

The Safety Buy-In Blueprint

How to Win Support
Across Your Organisation

Introduction: The Buy-In Barrier

No matter how sophisticated your safety systems are or how comprehensive your policies, a safety programme is only as strong as the people who stand behind it. For many Environmental, Health and Safety (EHS) leaders, that is the defining challenge. First, building a safety culture must come from the top — and that requires a commitment from leadership in the form of strategy, visibility, and financial backing.

Following that, lasting improvement depends on engagement. You can implement processes, deploy a mobile app, or roll out a new series of audits, but true progress toward creating and maintaining an effective safety culture doesn't come from procedures alone; it comes from participation. And participation requires buy-in.

The Anatomy of Buy-In



Successful safety cultures share three main traits:

- **Visibility:** Everyone is aware of safety performance metrics and where attention is needed.
- **Accountability:** Ownership of safety extends beyond the EHS team.
- **Connection:** Data, communication, and trust flow freely between the field and leadership.

When these elements align, engagement becomes instinctive and safety becomes part of how work gets done, instead of an extra step.

Across industries, safety professionals describe the same three points of tension that can slow the momentum and reduce the impact of their programmes:

- **Executives** who view safety as a regulatory requirement rather than a strategic driver of performance.
- **Peers** (Risk, Operations, and Human Resources team members) who work in parallel rather than in partnership.
- **Frontline employees** who hesitate to follow safety procedures or report hazards if they're unsure their input will lead to change.

Without executive-level support, or when groups work in isolation, safety efforts will lose visibility, consistency, and impact. But when leaders invest time and money, teams collaborate, and employees feel empowered to speak up, alignment happens. Then, safety shifts from a compliance exercise to a shared value, and safety performance becomes a key aspect of business performance. This ultimately reduces losses, protects people, and creates conditions for long-term resilience and business optimization.

This guide illustrates how EHS leaders can strengthen buy-in at every level of their organisation, from the boardroom to the jobsite. It's all about connecting people, processes, and data. First, explore what each stakeholder needs to understand to support your safety goals, and then determine how technology can help bridge the gaps.

Securing Executive Buy-In

Speak the Language of Leadership

Driven by performance, predictability, and reputation, executive leaders need assurance that every initiative, including safety, supports the organisation's strategic and financial goals. Presenting safety strictly through the lens of compliance or obligation makes it harder to connect with the metrics that drive board-level decision-making.

You understand that safety is already a business performance driver. The challenge lies in making that correlation visible and quantifiable in a way that resonates with leadership priorities.

What Executives Need to See

Leaders are most responsive to data that links safety to measurable business impact, such as reduced costs, stronger productivity, and greater resilience. When those outcomes are clearly connected, safety shifts from a compliance line item to a strategic differentiator.

Strengthen your message to leadership with three key proof points.

1 Connect Safety to Financial Outcomes

The National Safety Council estimates that work-related injuries and fatalities cost U.S. employers, workers, and the economy \$171 billion annually,¹ including lost wages, lower productivity, and medical expenses. Fortunately, the return on prevention is equally compelling: A 2023 study found that over half (56.5%) of workplace injury prevention programmes² produced a positive economic return, confirming that investing in safety often pays back more than the cost.

Action: Quantify how fewer incidents, lower-severity claims, and improved retention translate into measurable financial gains specific to the company. Draw on historic data for evidence of potential losses or savings from previous programmes. Framing safety as a contributor to margin protection helps leaders view it as a strategic investment, not a regulatory cost.

The Claims Connection: Turning Data Into Proof

Claims data tells the financial story behind safety performance. Linking incident trends to claims outcomes and connecting them to real-time numbers gives leaders the evidence they need to act. Focus on:

FREQUENCY

Fewer incidents means fewer claims filed and lower administrative costs.

SEVERITY

Strong prevention programmes reduce medical and indemnity expenses.

DURATION

Faster claims closure reflects better recovery and return-to-work processes.

When you analyse these metrics together, you can turn the numbers into a narrative that proves prevention pays off.

¹ National Safety Council. [Work Injury Costs and Time Lost](#).

² National Library of Medicine. [Return on investment of workplace-based prevention interventions: a systematic review](#).

2 Tie Safety to Enterprise Risk

Buy-in strengthens when safety is integrated into the organisation's overall risk and resilience strategy. Preventable incidents don't just increase claims costs; they can disrupt operations, invite regulatory scrutiny, and damage a reputation, which ultimately results in real dollars lost in potential profits. When leaders view safety as a control mechanism for reducing broader operational and reputational risks, it becomes an essential part of enterprise strategy, not a stand-alone function.

Action: Integrate safety into enterprise risk discussions and data dashboards. Use shared language (e.g., “resilience,” “continuity,” “brand protection”) to help leaders see how prevention directly supports the organisation's overall risk appetite and performance goals.

3 Tell the Story of Safety Performance

Executives respond to clarity and evidence. Data visualisation makes performance and progress easier to track and understand. The most effective reports don't just show incident counts; they roll risk up to the executive level by aggregating data across sites, business units, or operations to show where exposures cluster, which hazards drive the most cost, and how corrective actions can reduce future risk.

Action: Present safety and claims data together as a performance story. Highlight how consistent reporting, timely intervention, and collaboration with claims management drive measurable reductions in total cost and productivity losses.

Earning Buy-In Through Evidence

Executive buy-in is earned through evidence and alignment. When safety performance is tied to financial outcomes, integrated with enterprise risk, and supported by clear claims data, it becomes more than a compliance measure — it becomes a core driver of business success.



DFW Airport: Connecting Risk Data for Enterprise Visibility

At Dallas-Fort Worth International Airport, the Safety, Risk, and Operations teams faced a unique challenge: Hundreds of vehicles moving across active airfields every day were creating constant exposure to both safety and operational risks. Yet critical data, such as vehicle telematics, incident reports, and claims, existed in separate systems, giving leadership only a partial view of overall exposure and cost.

When DFW integrated its safety and fleet risk data onto a single platform, executives gained real-time visibility into performance trends across the enterprise. Leaders could see how daily driving behaviours affected long-term liability and operational efficiency and give the go-ahead to take proactive steps to reduce risk.

After new top-down safety programmes were implemented, the results spoke for themselves: Risky behaviour dropped 59% and distracted-driving events fell 61%.

Partnering With Risk and Peer Teams

Break Down the Silos

In many organisations, EHS, Risk, HR, and Operations share overlapping goals: Prevent losses, protect people, and improve efficiency. Yet they often compete for time, attention, and ownership. Each group measures success differently, creating friction instead of collaboration.

These silos make progress harder for everyone. Risk teams chase claims costs while EHS tracks incidents, HR manages return-to-work, and Operations tracks downtime. The priorities are connected, but the teams often aren't. The result: delayed responses, duplicated work, and missed opportunities to prevent the next event.

What Peer Departments Need to See

Building buy-in across peer departments starts with proving that collaboration simplifies their work, rather than adding to it. Data sharing reduces duplicated reporting. Goal alignment eliminates conflicting metrics. And clear communication ensures that no one's efforts go unnoticed, unimplemented, or unmeasured.

Here's how to make collaboration the default.

1 Build a Shared Risk Language

Teams often define risk through their own lens. For EHS, it's exposure or hazard probability; for Finance, it's claims cost or reserve impact; for Operations, it's downtime or missed deliveries. Those perspectives are all valid, but without a shared vocabulary, they can pull teams in different directions.

A common risk language doesn't add more reporting; it replaces translation with understanding. When everyone defines and measures risk reduction the same way, conversations and decisions become clearer and faster while goals align naturally.

Function	Focus	How the Impact Is Shared
EHS	Prevent incidents and exposures.	Fewer injuries reduce claims and stabilize insurance costs (Finance), prevent downtime (Operations), and support employee morale and retention (HR).
Finance	Manage claims, reserves, and loss costs.	Lower claims expenses improve department budgets and operating margins (Operations), and make capital available for safety and training programmes (EHS/HR).
Operations	Prevent disruption; keep schedules on track.	Reliable operations reduce risk exposure (EHS) and cost overruns (Finance) and protect brand reliability (Leadership).
HR	Maintain a healthy, stable workforce.	Improved return-to-work outcomes reduce claims (Finance), support safe productivity (Operations), and strengthen culture (Leadership).
Leadership/ Enterprise Risk	Ensure stability, resilience, and reputation.	Leadership visibility depends on EHS, Finance, Operations, and HR sharing accurate data and coordinating their actions. Safety performance then becomes a proxy metric for overall organisational health.

Action: Use these shared impacts as a foundation for developing a common risk language. For instance, align on a unified scoring model that evaluates every incident by its potential severity, cost, and disruption. When everyone uses the same framework to rate and report risk, cross-department conversations become easier and more meaningful.

2 Connect Data Across Functions

Competing systems often produce competing stories. EHS, Risk, HR, and Operations may each collect valuable data — incident reports, claims, corrective actions, and training records, respectively — but when that information stays in separate tools, no one sees the full picture.

It starts with alignment. This means agreeing on which data matters most and how it should be shared. When teams can see the same metrics in the same context across departments, collaboration becomes easier and more fruitful. Risk teams can trace claims costs back to root causes; EHS can show how early interventions prevent recurrence; and HR can link engagement and return-to-work data to lower loss costs.

Action: Partner with your counterparts to align core datasets and reporting cycles. Start small. Even a single shared dashboard connecting incidents and claims can eliminate redundant reporting and reveal insights faster.

Make Collaboration a Habit With Huddles

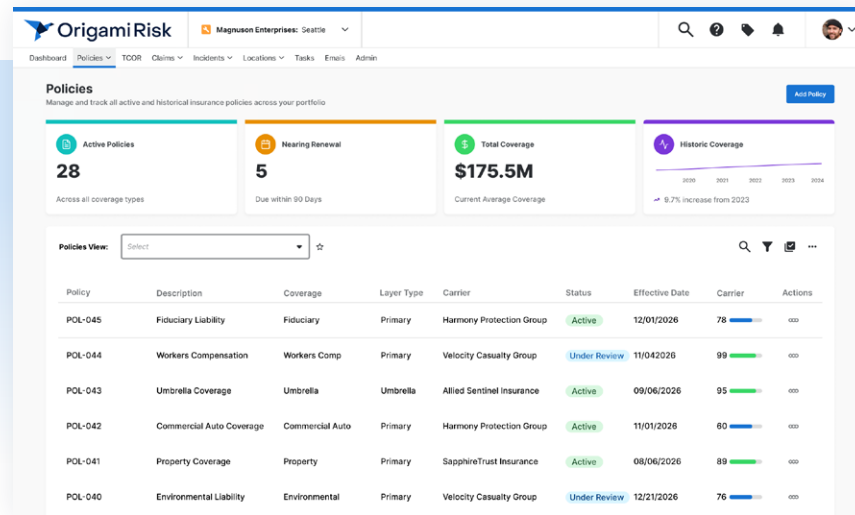
Regular safety huddles can turn data into decisions. Use a simple dashboard to bring different departments together for quick, focused discussions on key metrics. These short touchpoints keep teams aligned on emerging risks and reinforce shared accountability for performance. When data is visible and discussed often, collaboration starts to become part of how work gets done.



3 Turn Insights Into Action

Data alone doesn't drive improvement. The real opportunity comes when teams use shared information to solve problems together. Cross-functional reviews bring EHS, Risk, HR, and Operations into the same discussion and can uncover trends that one team wouldn't spot alone. Repeated injury types, rising claim costs, and delays in corrective actions often point to shared root causes that can be addressed systemwide.

Action: Replace individual follow-ups with collective reviews. When departments share responsibility for both insights and responses, improvements scale faster and everyone gets credit for the results.



Building Partnership by Making Collaboration Easier

Collaboration shouldn't create more work; it should remove barriers. When teams can share data easily and align around the same goals, safety becomes less about managing processes and more about achieving results together.



ABM Industries: Reducing Claims Through Team Alignment

At facility solutions provider ABM Industries, Risk & Safety once operated in parallel with Operations, with each managing its own data and priorities. This resulted in duplicated work, delayed insights, and missed opportunities to prevent future costly incidents. That changed with ABM's 2020 Vision initiative, which united the Risk & Safety and Operations teams under a shared system and strategy. By having integrated incident, claims, and return-to-work data, the entire team gained visibility into what truly drove losses and how to stop them.

The impact was immediate: a 35% drop in casualty claim frequency, an 18.5% reduction in total cost of risk, and a 4.68:1 ROI with the revamped return-to-work programme. [Read more.](#)

Empowering Frontline Employees

Turn Participation Into Prevention

Frontline employees see risk first, experience its consequences most directly, and often have the insights that can prevent the next incident. Yet they're also the group that can be hardest to engage. Reporting takes time and can be intimidating. Feedback can be slow. And if employees don't see visible action after raising a concern, trust can erode quickly.

True buy-in from the field doesn't come from compliance reminders or slogans. It's built through connection and follow-through. When workers understand that their observations can lead to change, participation rises and safety becomes a shared responsibility rather than a checklist item.

What Employees Need to See

Employees want proof that their input matters. They're motivated when it's easy to share feedback and when they can see actions being taken and their efforts acknowledged. Every interaction should reinforce that message.

Here are strategies for building lasting engagement with frontline team members.

1 Make Reporting Easy and Instant

Workers are most willing to report when they can do so easily and in the moment. Paper forms, cumbersome desktop portals, and delayed access create friction that discourages participation. In contrast, mobile tools make reporting fast, intuitive, and immediate, allowing employees to log hazards or near misses directly from the field, often within minutes of noticing them.

Organisations that have adopted mobile observation tools consistently see a rise in participation, especially among employees who previously never reported incidents. When reporting feels easy, it becomes a habit. A quick photo upload or short note entered on-site is transformed into real-time data that helps teams respond faster and prevent recurrence.

Action: Replace complexity with convenience. Use mobile-friendly reporting options that let employees document hazards instantly. The faster they can share, the more likely they will.

2 Make Follow-Up Visible

Engagement fades when employees feel like their reports disappear into a black hole. Workers want to see that spending time identifying issues actually leads to change. When corrective actions are shared openly — whether through digital dashboards, brief safety huddles, or posted updates — it shows that the organisation cares about employees' work and safety.

Action: Visibility turns reporting into a loop instead of a dead end: Employees provide information, leaders act on it, and results come back to the field. Over time, that cycle reinforces confidence that speaking up creates real outcomes.

3 Recognise and Reinforce Engagement

Recognition turns participation into pride. When employees see that their contributions are valued, they stay engaged and continue spotting risks and safety improvement opportunities. The strongest programmes acknowledge preventive behaviours, such as submitting near-miss reports, mentoring peers, or suggesting solutions, rather than only rewarding outcomes.

Action: Celebrate engagement publicly and often. Recognise employees who contribute to safety through their observations, ideas, or actions.

Building a Culture of Safety

You can't create a true safety culture by force. You have to build it through participation, communication, and trust. When employees can report easily and see visible follow-up and recognition, safety stops being a rule to follow and becomes a value they share.

Connecting People, Processes, and Performance With the Right Technology

Every success in safety depends on connections. Whether winning leadership support, aligning peer teams, or empowering employees, alignment is key. By linking people, processes, and data, technology transforms connection into capability so that progress becomes visible and repeatable.

For executives, integrated systems translate activity into insight. Dashboards tie incident data, claims, and financial outcomes together, showing in real time how prevention protects performance.

For peer teams, technology removes barriers. Shared platforms replace duplicated reporting with collaboration, uniting EHS, Risk, HR, Finance, and Operations around the same metrics and timelines.

For field workers, technology brings safety to where the work happens. Mobile tools and intuitive workflows make reporting easy, feedback immediate, and accountability transparent.

When the same system powers visibility, collaboration, and participation, buy-in stops being a campaign and becomes part of how the organisation operates. The result is a safer and smarter enterprise where every role contributes to risk reduction and every decision is informed by data.

Are You Ready to Strengthen Safety Across Your Organisation?

From predictive analytics that help identify emerging risks to mobile tools that keep reporting in the flow of work, modern EHS platforms are transforming how organisations protect their people and performance. Whether you're building momentum, scaling maturity, or modernizing legacy systems, discover how a unified approach can help you stay ahead of what's next.

[Learn more and contact Origami Risk.](#)



About Origami Risk

Origami Risk empowers leaders in insurance, risk, and safety with a purpose-built, cloud-native platform that optimizes workflows for better data, better insights, and better collaboration. Through highly configurable solutions integrated on a single platform, Origami Risk supports the management of the full lifecycle of risk, from prevention to recovery — helping the experts reduce harm and loss, and respond more rapidly and effectively when it happens. Grounded in continuous innovation and a foundational focus on client success, Origami Risk is trusted by leading organizations to enable greater resilience as they build for the future.