, visibility improves. Incidents that may have gone unreported in the past are now identified and captured. That can lead to a short-term increase in reported incidents.

At the same time, earlier identification and better controls reduce the likelihood of fatalities.

So, while incident rates may rise, the most important outcome is clear: fatality rates consistently decline.



In 2024

5,070

workers tragically died while doing their jobs.

That amounts to

13 families

every day who had to face the terrible reality of a loved one never returning home.

National Safety Council (NSC)

A directional view of global severe injury trends

Severity-based lagging indicators (SBLI) contain stronger predictive qualities and richer context than rates focused on minor incidents and frequency. They offer deeper insight into the risks that matter most – and, importantly, a stronger signal of where serious injuries are more likely to occur. Consistently measuring these indicators at a global level remains difficult, however, as reporting standards vary widely across regions.

Fortunately, standards development is addressing this very challenge with the passing of the **ASTM E2920-26 reporting guidelines**³ in January 2026. ASTM E2920-26 is a uniform, standardised approach to capture and benchmark SBLIs – and we're proud to say that Avetta has been actively involved in its development, along with dozens of other major organisations, such as the NSC and ASSP. As such, Avetta has incorporated this standard within our workstream, and we are encouraging every customer in our network to adopt it as well. This will allow them to leverage Avetta to capture and report on this new standard.

As a brand-new standard, however, ASTM E2920-26 data is still limited. Despite this, the need to condense severity metrics apart from general incidents remains important. As such, for this year's analysis, Avetta has developed a new calculation to capture severe injury rates from the 130,000+ suppliers in our global network.

This calculation is called the global severe injury rate, or GSIR, and is used throughout this year's report, allowing us to standardise comparisons of the different regions within our network. We are using the GSIR as an intermediate step before the ASTM E2920-26 standard data is available across our network. GSIR therefore serves as a bridge between where industry is now (traditional focus on frequency and minor incidents) and where industry is going (SBLIs).

Global severe injury rate

The global severe injury rate is a standardised calculation that Avetta's Customer Insights team has developed to measure the frequency of severe injuries across all countries in our network. This calculation enables consistent benchmarking of safety performance despite differences in local reporting standards and regulations. It also allows for the creation of multi-regional safety performance reports for the supply chains of global corporations. You'll find examples of this type of multi-regional data in the Region in focus sections found throughout the report as well as in Section Three, where we compare data from several operational regions of a single international company.

Distinct severe injury KPIs have prevented global reporting and standardised comparisons of regional data

| Country | Severe injury KPI |
|--------------------------------------|--|
| United States, Mexico & South Africa | Days away from work (DAFW) |
| Australia | Lost time incidents |
| United Kingdom | Major injuries >7 days; minor injuries <7 days |
| Germany | Major injuries >3 days; minor injuries <3 days |
| China | Serious/severe/major injuries |
| Japan | Injuries with absence from work >4 days; injuries with absence from work <4 days |
| Brazil | Permanent/temporary disability incidents |

Some of the considerations that went into developing the GSIR include:

- Severe injuries are more meaningful and easier to standardise
- Fatalities can be tracked separately from severe injuries
- The KPIs are normalised based on hours worked
- Smaller constants work for a broader range of company sizes

This year's Insights and Impact Report uses GSIR as a first step towards global supply chain safety performance reporting. In the future, as ASTM E2920-26 is adopted more widely throughout our network, you should expect to see even more reports and analyses with the kind of robust, comparable and industry-aligned global safety data that it enables.

GSIR

Severe injury definition: any workplace injury that leads to one or more lost working days

Formula:

$$200,000x \text{ (total severe injuries / total hours)}$$

Fatality rate

Fatality rate definition: the number of work-related deaths per 100,000 employees

$$100,000x \text{ (total fatalities / number of employees)}$$



AI in practice: Accelerating readiness

AI is reshaping how organisations manage risk, but it is only as effective as the foundation behind it. Today, organisations are using AI to search across systems, summarise supplier information, identify patterns and support faster decision-making across procurement, safety and operations. These capabilities can significantly improve speed and efficiency. However, AI alone cannot create the governance, validation and operational context required to ensure suppliers are truly ready to work.

AI needs a trusted foundation to perform effectively. Avetta provides that foundation through:

- Validated compliance data and trusted inputs
- Expert-defined risk logic and thresholds
- Audit trails and defensible decision-making
- Field-validated findings
- Continuous monitoring across the supply force

With this foundation in place, AI becomes more reliable and actionable, helping organisations to move faster while managing risk effectively.

When grounded in a trusted system, AI shifts from a productivity tool to a “readiness engine”. It enables organisations to act on insights with confidence, scale decision-making across operations, and maintain visibility that is explainable, auditable and tied to real-world execution.



Executive summary

Section One: Foundational health and safety capabilities positively impact safety performance

Red text = increase Green text = decrease

| Capabilities implemented | GSIR % change | Fatality rate % change |
|-------------------------------------|---------------|------------------------|
| Prequalification | ↓ 18.33% | ↓ 34.73% |
| Audits | ↓ 1.69% | ↓ 16.74% |
| Insurance verification | ↑ 1.79% | ↓ 16% |
| Worker Management | ↓ 14.52% | ↓ 22.47% |
| Worksite Scheduling and Permissions | ↑ 11.67% | ↓ 68.87% |
| JHA and EPE | ↓ 34.74% | ↓ 93.32% |

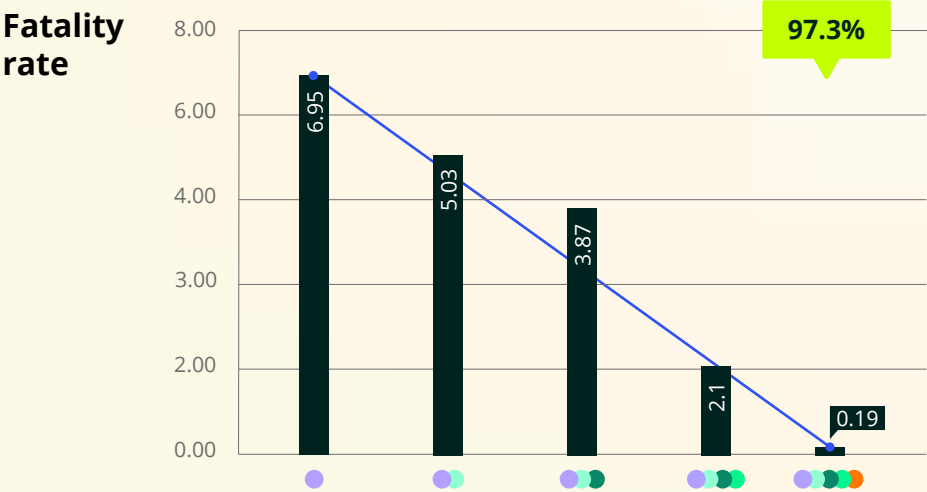
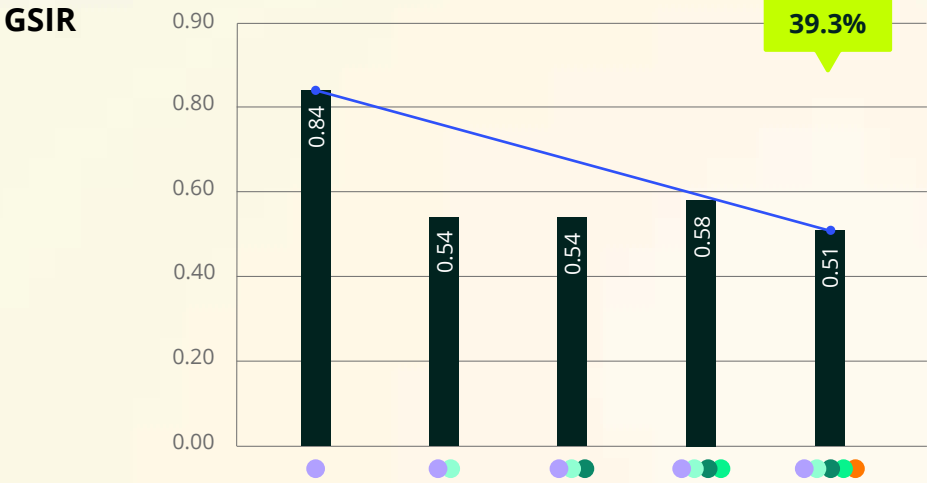
Section Two: Improving risk visibility corresponds with additional safety improvements

| Capabilities implemented | GSIR % change | Fatality rate % change |
|---|---------------|------------------------|
| ESG and sustainability (Early to Innovator) | ↓ 25.42% | ↓ 53.5% |
| Business risk monitoring | ↓ 9.38% | ↓ 28.72% |
| Cybersecurity | ↓ 9.52% | ↓ 22.39% |
| Safety Maturity Index | ↓ 28.57% | ↓ 21.88% |



Section Three: Strategically deploying multiple risk management tools corresponds with significantly better safety performance

- Prequalification
- Safety Audits
- Insurance verification
- Worker Management
- Worksite Scheduling and Permissions
- Percent safer
- Improvement trend



All cost and hours savings figures in this report are generalised estimates based on NSC data and underlying assumptions. They should not be taken as precise forecasts or guarantees of actual results.

Section Three: Strategically implementing capabilities improves supplier GSIRs in every region

| Region | GSIR improvement after implementing all risk management capabilities |
|----------------|--|
| Global | 20% |
| North America | 20% |
| European Union | 20% |
| Latin America | 52% |
| Asia-Pacific | 74% |

Together, these results provide a practical path for navigating increasing supply chain complexity – helping organisations move from fragmented risk management activities to a more connected, data-driven and continuously improving system. By strengthening readiness, organisations can gain the clarity needed to prioritise action, improve performance and operate with greater confidence. The sections that follow explore each of these themes in depth – along with the measurable impact they can have on protecting workers and keeping work moving safely and consistently.



Section One: Foundation matters

Health and safety capabilities are the foundation for forming the systems and processes that organisations rely on to identify, control and reduce HSE risk at scale. For supply chains, this means the set of risk management capabilities that protect workers and create safer work environments.

In this section, we investigate the following five capabilities:

- Prequalification (PQ)
- Safety Audits (SA)
- Insurance verification (IN)
- Worker Management (WM)
- Worksite Scheduling and Permissions (WSP)

Overall, the data shows a clear and compelling link between implementing these foundational capabilities and improved safety outcomes. Across all five, reported fatality rates are significantly lower – in some cases by well over 50%. The message is clear: Building and scaling foundational safety capabilities directly corresponds with stronger performance.

Importantly, this foundation extends beyond safety, establishing a baseline for overall operational readiness across the supply chain.

As organisations adopt AI, these foundational capabilities become even more critical, ensuring that automated insights and decisions are based on accurate, validated data.

Prequalification

Prequalification processes are essential for meeting due diligence requirements and providing visibility to form a strong first line of defence against risk.

Through pre-qualification, supplier compliance documents such as safety manuals, certifications, licences and policies are reviewed against client-defined requirements. Documents are reviewed for completeness and expiration status, and suppliers may be notified when updates or renewals are needed. Clients use document verification to ensure suppliers meet baseline compliance standards before they are ready to work. The process establishes clear compliance expectations and creates consistency and visibility across supplier documentation. Prequalification serves as a first line of organisational defence across the supply chain.



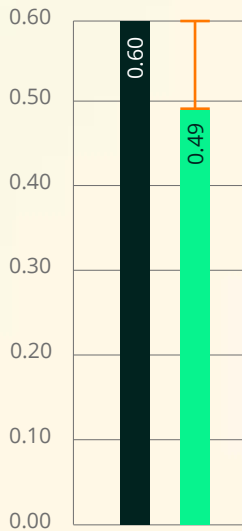
The message is clear: building and scaling foundational safety capabilities directly corresponds with stronger performance.”

When we examine safety performance of suppliers that have completed Avetta's pre-qualification processes, safety metrics are significantly better. Most notably, such suppliers report a 34% lower fatality rate compared to suppliers that did not complete the process.

Suppliers who complete pre-qualification report significantly better injury and fatality rates

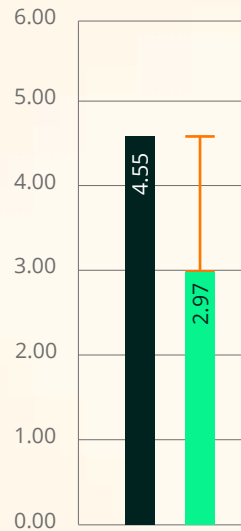
- Did not complete
- Completed

GSIR
0.60 vs 0.49



18.33%
better

Fatality rate
4.55 vs 2.97



34.73%
better

Procurement close-up

\$7,037 overhead saved
on average by each supplier annually

42 work hours saved
on average by each supplier annually



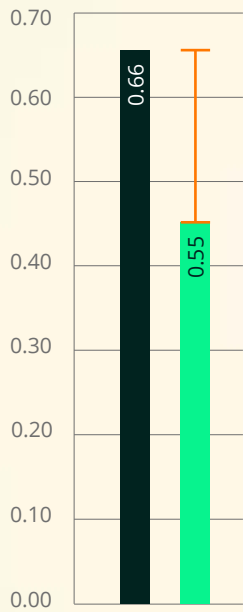
Within the prequalification process, a further layer of defence and improved visibility can be added by implementing Avetta's risk assessment tool, a stringent and dedicated process to better monitor and assess risk between the client and supplier. The data shows that suppliers who complete this additional evaluation and gain improved risk visibility see higher performance and favourable outcomes than those that do not.

Suppliers that implement Avetta's risk assessment tool report stronger safety performance

- Did not implement
- Implemented

GSIR

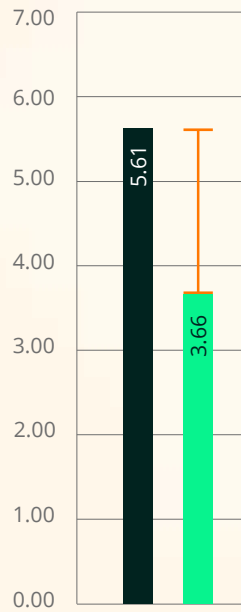
0.66 vs 0.55



16.67%
stronger

Fatality rate

5.61 vs 3.66



34.76%
stronger





Industry spotlight

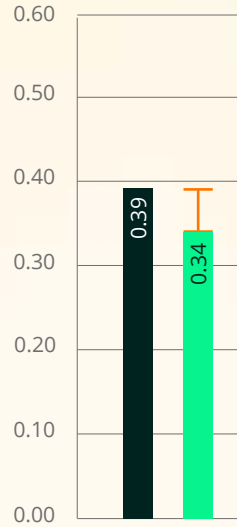
In the utilities and power generation industry, we see improved GSIR and fatality rates for those suppliers that use Avetta's risk assessment form within prequalification. Significantly, fatality rates were reduced by 38.90%.

Utilities and power generation suppliers that use Avetta's risk assessment form report better safety metrics

- Did not implement
- Implemented

GSIR

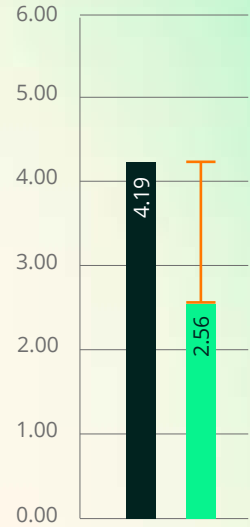
0.39 vs 0.34



12.82%
better

Fatality rate

4.19 vs 2.56



38.90%
better



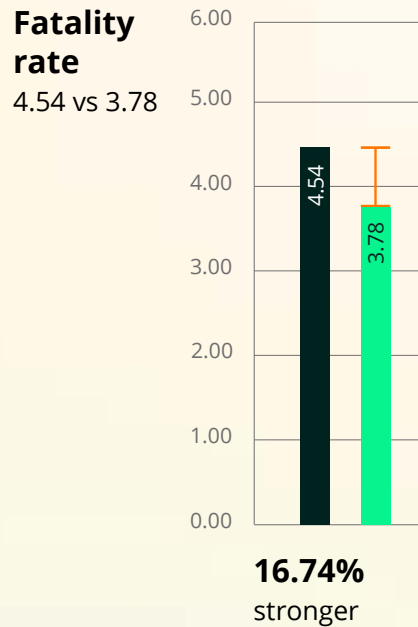
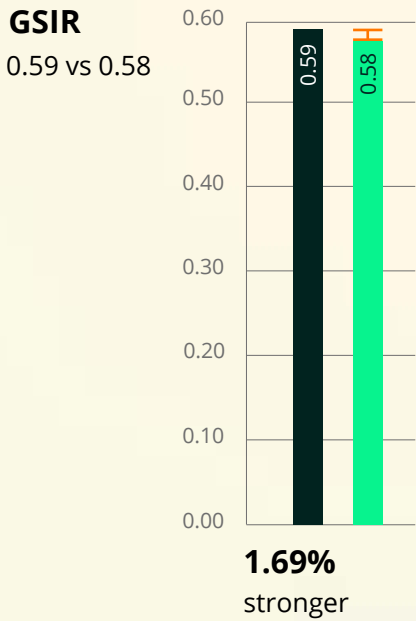
Safety Audits

Qualified auditors conduct safety audits to assess supplier documentation against client-specific standards, regulatory requirements and industry best practices. Safety audits review areas such as health and safety programmes, operational controls and management systems. Results provide clients with visibility to identify gaps, require corrective actions and track remediation progress over time. By reviewing submitted safety documentation, such audits can help identify potential gaps and support supplier engagement with safety processes.

The additional oversight, feedback and visibility are intended to support stronger safety outcomes, and Avetta's network data reflects this. Suppliers that completed Avetta's Audit process saw significantly lower fatality rates compared to those that did not, even if their injury rates were comparable.

Suppliers that complete the safety audit process report stronger safety performance

- Without Safety audits
- With Safety audits



Procurement close-up

\$1,540 overhead saved

on average by each supplier annually

5 work hours saved

on average by each supplier annually



Industry spotlight

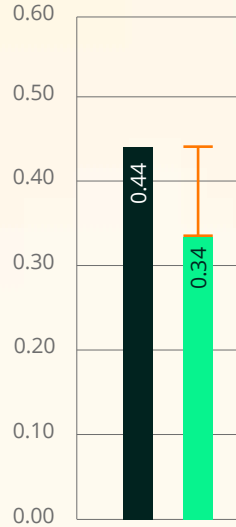
In both utilities and power generation (U/PG) and the oil and gas (O&G) industry, suppliers that complete Avetta's Audit process demonstrate significantly better safety performance. Notably, they report nearly 30% lower fatality rates than those that do not complete the process.

U/PG and O&G suppliers that complete Avetta's Audit process report significantly better safety performance

- Did not complete
- Completed

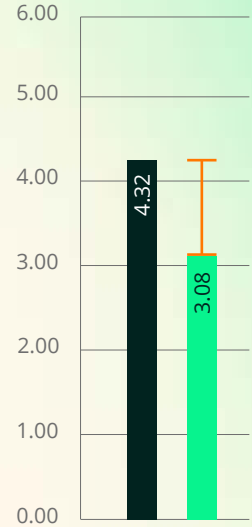
Utilities and power generation

GSIR
0.44 vs 0.34



22.73%
better

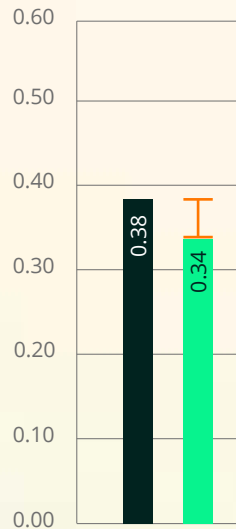
Fatality rate
4.32 vs 3.08



28.70%
better

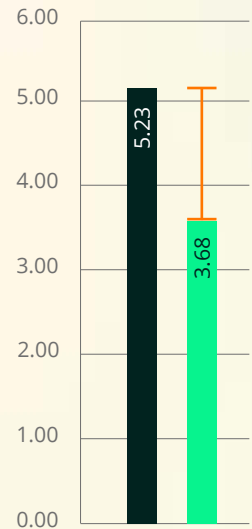
Oil and gas

GSIR
0.38 vs 0.34



10.53%
better

Fatality rate
5.23 vs 3.68



29.64%
better

Insurance verification

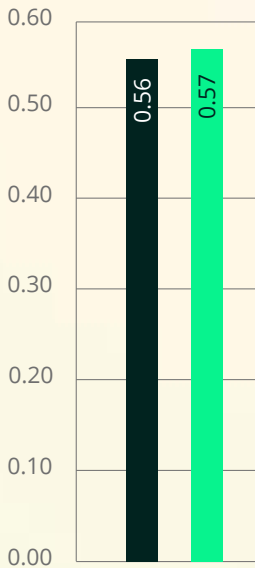
Insurance verification processes review supplier coverage against client-defined – and often regional – requirements, including policy types, limits and expiration dates. The process confirms compliance, and automated alerts are available to notify suppliers and clients of upcoming expirations or deficiencies. This visibility ensures suppliers maintain adequate, current insurance coverage while performing work.

Verifying and continuously monitoring insurance is intended to strengthen safety performance, and Avetta’s network data reflects this. Suppliers that complete Avetta’s Insurance process report a 16% reduction in supplier fatality rates (though the injury rates remain comparable).

Supplier fatality rates are stronger for Avetta members with insurance verification in their product mix

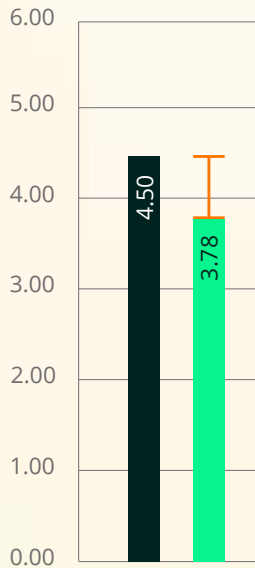
- Without insurance verification
- With insurance verification

GSIR
0.56 vs 0.57



1.79%
increase

Fatality rate
4.50 vs 3.78



16%
stronger

Procurement close-up

\$621 overhead saved
on average by each supplier annually



Regions in focus: EMEA & APAC

In both the EMEA and APAC regions, suppliers that go through Avetta's insurance verification process see notable improvements in safety performance. Significantly, insurance verification of EMEA suppliers corresponds to 65.33% lower fatality rates.

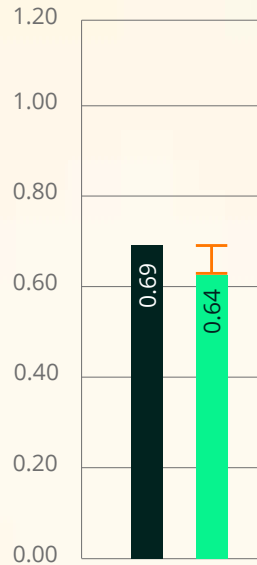
GSIR and fatality rates improved by up to 65% in EMEA and APAC when completing insurance verification

- Did not complete insurance verification
- Completed insurance verification

EMEA

GSIR

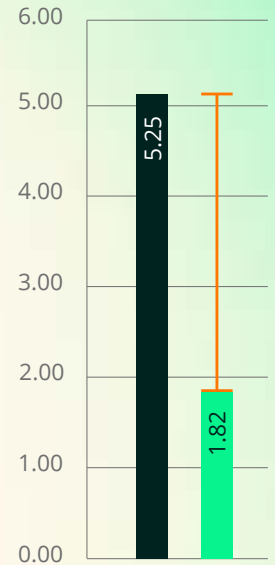
0.69 vs 0.64



7.25%
better

Fatality rate

5.25 vs 1.82



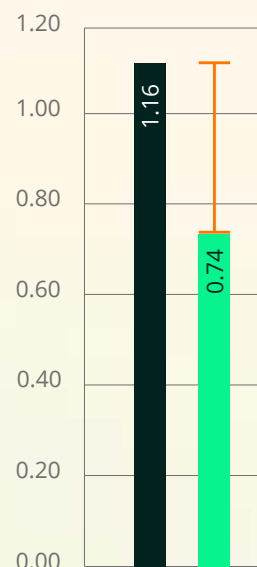
65.33%
better

- Did not complete insurance verification
- Completed insurance verification

APAC

GSIR

1.16 vs 0.74



36.21%
better

Fatality rate

1.86 vs 1.56



16.13%
better

Worker Management

Worker Management platforms add a critical layer of defence for site-level safety and control. They manage individual worker data – such as identity verification, training history, certifications, and site- or role-specific eligibility requirements – so organisations can verify that each worker meets access, safety and compliance standards before entering a job site.

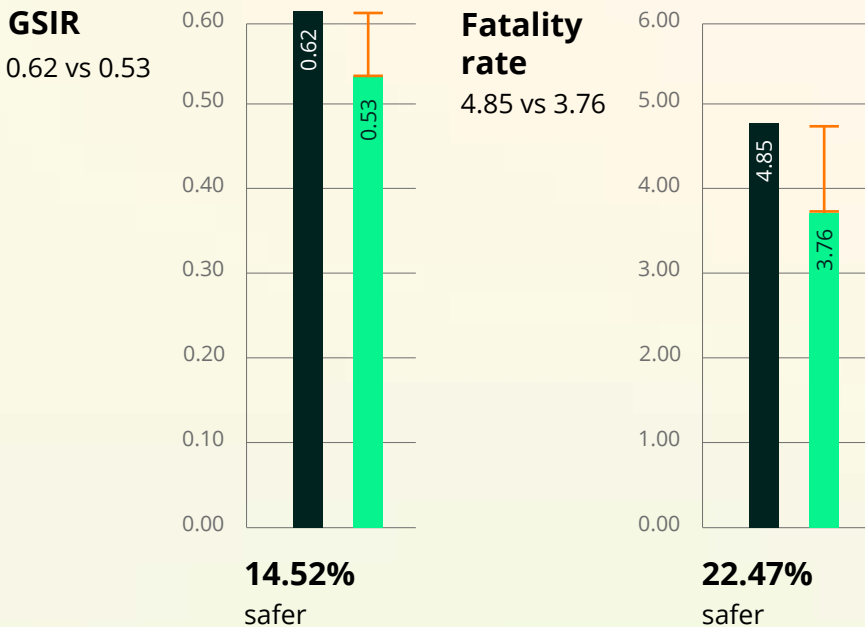
These tools also support continuous monitoring of worker credentials, ensuring that qualifications remain current and that expired or missing requirements are identified proactively. By providing visibility into worker readiness and eligibility, these capabilities help ensure that only properly trained, authorised and qualified individuals perform work.

Worker Management tools support compliance and risk reduction, increase confidence in workforce qualifications, streamline onboarding and access control, and enhance operational safety and efficiency across job sites.

Indeed, suppliers that implement Avetta’s Worker Management report significant positive impacts on safety metrics, including a 22.47% lower fatality rate.

Suppliers with Worker Management work more safely than those without

- Without Worker Management
- With Worker Management



Procurement close-up

\$5,461 overhead saved
on average by each supplier annually

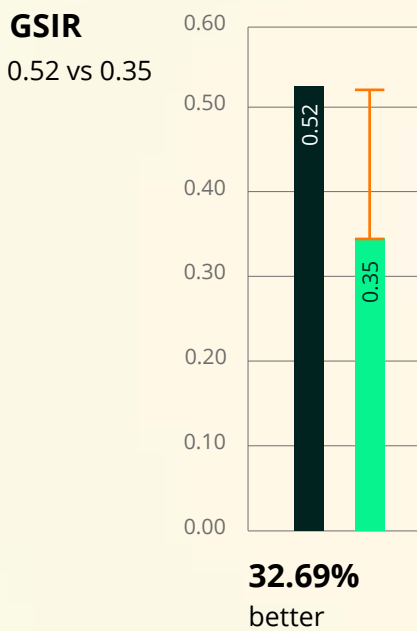
34 work hours saved
on average by each supplier annually

In addition to the above data, we see a year-on-year improvement in GSIR for all Avetta suppliers that use Worker Management. This reflects the growth and improvement of Avetta’s platform and offerings, including new [worker training resources](#).⁴

This data suggests that adding worker management capabilities and improving worker visibility significantly strengthen overall site performance and help workers complete work safely.

Suppliers with 100% all-passed workers report significantly better injury rates

- Without 100% all-passed
- With 100% all-passed



Procurement close-up

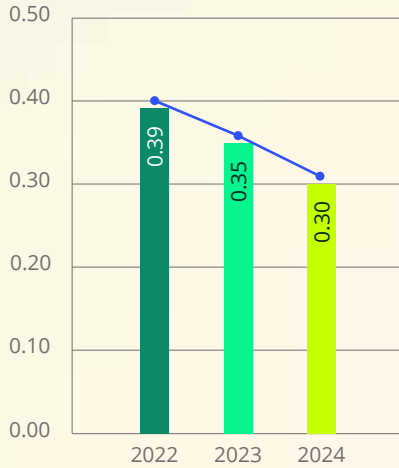
\$8,170 overhead saved
on average by each supplier annually

70 work hours saved
on average by each supplier annually

GSIR rates have improved for suppliers with 100% all-passed workers, year-on-year

- With 100% all-passed workers
- Trend

GSIR



23.08%
improvement from 2022-2024

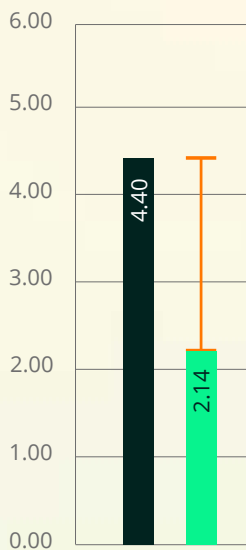
Digging in deeper to fatality rates, suppliers with high worker compliance report a 51.36% reduction in fatality rates compared to suppliers with low worker compliance.

Suppliers with high worker compliance have significantly lower fatality rates

- Without high worker compliance
- With high worker compliance

Fatality rate

4.40 vs 2.14



51.36%
better

Procurement close-up

\$8,170 overhead saved

on average by each supplier annually

70 work hours saved

on average by each supplier annually

Procurement close-up

\$3,300 overhead saved

on average by each supplier annually

3 work hours saved

on average by each supplier annually



Industry spotlight

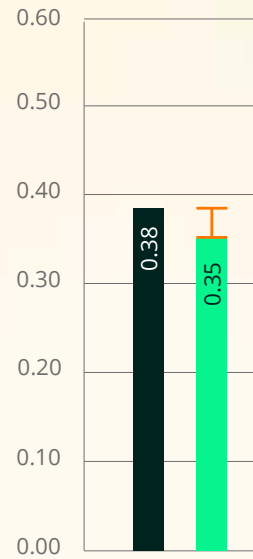
In the utilities and power generation industry, suppliers with high worker compliance report stronger GSIR and fatality rates compared to those with low worker compliance.

Suppliers with high worker compliance report 8% lower GSIR and 33% lower fatality rates

- Without high worker compliance
- With high worker compliance

GSIR

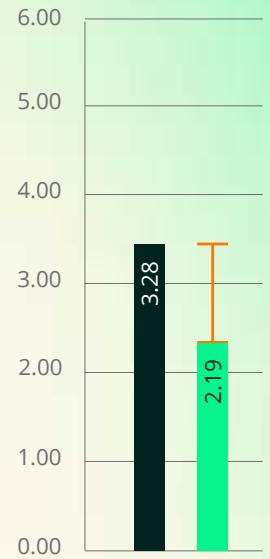
0.38 vs 0.35



7.89%
safer

Fatality rate

3.28 vs 2.19



33.23%
safer

Worksite Scheduling and Permissions

Worksite Scheduling and Permissions (WSP) capabilities help manage and improve safety performance at active job sites by addressing site-specific requirements, policies and operating conditions. They provide tools to capture and manage safety incidents, near misses and observations, while increasing visibility into contractor and worker activity across multiple locations.

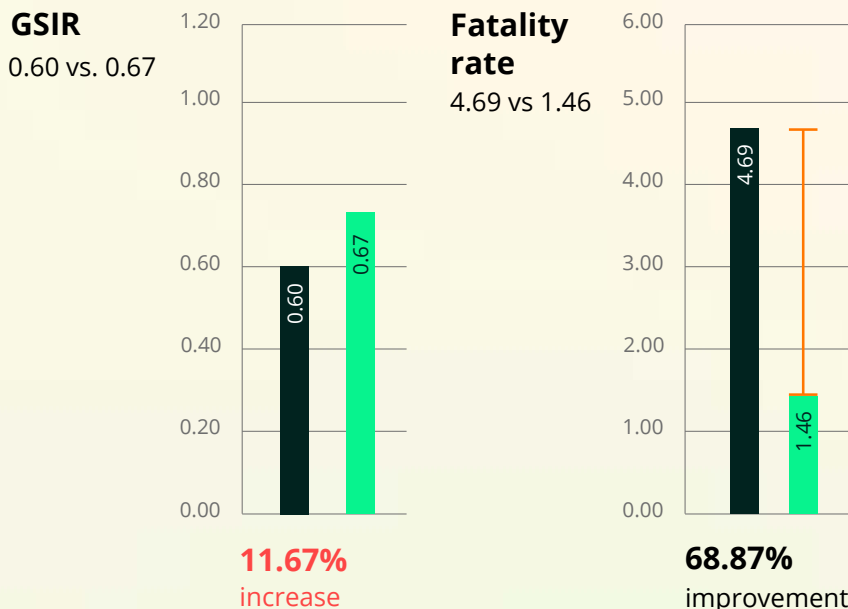
These capabilities help organisations ensure that required controls, processes and qualifications are in place at the worksite before and during work execution. By aggregating safety data across sites and projects, the improved visibility helps identify trends, emerging risks and areas for improvement.

Worksite Scheduling and Permissions capabilities help strengthen oversight, identify hazards and systemic risks earlier, promote consistent safety practices across locations, and support data-driven decisions that lead to safer, more reliable work execution.

Avetta network data reflects this impact. Suppliers that participate in their client's WSP process report significantly lower fatality rates, helping protect frontline workers.

Fatality rates drop by nearly 70% when WSP is added to a supplier's product mix

- Without WSP
- With WSP



Procurement close-up

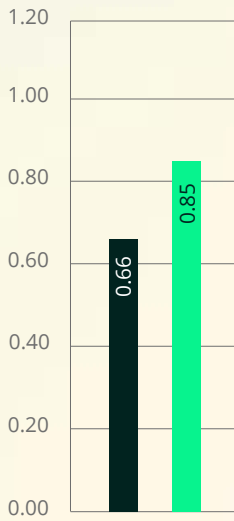
\$1,706 overhead saved
on average by each supplier annually

EMEA suppliers with the WSP platform see a 99.47% reduction in fatality rates

- Without WSP
- With WSP

GSIR

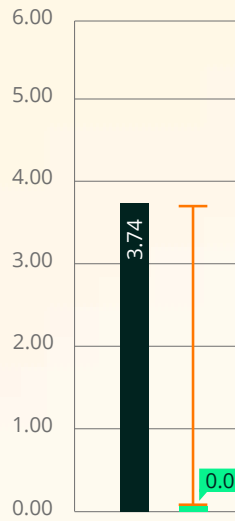
0.66 vs 0.85



28.79%
increase

Fatality rate

3.74 vs 0.02



99.47%
safer



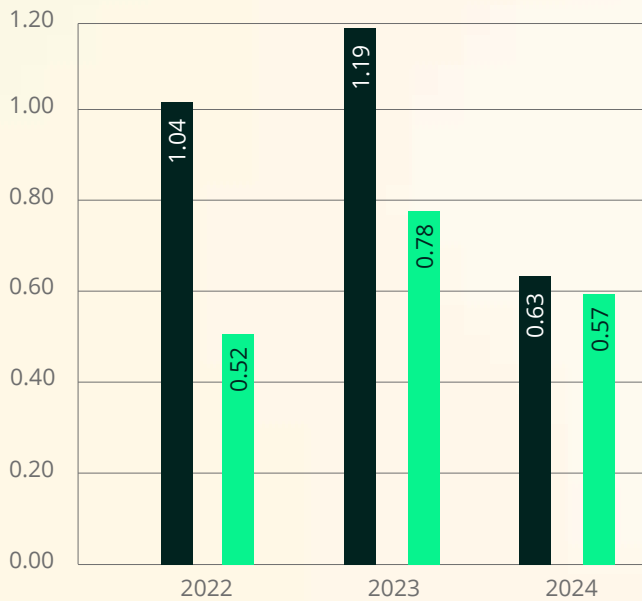
Avetta's WSP capabilities include access to a range of forms, including job hazard analyses (JHAs) to identify potential hazards before work begins, and end-of-project evaluations (EPEs) to assess supplier performance and uncover gaps after work is completed. Completing both processes greatly improves visibility and has an even bigger impact on serious incident and fatality prevention than implementing Avetta's Worksite Scheduling and Permissions tool without these two forms.

Suppliers completing Avetta JHAs and EPEs report a notable 93.32% reduction in fatality rates

- Did not complete JHA and EPE
- Completed JHA and EPE

GSIR

0.96 vs 0.62

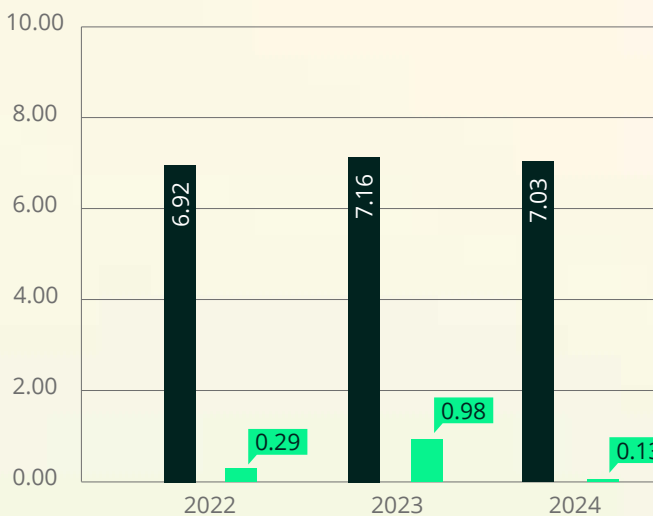


34.74%

reduction in injury rates

Fatality rate

7.03 vs 0.46



93.32%

reduction in fatality rates

Procurement close-up

\$23,782 overhead saved

on average by each supplier annually

129 work hours saved

on average by each supplier annually

Success in action:

Cargill reduces contractor injuries to zero after implementing Worksite Safety

Cargill, a global leader in food, agriculture and industrial capabilities, needed a safety tool to help manage the 100+ daily contractors at their St. Clair salt manufacturing facility. Their manual processes were taking considerable time, and a lack of centralised data led to reactive decision making. After implementing Avetta's WSP, the St. Clair team saved hundreds of hours of manual work while reducing contractor injuries to zero⁵.

Implementing Avetta's WSP solution has kept contractors safe

0

contractor injuries since 2022

90%

reduction in contractor onboarding time

From compliance to readiness: why the foundation matters most

Based on the above data, foundational health and safety tools positively impact safety performance. When organisations establish a strong foundation for safety, compliance and performance through the above five supply chain safety capabilities, they report significantly lower severe injury and fatality rates – alongside meaningful reductions in overhead and lost work hours.

In other words, you cannot be ready to work without first getting the health and safety foundation for your supply chain right.

“

In other words, you cannot be ready to work without first getting the health and safety foundation for your supply chain right.”

Section Two: Visibility matters

You cannot manage risk you cannot see. Greater risk visibility improves supplier safety performance by revealing exposures that often sit outside traditional health and safety functions. Even with strong HSE foundations in place, many organisations lack a complete view of risk across their supply chain operations – leaving critical vulnerabilities in areas that impact operational stability, supplier reliability and work readiness.

This greater visibility, therefore, means the ability to understand risk across a broader set of dimensions, including:

- ESG and sustainability
- Business risk monitoring
- Cybersecurity
- Safety Maturity Index (SMI)

Overall, the data suggests that increasing visibility into other risk areas leads to better safety outcomes. Suppliers with data captured by these capabilities consistently report improved severe injury and fatality performance and lower cost impact – reinforcing the understanding that a more transparent, connected view of risk contributes to improved operations. AI enhances this visibility by identifying patterns and highlighting risk signals across multiple dimensions more quickly and at greater scale.

ESG and sustainability

ESG and sustainability risk management capabilities help organisations collect, assess and monitor supplier data related to environmental, social and governance practices. This includes environmental impact and emissions, labour and human rights practices, ethical conduct, and diversity and inclusion disclosures. ESG information is standardised to allow consistent evaluation and comparison across the supply chain.

ESG tools provide transparency and visibility into supplier ESG performance and reveal potential risks, gaps or misalignment with organisational expectations and regulatory requirements. Structured assessments and ongoing monitoring help organisations track progress over time, identify higher-risk suppliers, and prioritise engagement or improvement efforts.

By aligning supply chain practices with corporate sustainability and governance goals, organisations can reduce reputational and operational risk, support responsible business practices and strengthen the long-



Overall, the data suggests that increasing visibility into other risk areas leads to better safety outcomes.”

term resilience and safety of their operations.

ESG and sustainability capabilities improve the visibility of risks within a supply chain and an organisation's ability to stay ready for work. We would therefore expect companies that follow ESG best practices to have lower supply chain risk overall, including in terms of safety.

Within Avetta's ESG and Sustainability product, each supplier receives a numerical score that includes the following factors:



Environmental due diligence



Payments and wages
labour



Working time



Diversity and inclusion
labour



Health and wellbeing



Prevention of underage



Business ethics



Modern slavery and forced
labour

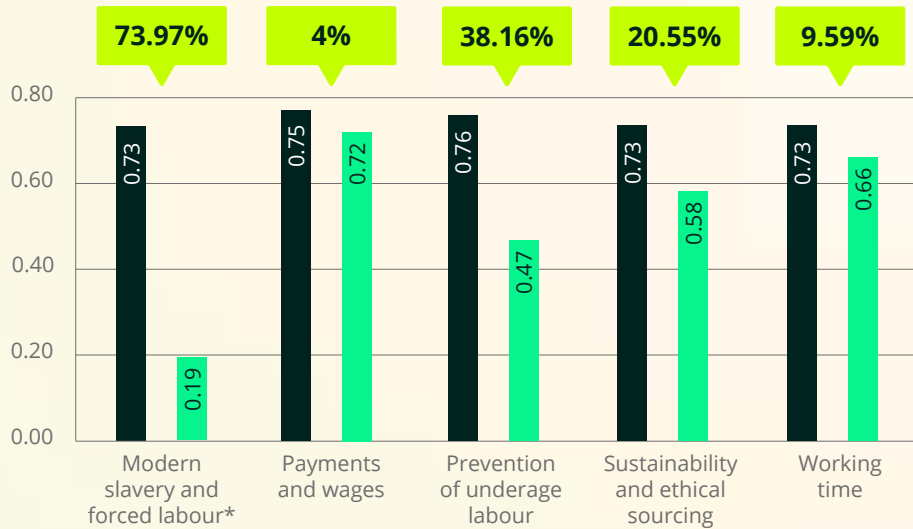
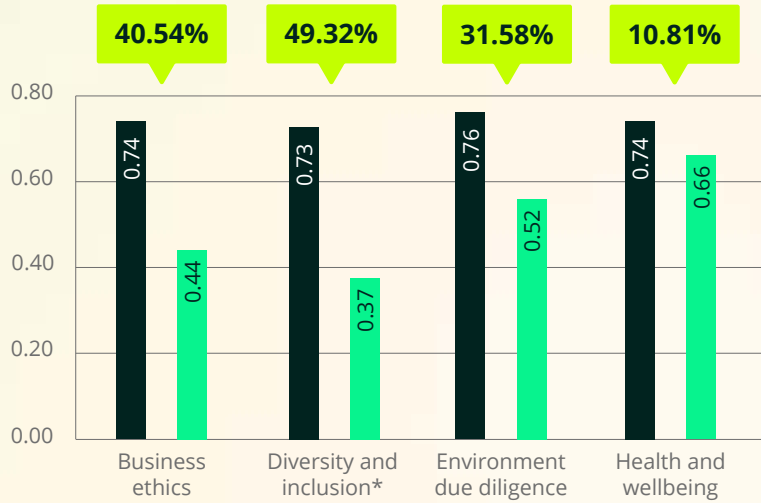
Sustainability and ethical sourcing

When looking into safety data, we can clearly see that suppliers who meet these individual ESG standards perform better than those that fail to meet them.

Suppliers that meet individual ESG standards report better GSIRs

- Did not meet individual ESG standards
- Met individual ESG standards
- Percent safer

GSIR

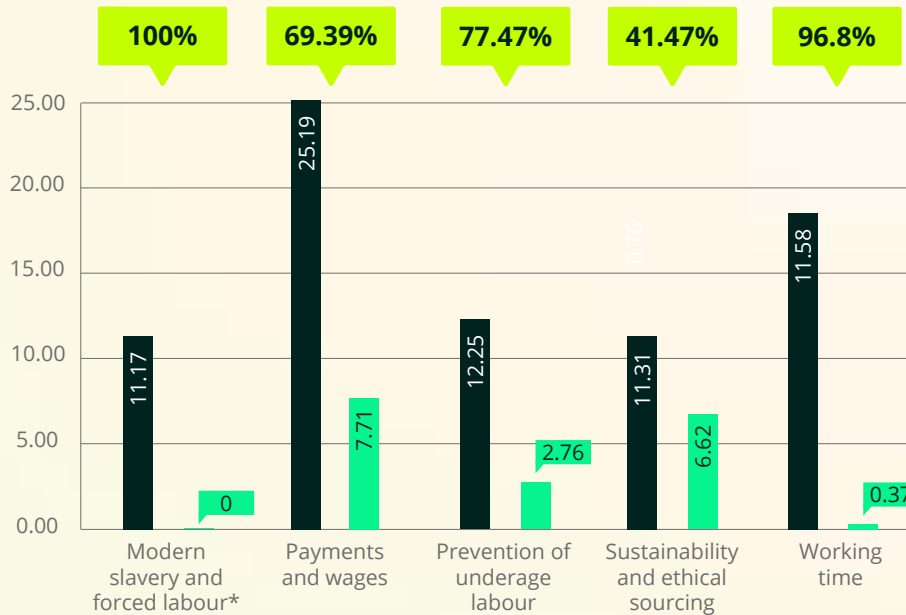
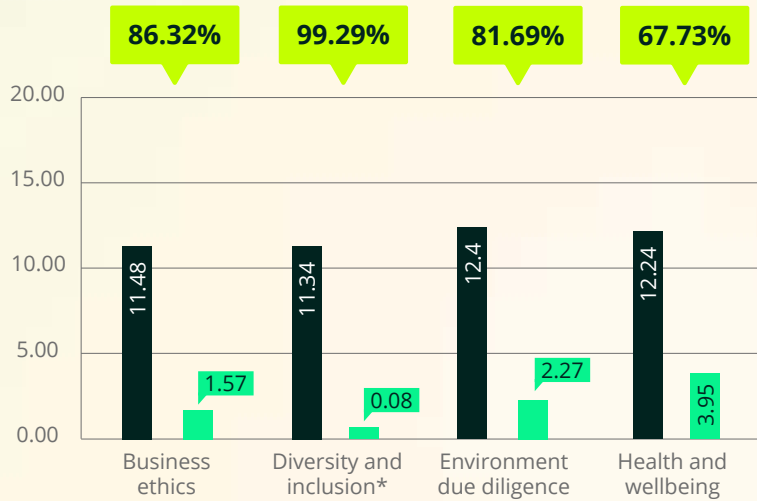


*Category did not meet supplier population criteria for statistical significance.

Suppliers that meet individual ESG standards report significantly lower fatality rates

- Did not meet individual ESG standards
- Met individual ESG standards
- Percent safer

Fatality rate



*Category did not meet supplier population criteria for statistical significance.

Performance in the above categories is then used to calculate an overall ESG score, which correlates to different ESG and sustainability levels, outlined below.

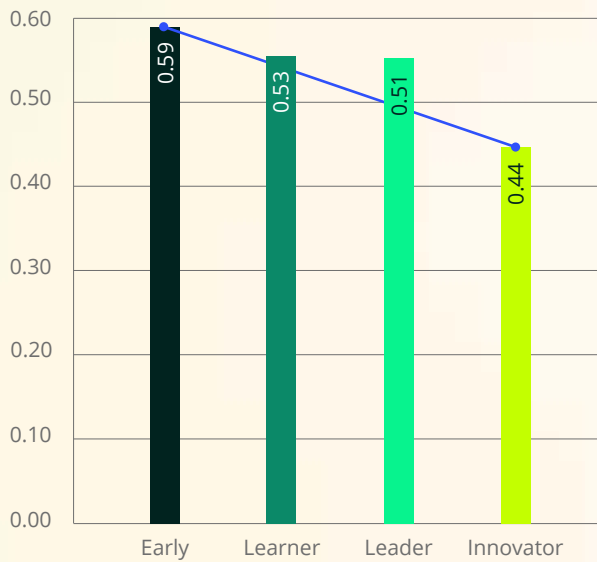
Supplier level based on ESG score:

- Early level – Supplier score 0–25
- Learner level – Supplier score 26–49
- Leader level – Supplier score 50–84
- Innovator level – Supplier score 85–100

Using the outlined criteria and supplier ESG levels, we see that suppliers with higher ESG scores also had substantially better safety metrics.

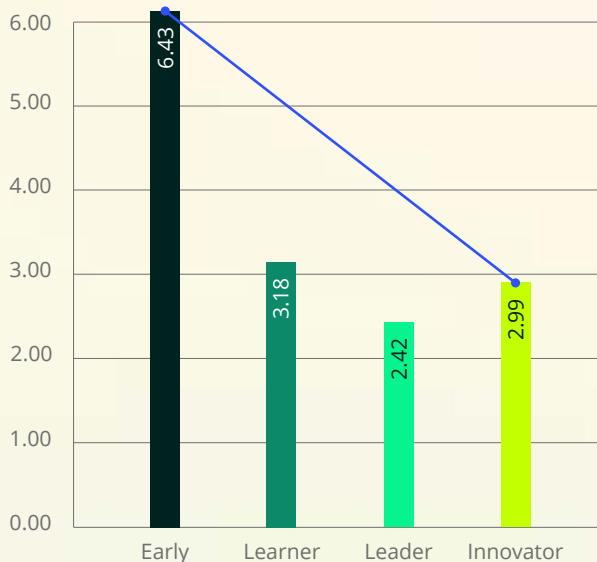
Supplier safety performance is stronger the more mature their ESG level is

GSIR



25.42% Early to Innovator improvement

Fatality rate



53.5% Early to Innovator improvement

Procurement close-up

\$11,472 overhead saved
on average by each supplier annually

59 work hours saved
on average by each supplier annually



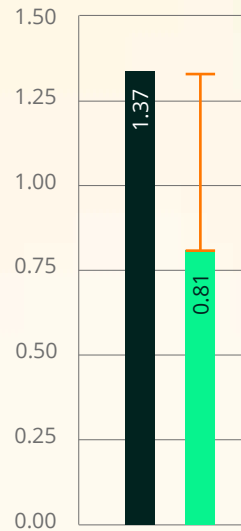
Region in focus: APAC

Suppliers in APAC with ESG capabilities are not just adding the ability to report on the sustainability of their supply chain, but are also finding work is being done safer.

APAC suppliers with Avetta's ESG and Sustainability solution saw nearly 40% better GSIRs and fatality rates

- Without ESG & Sustainability
- With ESG & Sustainability

GSIR
1.37 vs 0.81



40.88%
better

Fatality rate
1.94 vs 1.22



37.11%
better





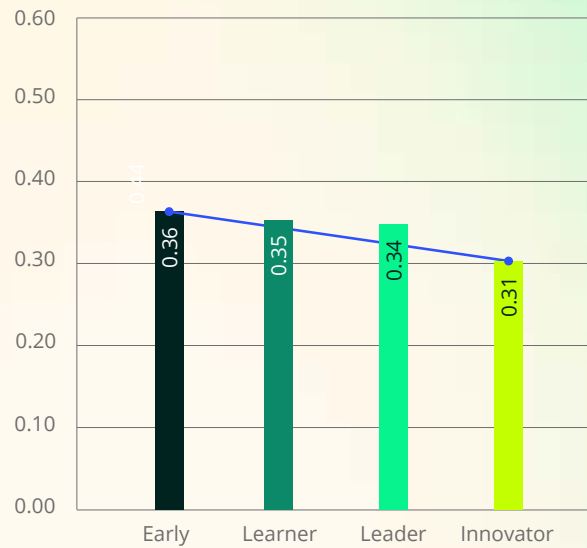
Industry spotlight

In the oil and gas industry, suppliers that are classified as “Innovators” within Avetta’s ESG and Sustainability capability see fatality rates that are 80% better than those classified as “Early”.

Suppliers at the ESG Innovator level report greatly reduced fatalities

- Early
- Learner
- Leader
- Innovator
- Improvement trend

GSIR



13.89%
better injury rates

Fatality rate



81.31%
lower fatality rates

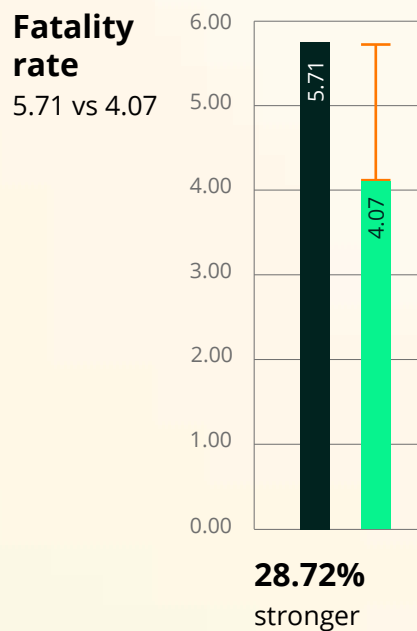
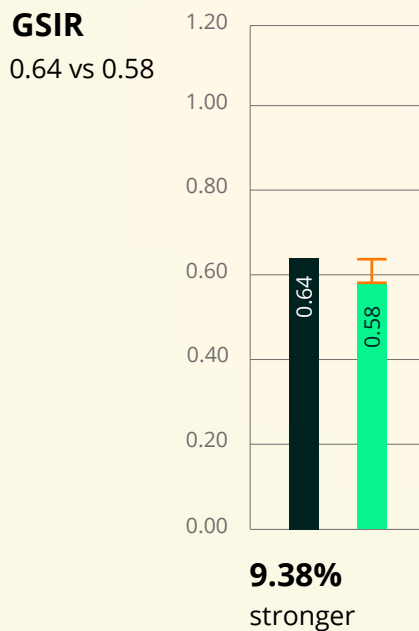
Business risk monitoring

Business risk monitoring involves tracking supplier risk indicators such as financial stability, compliance status and operational risk factors. This data helps clients identify higher-risk suppliers and make informed decisions about engagement, oversight and mitigation strategies.

By increasing visibility, feedback and engagement between clients and their suppliers, business risk monitoring is correlated with stronger supplier performance. This is reflected in Avetta's network, where suppliers included in business risk monitoring report better injury and fatality rates.

Suppliers with Business Risk Monitoring report stronger safety performance

- Without business risk monitoring
- With business risk monitoring



Procurement close-up

\$4,974 overhead saved
on average by each supplier annually

24 work hours saved
on average by each supplier annually



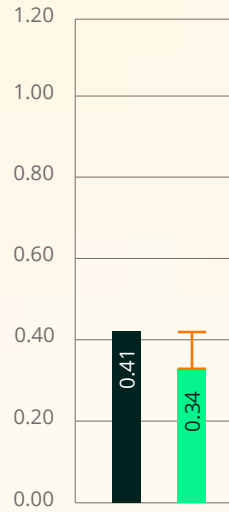
Industry spotlight

In the oil and gas industry, we see better GSIR and fatality rates for those suppliers with business risk monitoring.

GSIR and fatality rate improvements for suppliers with business risk monitoring

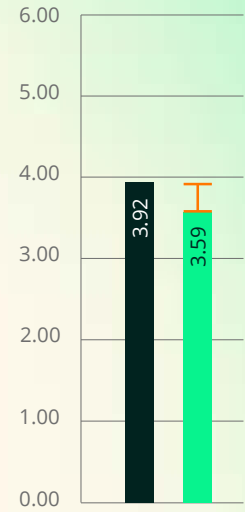
- Without business risk monitoring
- With business risk monitoring

GSIR
0.41 vs 0.34



17.07%
better

Fatality rate
3.92 vs 3.59



8.42%
better



Cybersecurity

Supply chain cybersecurity risk platforms assess and monitor the cybersecurity posture of suppliers and contractors using standardised evaluations aligned to widely accepted security frameworks. They collect and normalise information about supplier security controls, practices and maturity to create a consistent, comparable view of cyber risk across a supply chain.

These tools increase visibility into potential third-party cyber vulnerabilities and help organisations understand how supplier cyber risks could impact operations, systems and connected environments. Ongoing monitoring and risk segmentation distinguish between higher- and lower-risk suppliers, allowing clients to prioritise mitigation actions, remediation efforts and oversight where they matter most.

By proactively managing cyber risk within their supply chain, clients can strengthen operational resilience and help protect the digital systems that underpin safe, reliable execution of work.

Cybersecurity capabilities help provide visibility on supply chain risks, allowing clients to better understand the suppliers in their network. This increased oversight, coordination, and improvement of process gaps should support reductions in overall supply chain risk, including health and safety. Indeed, suppliers included in Avetta's cybersecurity capability report over 20% lower fatality rates compared to those without it.

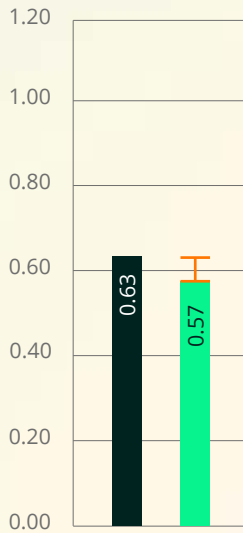


Suppliers with cybersecurity in their solution mix report fewer injuries and fatalities

- Without Cybersecurity
- With Cybersecurity

GSIR

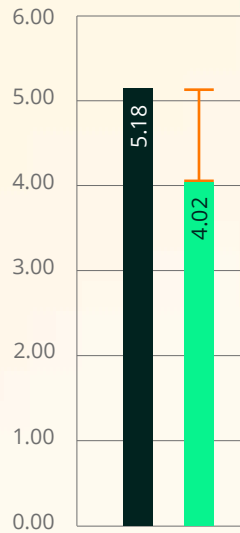
0.63 vs 0.57



9.52%
better

Fatality rate

5.18 vs 4.02



22.39%
better

Procurement close-up

\$4,274 overhead saved
on average by each supplier annually

23 work hours saved
on average by each supplier annually





Region in focus: EMEA

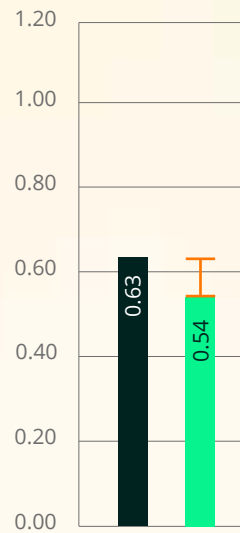
In EMEA, suppliers included in Avetta's cybersecurity capability also report stronger safety performance compared to their counterparts without it. Notably, fatalities were nearly 85% less frequent for suppliers with this capability.

EMEA suppliers with cybersecurity report significantly better injury and fatality rates

- Without Cybersecurity
- With Cybersecurity

GSIR

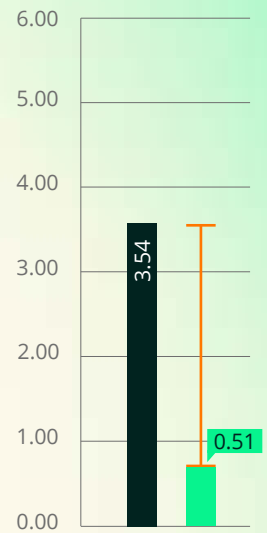
0.63 vs 0.54



14.29%
better

Fatality rate

3.54 vs 0.51



85.59%
better



Industry spotlight

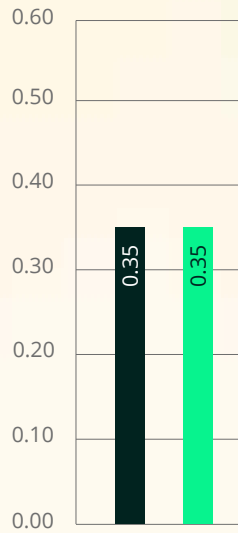
Looking at the oil and gas industry, we see lower fatality rates for suppliers with cybersecurity data.

Oil and gas suppliers with cybersecurity report lower fatality rates

- Without Cybersecurity
- With Cybersecurity

GSIR

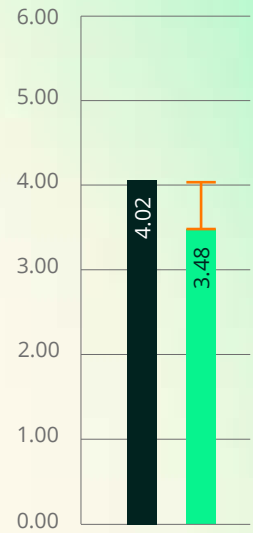
0.35 vs 0.35



0%
change

Fatality rate

4.02 vs 3.48



13.43%
better



Within Avetta's cybersecurity programme, customers receive a grade from A to F, based on a wide range of criteria. When looking at these grades, those who received an A grade reported the strongest safety metrics.

Better cybersecurity grades correspond with stronger safety performance

— Improvement trend

GSIR



16.67%
stronger

Fatality



55.2%
stronger

Safety Maturity Index

Prequalification is the foundation of contractor safety – but it only provides a baseline view of compliance. It does not reveal whether a supplier's safety systems are strong enough to prevent serious incidents or sustain performance over time.

To drive continued improvement, organisations need visibility into leading indicators – signals that reflect how well safety is embedded in day-to-day operations and whether risks are being actively managed before incidents occur.

Avetta's Safety Maturity Index (SMI) provides that forward-looking view. It evaluates a supplier's safety management system (SMS) against a structured maturity model to identify gaps, strengthen capabilities and reduce the risk of serious injuries and fatalities.

It assesses the following seven categories:

- Continual improvement
- Hazard identification, control & risk management
- Incident management & response
- Leadership commitment & worker engagement
- Monitoring, measurement & performance evaluation
- Organisational planning
- Worker training & communication

Suppliers are assigned a maturity score and their clients are given detailed insights into their strengths and gaps. This gives clients visibility into safety performance beyond basic compliance and allows them to track improvement over time. Suppliers in Avetta's network that adopt the SMI see significant reductions in injury and fatality rates.

Cultural Maturity Index (CMI): making safety culture measurable

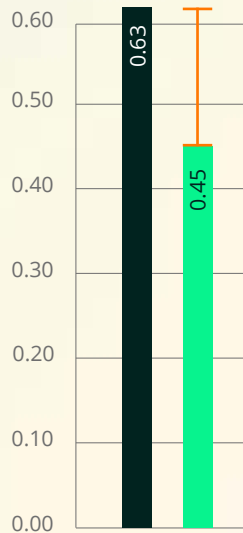
Strong safety outcomes aren't driven by systems alone – they depend on how work actually happens on the ground. Developed in partnership with the American Society of Safety Professionals (ASSP), the Cultural Maturity Index (CMI) helps organisations measure and strengthen the cultural drivers that influence real-world performance.

The CMI builds on Avetta's Safety Maturity Index by assessing critical cultural factors such as leadership, trust and worker engagement – elements that ultimately determine how effectively safety systems perform in practice. Together, CMI and SMI provide a more complete view of safety performance, connecting formal systems with the behaviours and mindset required to make them effective.

GSIR and fatality rates improved by over 20% for suppliers that adopted SMI

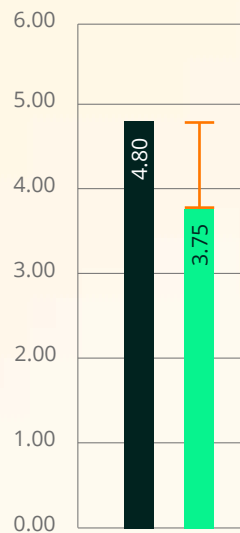
- Did not adopt SMI
- Adopted SMI

GSIR
0.63 vs 0.45



28.57%
improvement

Fatality rate
4.80 vs 3.75



21.88%
improvement

Procurement close-up

\$9,273 overhead saved
on average by each supplier annually

68 work hours saved
on average by each supplier annually

Success in action:

A major player in the equipment rental space sought greater consistency across its safety management system and more visibility into improvement opportunities. They chose to implement the Safety Maturity Index in order to systematically evaluate their programmes, align teams and strengthen their goal of driving continuous learning and operational insight. Completing the SMI provided a transparent view of system strengths and gaps, improved corrective action processes, deepened cross-functional alignment and reinforced a more adaptive, proactive approach to preventing severe injuries.

Beyond HSE: how visibility across risk strengthens safety

Once again, the data is clear: improving risk visibility beyond health and safety positively impacts performance. By expanding beyond traditional HSE controls to include ESG and sustainability, business risk monitoring, cybersecurity and Avetta's Safety Maturity Index, organisations gain a sharper understanding of where risk truly resides. Each added capability strengthens organisational maturity, improves oversight and communication and tightens controls – contributing to lower GSIR and fatality rates across regions and industries while returning time and cost back to suppliers. When risk is visible, safety is no longer a periodic exercise, but an “always-on” condition that is part of a proactive risk posture.



Improving risk visibility beyond health and safety positively impacts performance.”

Section Three: Strategy matters

Building on strong foundations and expanded visibility, the greatest impact for strong safety outcomes comes from how these capabilities are applied together. As organisations mature, risk management becomes less about implementing isolated tools and more about strategically integrating them to strengthen protection for frontline workers. As capabilities are combined and scaled, their impact compounds.

This section highlights three critical elements:

- The impact of combining multiple risk management capabilities
- A real-world example of integrating multiple strategic capabilities
- A structured approach for making performance improvements repeatable, scalable and sustainable

The data shows a clear pattern: as organisations extend foundational safety capabilities, fatality rates drop dramatically – with reductions as high as 97.3% when key capabilities are combined.



As organisations extend foundational safety capabilities, fatality rates drop dramatically – with reductions as high as 97.3% when key capabilities are combined.”

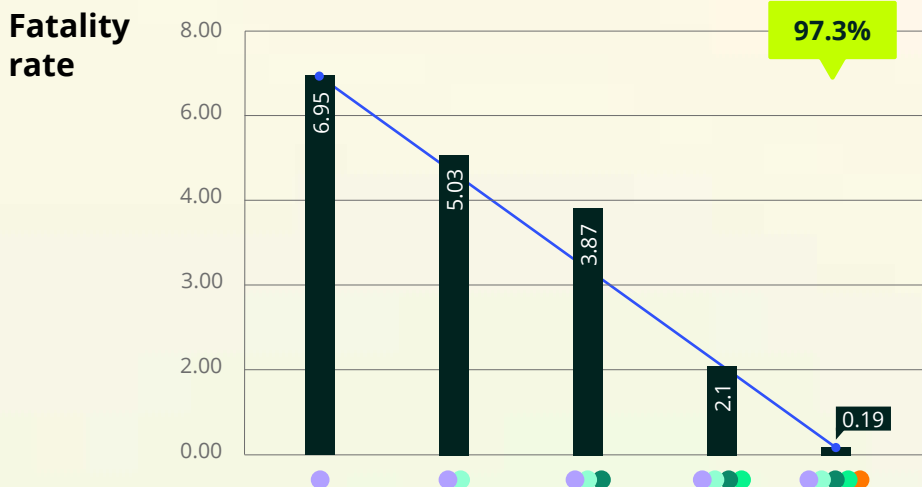
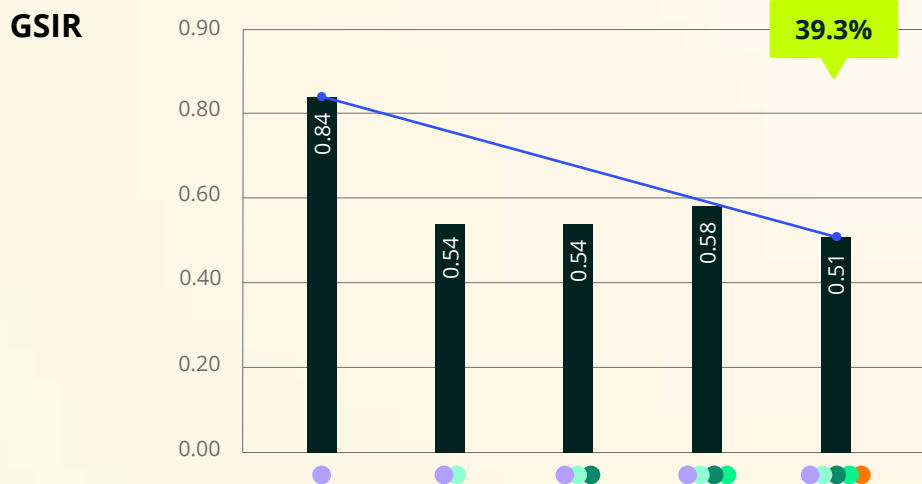


A comprehensive approach to HSE capabilities significantly reduces injury and fatality rates

As we saw in Section One, implementing a supply chain pre-qualification process corresponds with significant improvements in both GSIR and fatality rates. When combined with other foundational HSE tools, these improvements increase even more dramatically. Most notably, implementing five foundational supply chain safety management capabilities corresponds with a 39.3% reduction in severe injuries and a remarkable 97.3% reduction in fatalities.

Section Three: Strategically deploying multiple risk management tools corresponds with significantly better safety performance

- Prequalification
- Safety Audits
- Insurance verification
- Worker Management
- Worksite Scheduling and Permissions
- Percent safer
- Improvement trend



Procurement close-up

\$24,060 overhead saved
on average by each supplier annually

130 work hours saved
on average by each supplier annually

When protections work together, performance improves. Organisations that strategically add layers of defence report much better safety and operational performance than those with only a single safety risk management capability. More safety checks and workflows give procurement a clearer view of where risk actually sits and reveals issues earlier – whether it’s unsafe behaviours, out-of-date procedures, missing documents or gaps in worker training. Using connected tools also keeps hiring clients and suppliers on the same page. Expectations are clearer, data flows more easily and there’s less room for the kind of misalignment that leads to incidents. Each product tackles a different piece of the risk picture; together, they work as a single, practical system to keep suppliers, projects and budgets ready to work.



Combining HSE capabilities with ESG, business risk and SMI capabilities further reduces fatalities

As shown above, suppliers that implement five foundational risk management processes report a remarkable 97.3% lower fatality rate. In Section Two, meanwhile, we also found that improving visibility with other risk management capabilities correlates with reduced fatality rates. This raises a question: Is it possible to lower fatalities further by combining these three additional risk management capabilities with the five HSE capabilities under investigation?

According to our initial data, the results are highly encouraging. While the number of suppliers included in these specific combinations of HSE, ESG, business risk and/or SMI capabilities is currently not large enough to meet the threshold for statistical significance, the early trends are both consistent and encouraging: this cohort recorded zero fatalities. Although preliminary, we believe this trend offers meaningful insight into how higher engagement with integrated risk management systems may improve safety and business outcomes.

Robust risk management capabilities corresponds with zero fatality rates

All 5 + ESG: **0 fatalities**

All 5 + Business Risk: **0 fatalities**

All 5 + SMI: **0 fatalities**

Many of the underlying contributors to fatal accidents – such as financial instability, inefficient operational practices, weak governance and low organisational maturity – sit outside the scope of traditional safety compliance. These factors relate much more to how an organisation manages visibility and variability, anticipates error and effectively responds. By integrating capabilities like ESG, Business Risk and SMI, organisations gain a deeper insight into supplier behaviour, operational resilience and work readiness. These combined capabilities help clients:

- identify high-risk suppliers earlier
- prevent unsafe conditions tied to financial or operational stress
- ensure contractors are not only compliant but truly capable and ready to work



Is it possible to lower fatalities further by combining these three additional risk management capabilities with the five HSE capabilities under investigation?”

Success in action:

Integrating risk management capabilities enables a global enterprise commerce company to reduce safety risk by over 20%

A global enterprise commerce company manages a vast and complex contractor ecosystem with more than 25,000 suppliers in Avetta. The business unit we investigated in this report features **more than 15,000 active suppliers and 135,000+ connected workers spanning 25 countries**. To oversee safety, compliance and operational risk at this scale, the organisation harnesses Avetta's connected suite of capabilities, including:

- Prequalification (PQ)
- Safety Audits (SA)
- Worker Management (WM)
- Worksite Scheduling and Permissions (WSP)
- Safety Maturity Index (SMI)
- Subcontractor Management (SM)

Starting their journey with Avetta over seven years ago, the company strategically rolled out pre-qualification and safety audit capabilities in North America. In subsequent years, they rolled out these capabilities to Latin America, the European Union, the Middle East and Asia-Pacific, while also expanding their Avetta product suite.

The following 2025 data highlights how this global organisation uses supply chain risk management tools to strengthen supplier governance, elevate supplier safety maturity and achieve measurable, sustained improvements in worksite safety performance worldwide.

100% adoption and supplier usage create a comprehensive prequalification programme

The company implements prequalification capabilities to ensure that every supplier meets essential safety, compliance and insurance criteria before work begins. Adoption rates reached 100% across all regions, demonstrating consistent global standards.

Prequalification adoption and usage by region are helping to drive this organisation's success

| Region | Site adoption* | Supplier usage ** |
|----------------|----------------|-------------------|
| Middle East | 100% | 100% |
| Asia-Pacific | 100% | 100% |
| European Union | 100% | 99% |
| Latin America | 100% | 100% |
| North America | 100% | 100% |

* Site adoption reflects tool activation at the site level

** Supplier usage reflects active engagement by applicable suppliers

Real-time compliance identifies 2,801 not ready to work

In 2025, **7,710 workers had at least one active work request assigned** through the company's worker management workflows, with **65% meeting the required safety and compliance criteria** (green or amber status). The remaining 2,801 workers had outstanding requirements, giving the company a clear, actionable view of who is truly ready to work and who still needs attention before accessing a site.

Across this active worker population, Avetta provides visibility into the key qualification gaps – including contractor orientation, general health awareness, special safety condition acknowledgements, PPE declarations and declarations of competency from employers. By monitoring these gaps in real time, the organisation can prioritise training and documentation updates for the workers who present the greatest risk.

Visibility made clear, even when over 50% of suppliers are subcontractors

Over **9,000 subcontractors** support the company's operations, representing **58% of their total suppliers**. Using Avetta's Subcontractor Management functionality, the organisation extends compliance requirements to all tiers of the supply chain. **Among tier one suppliers, 32% (506) are connected to more than 10 subs, underscoring the importance of managing complex networks rather than isolated relationships.**

Audits identify 1,545 suppliers with critical safety gaps

More than **5,600 safety audit forms were reviewed** in 2025, representing an **83% completion rate**. These audits uncovered high-risk gaps in areas such as core safety requirements, safety manuals and procedures, tool safety, stop-work authorisation and first-aid readiness. Regions with the highest volume of work – such as North America and the European Union – showed strong audit completion rates. Avetta's capability helped uncover 1,545 suppliers with critical safety gaps, allowing the organisation to work directly with them to close gaps and shore up safety. In addition, proactive supplier readiness support drove a 48% reduction in median completion time for audit-related forms – from 23 days before the campaign to just 12 days during the campaign window – helping the company bring suppliers into compliance faster.



Avetta's capability helped uncover 1,545 suppliers with critical safety gaps, allowing the organisation to work directly with them to close gaps and shore up safety."



Improved worksite execution and end-of-project performance while scaling 200%

The organisation **processed 76,000+ work requests and created 44,800+ project evaluations** through Avetta's WSP tools – **growing 161-201% year-on-year**. End-of-project supplier ratings remained consistently high, demonstrating strong on-site safety performance enabled by structured workflows and visibility.

Of the 76,000+ work requests created in 2025, **19,409 were closed during the year**, and **17,844 end-of-project evaluations were completed, with an average supplier score of 4.5 out of 5** across regions. While adoption of worker assignment within work requests is still emerging (approximately 5% of work requests had at least one worker assigned, with some countries such as Italy leading at 20%), these workflows are establishing a scalable foundation for tighter site-level control over time.



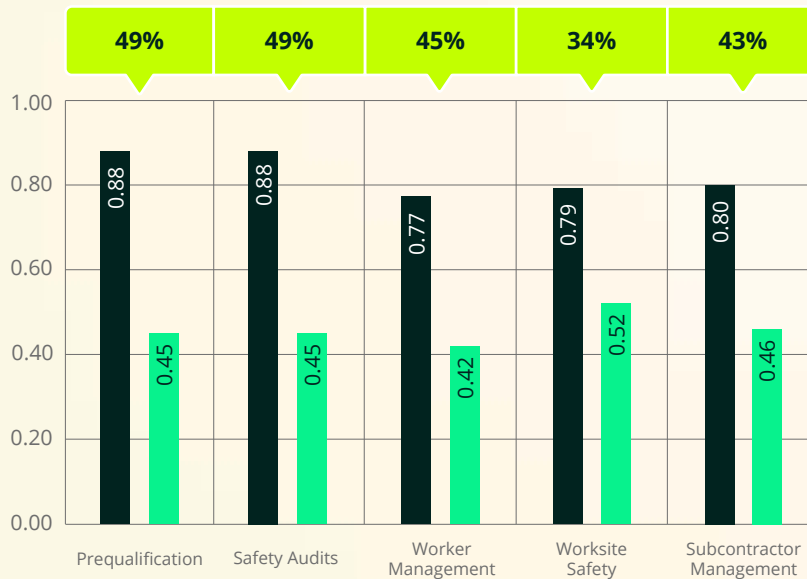
Product-specific safety impact: 30–40% improvements in injury rates

When new suppliers join Avetta, they are required to provide their last three years of safety metrics. Based on the performance of this enterprise commerce company's supply chain, it is clear that their suite of supply chain risk management tools helps keep their teams safe globally. We evaluated supplier performance before and after the adoption of each individual capability. Across each product, injury rates declined significantly.

GSIR improved significantly for each supply chain safety solution implemented

- GSIR before implementation
- Improvement
- GSIR after implementation

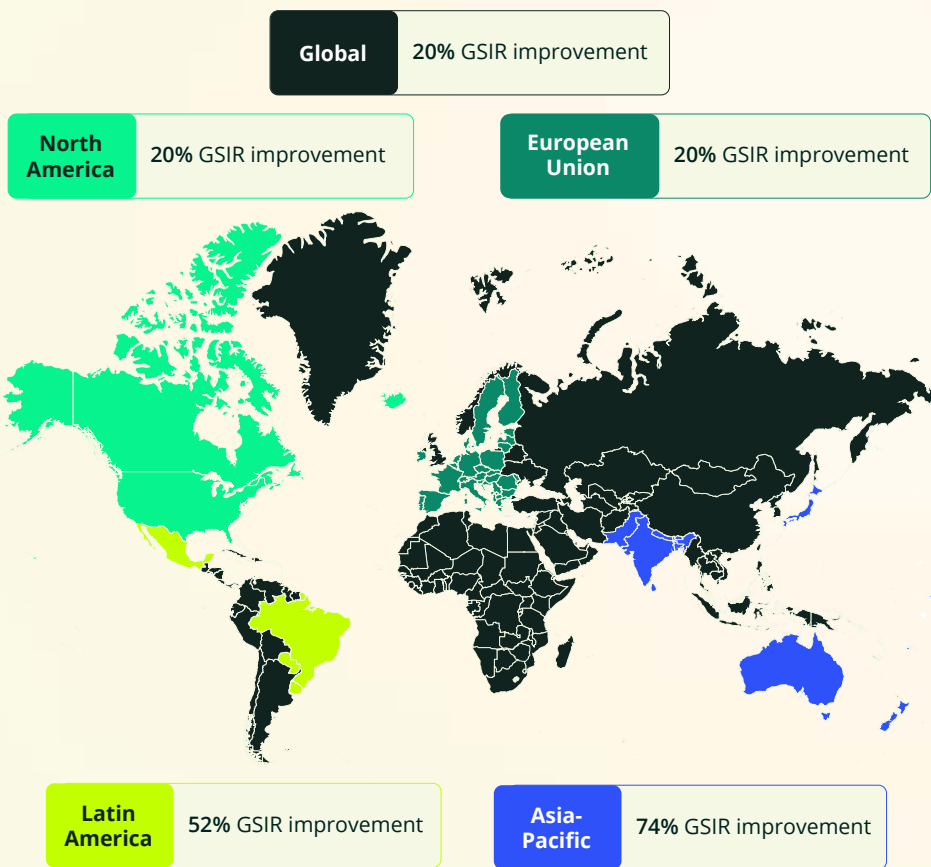
GSIR



Measurable safety improvements of 20–74%

When integrating these products together, the impact can be seen across global operations. Among suppliers with sufficient data, **the organisation's supply chain achieved a 20% reduction in its GSIR**, with some regions achieving reductions of over 50%. These results illustrate how consistent prequalification and strategic layering of risk management capabilities combine to drive meaningful risk reduction.

Supplier GSIR improves in every region after implementing Avetta's suite of capabilities



Procurement close-up

\$8.1M overhead saved annually by suppliers after implementing Avetta's risk management process

69,302 work hours saved annually by suppliers after implementing Avetta's risk management process

Strategically layering risk management capabilities helps keep teams ready to work

Across each analysis in this section, performance strengthens as supply chains deepen their engagement with risk management systems. Each additional layer – whether rooted in core HSE controls or expanded through ESG, business risk or SMI – creates more complete visibility, closes more gaps and reinforces more consistent behaviours across global contractor networks. Suppliers that participate in more holistic and strategic oversight report dramatically fewer incidents and, in some cases, zero fatalities.

As organisations like the company discussed above demonstrate, combining prequalification, audits, worker readiness, subcontractor governance and worksite scheduling and permissions with broader cultural and operational risk tools drives measurable, sustained improvements in outcomes worldwide.



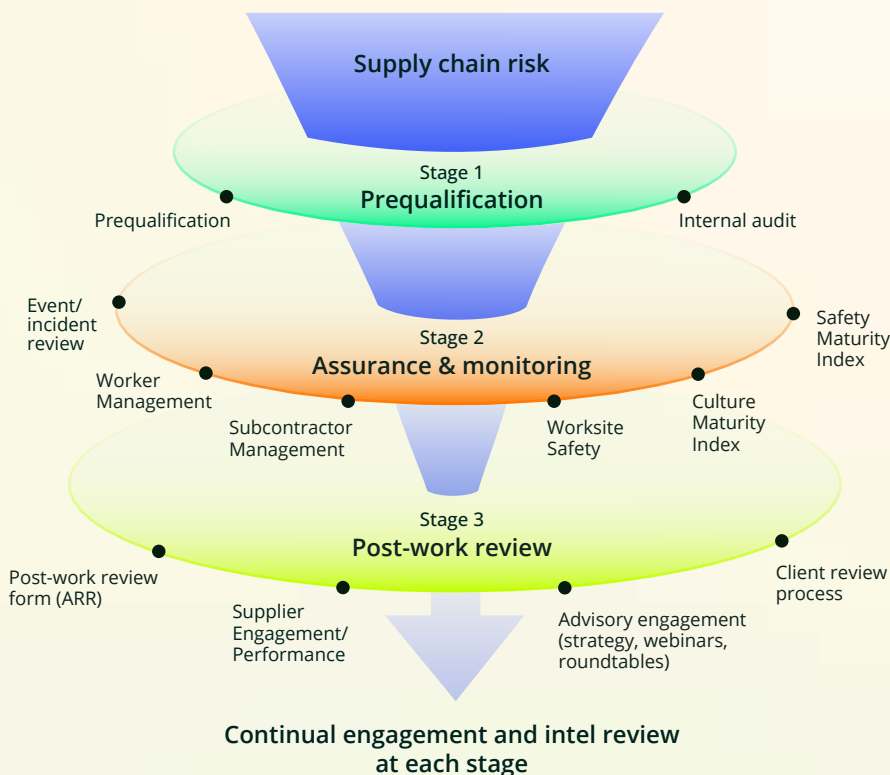
Operationalising safety improvement through PDCA

Sections One and Two demonstrate what effective risk management capabilities can achieve, while Section Three shows how layering them drives even greater impact. The next challenge is making those gains repeatable, scalable and sustainable across the supply chain.

Many organisations fall short here. Even with the right tools in place, impact can become fragmented without a system to connect and operationalise them. AI helps operationalise this approach by connecting data, elevating decision-making and scaling continuous improvement across the supply force.

The plan-do-check-act (PDCA) methodology provides that structure – linking risk management activities into a continuous cycle where insights inform how work is planned, executed, evaluated and improved. In this model, capabilities like prequalification, audits, worker readiness and risk visibility are no longer standalone efforts, but part of an integrated data-driven approach to performance improvement.

Active risk monitoring, management and improvement



By embedding this feedback loop into daily operations, organisations can continuously monitor risk, refine their approach and sustain the safety outcomes highlighted in this report.



Aligned with globally recognised systems standards, such as **ISO 45001**,⁶ the Avetta approach operationalises PDCA within a unified framework – enabling organisations to not only deploy the right capabilities but continuously improve how they are applied at scale.

From process to performance

Strategically combining risk management capabilities leads to stronger outcomes. Organisations that build on foundational safety controls and expand risk visibility across their supply chain consistently achieve meaningful reductions in fatalities and injury rates. Integrating such capabilities strategically correlates to near-zero fatality rates and thousands saved on overhead.

The full impact comes when capabilities are connected within a structured, continuous system – ensuring insights are applied and scaled across the organisation.

The PDCA methodology provides that structure, linking planning, execution, evaluation and improvement into a continuous cycle. In doing so, it transforms strategy into sustained performance.

Avetta operationalises this approach, helping organisations embed safety into everyday operations and extend what works across the operational footprint.



The result is a repeatable, scalable model for protecting workers, improving performance and operating with greater confidence.”

System-based approach



Anticipates there will be holes in each layer of defence



Additional measures/ layers of defence provide improved visibility into risks



Incorporates engagement within PCDA cycle to drive organisational improvement



End-to-end calibration

Conclusion

The data in this report points to a clear reality: meaningful reductions in severe injuries and fatalities are not driven by isolated actions, but by how organisations build, expand and operationalise their approach to risk management.

Across industries and regions, three consistent themes emerge – the importance of establishing a strong foundation, increasing visibility across risk domains, and taking a structured, strategic approach to capability development. Together, these themes highlight a practical path forward for organisations looking to not only reduce risk, but sustain and scale performance improvements over time.



Three takeaways

Based on the above findings, we recommend the following three takeaways for improving severe injuries and fatality rates:

Takeaway one

Foundation matters

Implement health and safety capabilities as the foundation for effective supplier risk management.

Health and safety capabilities remain the critical first step in improving safety performance. This establishes a consistent baseline for supply chain risk management and creates early visibility and coordination between hiring clients and suppliers.

As seen in this report, organisations that implement these foundational HSE risk management processes see more than a 68% reduction in fatalities in some cases.

Takeaway two

Visibility matters

Augment HSE risk management programmes with additional capabilities that improve risk visibility.

Managing health and safety risk alone is not enough. The greatest improvements in performance come when organisations expand beyond HSE, adding capabilities across ESG, cybersecurity, business risk and SMI to gain broader visibility and deeper insight into risk management.

As visibility increases, outcomes improve. Some capabilities are associated with fatality rates that are nearly 30% better.

Takeaway three

Strategy matters

Strategically deploy supply chain risk management capabilities using the PDCA methodology.

Impact doesn't come from adding capabilities in isolation — it comes from how they work together.

Organisations that take a strategic, systems-based approach – integrating capabilities over time – see the strongest results. Each capability builds on the last, increasing visibility, strengthening controls and reducing risk more effectively.

Organisational learning frameworks, like the PDCA methodology, ensure these capabilities are implemented strategically, enabling continuous improvement and sustained reductions in risk.

This process can even lead to near-zero fatality rates for some organisations.

Foundation, visibility and strategy keep teams ready for work

Improving safety outcomes across complex supply chains is both an operational priority and a strategic imperative. As this report demonstrates, organisations that invest in foundational health and safety capabilities, expand visibility across their supply chain and take a disciplined, systems-based approach to risk management can achieve substantial and sustained reductions in severe injuries and fatalities. The opportunity is not just to reduce risk in isolated areas, but to create a connected, proactive and resilient operational footprint overall. When grounded in trusted data and connected systems, AI becomes a force multiplier, accelerating the shift from managing risk to operating with true readiness across the enterprise.

For organisations looking to put these insights into action, the right partner and platform can accelerate progress. Avetta connects hiring clients and suppliers through a unified platform designed to streamline compliance, strengthen prequalification and deliver actionable insights across safety and performance. By combining advanced technology with deep domain expertise, Avetta helps organisations close risk gaps, improve supplier readiness, and build supply chains that are safer, more reliable and truly Ready to Work.



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