BORETTI, INC.
BUSINESS SAFETY SOLUTIONS
Est. 2003

WHITE PAPER

The Safety Nexus

Business, Culture and Leadership

Better Business Through Safety

SAFER PEOPLE	STRONGER PERFORMANCE	BETTER RETURNS
Protect what matters most	Improve productivity and operational excellence	Drive financial value and reduce total cost

Building a safer tomorrow.
Delivering value today.

WHITE PAPER

The Safety Nexus: Business, Culture, and Leadership

Date: June 2026

Subject: Integrating Business, Culture, and Leadership for Strategic Excellence for Operational Performance

Introduction

Safety is a profit multiplier. Read that again: safety ***is*** a profit multiplier. While safety professionals typically focus on reducing insurance premiums, incident rates, and risk, few actually measure the production improvements and efficiency gains that impact the bottom line. This isn't just theory; the author has the academic credentials and the real-world track record to back it up. The true value of safety lies in the production efficiencies and streamlined workflows that a robust safety culture creates. Forging a robust culture requires bold leadership but sustaining that culture over time demands a level of commitment few appear prepared to maintain. This author explores how occupational health and safety (OHS: aka safety) translates directly to the bottom line, transforming it from a defensive necessity into a competitive advantage.

Safety is not a cost center; it is a strategic lever with a profit multiplier.

Executive Summary: The Paradigm Shift

In a modern economy defined by the tension between global reach and national priority, operational safety and business performance are no longer distinct silos; they are a single, integrated driver of success. Organizations that treat OHS as a secondary compliance function are ignoring significant, unmanaged risks to their capital and reputation. Conversely, industry leaders are leveraging the **nexus of leadership, culture, and OHS** as a fundamental driver of total stakeholder return, acknowledging that the intersection of these elements is critical to organizational performance.

As Jennifer McNelly, CEO of the American Society of Safety Professionals (ASSP) put it succinctly when releasing the 2026 Corporate Listening Tour Report, “It’s clear the time for passive observation has passed.”

The Core Thesis

A company's safety record is the single most reliable measure for its management quality. While accounting measures can be manipulated, safety metrics are harder to fake. The same leadership failures that lead to physical or psychological harm are the ones that lead to quality defects, wasted capital, and talent attrition. This white paper demonstrates that a robust safety culture is not a cost to be managed, but a **strategic asset** that builds the resilience necessary to navigate the complexities of AI integration, hybrid work, and Environmental, Social, and Governance (ESG)-driven markets.

3 Key Strategic Pillars

- **The Profitability Dividend:** Evidence shows that high-performing safe organizations outperform the S&P 500 by significant margins. By reducing the "hidden costs" of incidents, including $4 to $6 of indirect loss for every $1 of direct cost, firms directly enhance their EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization).
- **Culture as a Catalyst for Innovation:** In a world where "human capital" is the primary differentiator, psychological and physical safety are the foundations of trust. Without this trust, the discretionary effort and creative risk-taking required for innovation are impossible to sustain.
- **The Future-Fit Organization:** As we integrate AI and decentralized workforces, the definition of the "workplace" is shifting, if it hasn't shifted already. Leadership must now manage "Digital Safety" and "Algorithmic Wellbeing" to prevent burnout and ensure the long-term viability of their most expensive asset: their people.

Navigating modern market turbulence necessitates a shift from siloed risk mitigation to a holistic **Complexity ERM** model. This shift is the primary driver in capturing **The Safety Dividend™**, the tangible performance yield realized when an organization moves beyond mere compliance to proactive resilience. By institutionalizing this dividend, organizations migrate from a 'Future-Proof' stance, characterized by defensive hedging and risk transference, to a **Future-Fit** architecture. Ultimately, a Future-Fit organization reframes complexity as a strategic asset, leveraging high-reliability safety cultures and sophisticated risk intelligence to secure a competitive advantage within an increasingly fluid global marketplace.

Operational and Cultural Returns

OHS serves as a primary indicator for management quality and operational reliability. Documented benefits include:

- Employee Productivity: Research in manufacturing firms shows that OHS variables including ergonomics, safety training, and emergency management statistically improve productive time, value-added per employee, and the degree of task accomplishment.
- Asset and Service Quality: Studies in the healthcare sector reveal that prioritizing OHS initiatives correlates directly with higher operational efficiency, shorter patient wait times, and improved treatment processes.
- Firm Value and Market Perception: Financial analysis suggests that firm value is negatively correlated with injury rates; a one-standard-deviation increase in injuries is associated with a 6.1% decrease in firm value. Conversely, disclosing work safety information can improve social reputation and financial performance for high-risk companies.

- Operational Resilience: Robust safety cultures experience up to a 30% reduction in workplace incidents, which minimizes operational disruptions and financial losses associated with downtime and investigations.
- Employee Engagement as a Mediator: Safety culture serves as a foundation for business performance by fostering shared values. High employee engagement acts as a "potent mediator," amplifying the positive effects of safety and sustainability on overall business outcomes.[1]

The Bottom Line

Safety is now a Leadership Discipline, not a department. To optimize for the future of work, executives must move beyond lagging metrics and embed safety into the core business strategy. The choice is clear: treat OHS as a peripheral expense and absorb the friction of inefficiency or treat it as a core value and unlock a powerful, self-sustaining competitive advantage.

Safety leadership requires more than a deep well of technical knowledge; it demands the power of influence. To truly drive change, safety leaders must move beyond the rulebook and become trusted advisors to their organizations and stakeholders. To remain impactful in a rapidly evolving landscape, transitioning into the role of a 'trusted advisor', both within the organization and among external stakeholders, is no longer optional; it is a strategic necessity.

The Nexus

True safety excellence emerges at the intersection of **leadership commitment**, **cultural maturity**, and **business operational efficiency**. By treating safety as an ultimate indicator for management quality, executives can unlock higher levels of employee engagement, operational reliability, and long-term profitability.

Call to Action

- *Audit your leadership's 'Safety Footprint' not by the number of accidents avoided, but by the level of operational reliability and employee trust created.*
- *Determine your organization's bottom-line metric for performance and align safety within it (hint: it's not profit **but how it gets** to profit).*
- *Quantify Friction vs. Flow: is your organization "high risk tolerance", accepting "minor" injuries, or "low risk tolerance," viewing a single safety breach as a systematic challenge of the complexity ERM?*

---

[1] Duggal, S., Singh, A., Garg, R., M. Thorat, M., & Varma, P. (2023). Correlations Between Occupational Health and Safety Initiatives and Healthcare Operational Efficiency. *Health Leadership and Quality of Life*, *2*, 309. https://doi.org/10.56294/hl2023309
Mutegi, T. M., Joshua, P. M., & Kinyua, J. M. (2023). Workplace Safety and Employee Productivity of Manufacturing Firms in Kenya. *Cogent Business & Management*, *10*. https://doi.org/10.1080/23311975.2023.2215569
Zhang, X., Liu, S., Mei, Q., & Zhang, J. (2023). The influence of work safety information disclosure on performance of listed companies in high-risk industries: Evidence from Shenzhen stock Exchange. *Heliyon*, *9*(9), e20494. https://doi.org/10.1016/j.heliyon.2023.e20494
Cohn, J. (2014). *Financing and Workplace Safety*. University of Oklahoma.

I. The Business Impact: Quantifying the Value

First, consider the core nature of a business: an organization of one or more individuals designed to satisfy the specific *wants* and *needs* of a target market. Unlike governments, which are expected to serve an entire population, businesses succeed by focusing their reach. Ultimately, the survival of any business hinges on a single factor: whether the value provided to that target market is financially sustainable.

The economic landscape has long been shaped by the tension between Keynesian fiscal stimulus and Friedman's monetarist focus on free-market self-regulation. While these giants disagreed on the 'how' of economic management, they both relied on a common denominator: a productive workforce. This is where safety enters the equation. Safety is not merely a compliance check; it is the strategic methodology used to preserve the human resources that drive an economy. After all, the innovative ideas that fuel financial growth cannot exist without the people who conceive them.

In 2026, and beyond, the business impact of OHS is measured through the lens of **value preservation** and **value creation**. Consider safety as a high-leverage investment: each dollar saved from the wreckage of an incident is a dollar that preserves the human resources necessary to create value for success. In this way, safety performance scales directly into business performance.

What Companies Get Wrong about Safety. "Without exception, every executive described safety as a cost to be incurred today to mitigate losses tomorrow. And although 94% claimed that their company viewed safety as a core value, only 17% said that safety was an explicit part of their company's strategy."[1]

A. The Profitability Multiplier

OHS transcends mere compliance and fine avoidance; it is a **strategic investment with a quantifiable return**. Financial metrics commonly used to evaluate OHS performance include:

- **Direct Cost Mitigation:** Strategically reduces non-discretionary expenses, including workers' compensation premiums, medical expenses, and legal fees.
- **Capture of Indirect Savings:** Leverages the "Iceberg Effect" to mitigate hidden costs such as accident investigations, equipment repairs, and administrative downtime, which typically outweigh direct claim costs by a ratio of $4:1.
- **Risk-Adjusted Financing:** Enables organizations to secure preferential insurance premiums and enhanced credit ratings by maintaining a low-risk operational profile.
- **Protection of Margin Equity:** Prevents massive revenue strain; for a firm with a 10% profit margin, every $100,000 lost to an incident requires $1,000,000 in new sales just to break even.

While these metrics effectively quantify the costs associated with incidents, they represent only a fraction of the data available to measure OHS performance. To understand how safety truly drives business value, one must look toward operational metrics; the system-level data

[2] Vikas Mittal, Alessandro Piazza and Sonam Singh. "Safety Should Be a Performance Driver." *Harvard Business Review*, September-October 2024. https://hbr.org/2024/09/safety-should-be-a-performance-driver

points where strategic decisions and process improvements are actually made. Common metrics include:

- **Time-on-Task** (aka: Task Completion Time (TCT), Cycle Time, Through-Put): looks at and seeks to reduce amount of time spent by mitigating or eliminating risk.
- **Number of Steps** (Step Count, Process Depth, Touch Points): reducing risk through reduction of steps leads to greater productivity.
- **Shrinkage**: the gap between "what you should have" and "what you actually have."
- **Return on Investment**: a financial metric used to calculate the profitability or efficiency of an investment. It measures how much money you made (or lost) relative to the amount of money you put in. Essentially, it answers the question: *"For every dollar I spent, how many dollars did I get back?"*

This isn't an exhaustive list of operational metrics for which OHS can demonstrate value tied to business performance. Below are a few examples this author has applied using knowledge and experience to show true OHS value to the business.

Touch Points / Process Depth Business Case: Material Handling Upgrade

Current Situation: A manual process for loading and transporting 1,000-lb plastic rolls at the portable mixing station has resulted in multiple serious back injuries. The current workflow involves high-risk manual handling, including tipping, pushing, and a 100-foot transport, taking approximately 20 minutes per roll.

Operational Impact:

- **Safety Risk:** High frequency of manual exertion with 1,000-lb loads.
- **Labor Inefficiency:** 400 minutes per week dedicated to roll replenishment.
- **Material Waste:** Average product loss of 150 lbs. during the water rinse cycle per change (600 lbs./day).

Proposed Solution: Implement a **Mobile Rotating/Lifting Device** to automate the handling process. This upgrade eliminates the primary ergonomic hazards and reduces the replenishment cycle by **75%** (from 20 minutes to <5 minutes).

Financial Justification:

- **Capital Investment:** $3,000.00 / unit
- **Payback Period:** < 1 month
- **Value Proposition:** Rapid ROI protects **Margin Equity** by significantly reducing product waste and mitigating the high indirect costs (the "Iceberg Effect") associated with long-term back injury claims.

CURRENT PROCESS	ALTERNATE PROCESS	ESTIMATED SAVINGS
1. Unwrap two-roll packs on tilting table	1. Unwrap two-roll packs.	0 minutes (rolls must be unwrapped)
2. Table is tilted to bring rolls to vertical position.	2. Roll is gripped by rotating / lifting device to vertical position.	2 minutes
3. Employee is required to step on rollers to move the plastic roll.	3. Eliminated	5 minutes (also, elimination of manual handling injury exposure)
4. The roll is lifted to be placed on the cart and pushed over 100 feet to the packaging room.	4. Eliminated	5 minutes (also, elimination of manual handling injury exposure)
5. Cart is positioned so the roll can be fed into the packaging machine.	5. Device positions the roll so it can be fed into the packaging machine.	2 – 3 minutes

What The Client Did:

Purchased two mobile rotating / lifting devices. Total Savings:

- The time to change a roll is reduced from 20 minutes to 5 minutes or less every 4 hours (equals ***saving at least 300 minutes of production time per week***).
- The elimination of approximately 150 lbs. of lost product during the water rinse cycle currently required while the plastic roll is being load.
- The reduction of maintenance required to maintain the tilting device instead of the carts.

Shrinkage Business Case: Resource Recovery

Current Situation: Significant combustible dust accumulation in grain distributors and mixer pits, combined with airborne particulate loss, created severe operational hazards and regulatory risk. This resulted in an estimated **11% product shrinkage**.

Operational & Financial Impact:

- **Maintenance:** Excessive dust caused motor clogging and drag, shifting the department from preventative to reactive "emergency" repairs.
- **Labor Inefficiency:** 24/7 cleaning required a dedicated 12-person crew for manual grain disposal.
- **Regulatory & PPE Costs:** Pollution concerns triggered intervention from the Air Quality Management District and necessitated respirator use for over 100 employees.
- **Material Loss:** Contaminated grain could not be reclaimed, representing total **shrinkage** and preventable waste.

Proposed Solution: Implement a systemic preventative maintenance program focusing on sealing leaks and retrofitting high-wear components (legs and elbows) with high-durability materials.

Metric	Before Intervention	After Intervention
Product Shrinkage	11% Total Volume	< 1% Total Volume
Sanitation Labor	12 FTEs (24/7)	Reallocated to Production
Maintenance Mode	Reactive / Emergency	Proactive / Preventative
Regulatory Risk	AQMD Citations / High PPE	Compliant / Reduced PPE

What The Client Did:

Over time, implemented the preventative maintenance process.

- Reduced shrinkage by 90%+.
- Reduced waste.
- Reapplied labor to other areas of the process.
- Eliminated air quality management district pollution concerns.

ROI Business Case: Receiving Department Process Optimization

Current Situation: Following a second back injury in the Receiving Department, an audit identified a high-risk manual unloading process. Personnel were manually handling 25–35 lb. boxes twice before forklift transition, resulting in significant ergonomic strain and operational inefficiency.

Operational & Financial Impact:

- **Manual Exertion:** Staff collectively lift **4,000–7,000 lbs.** per delivery.
- **Labor Inefficiency:** Requires 48 man-hours (8 people x 6 hours) per shipment.
- **Processing Cost:** Monthly labor expenditure totals **$3,500–$5,000**.
- **Safety Risk:** High frequency of manual handling directly correlates with repetitive back injuries and associated indirect costs.

Proposed Solution: Shift to a **pre-sorted and palletized shipping model** to eliminate manual unloading. This allows for immediate mechanical handling via forklift, reducing receiving time from 6 hours to 45 minutes.

Metric	Manual Processing	Palletized Receiving	Improvement
Total Labor Hours	48 Hours	1.5 Hours	97% Reduction
Monthly Cost	$3,500 – $5,000	~$700 (Incl. Vendor Fee)	~$4,300 Saved/mo.
Primary Risk	High Manual Lifting	Mechanical Handling	Risk Eliminated

What The Client Did:

Have shipment come sorted and palletized (paid an additional $500.00 per shipment).

- Used one forklift to process the shipment (90 minutes to complete).
- Savings Realized = $4,300.00 per month, or $51,600.00 per year.
- No more back injuries.

These examples illustrate that when OHS is integrated into core business strategy, it ceases to be a cost center and becomes a measurable catalyst for efficiency, productivity, and profit.

B. Operational Reliability (The Yield Factor)

A company’s safety record is the "canary in the coal mine" for its overall management quality. Injuries serve as a primary indicator of systemic failures within human and organizational performance. If a business cannot manage its physical risks, it likely has inefficiencies in quality, waste, and logistics. OHS must be viewed as the critical feedback loop that warns us when the larger system is under stress.

OHS is a litmus test for how a company handles *any* type of risk: it reflects management discipline. If a company has a handle on its safety protocols, it likely has a handle on key areas such as cybersecurity, financial reporting, and quality control. In any sector, an "incident" (be it a physical injury or a mental health crisis/burnout epidemic) causes a work stoppage. Cross-sector OHS is about maintaining uninterrupted workflow.

Safety and productivity are often viewed as a trade-off, but in high-performing organizations, they are **synergistic**. A safe environment is a predictable environment. Organizations with integrated OHS protocols experience:

- **The "Safety-Productivity" Paradox:** Poor safety leads to "micro-stoppages" and disruptions. A clean, organized, and safe workspace (based on 5S or Lean principles) naturally increases throughput.
- **Predictability:** Robust OHS systems create standardized work processes, which reduce variance—the enemy of profit. Standardized safe work practices lead to higher "First Pass Yield" and fewer re-work cycles.
- **Asset Utilization:** An organizational culture that prioritizes health and safety as preventive maintenance. This reduces unplanned downtime, ensuring that capital-intensive assets (from server farms to heavy machinery) remain productive.

The Correlation: Research consistently shows that companies listed on the S&P 500 that have won major safety awards (like the Robert W. Campbell Award) significantly outperform the broader market in stock price and earnings.

C. The "Social" Dividend in ESG

As of 2026, institutional investors (BlackRock, Vanguard, etc.) utilize Human Capital Disclosures to assess risk. **Human capital is the ultimate asset**. In the modern economy, whether your output is "widgets" or "code," your primary cost and your primary value-driver is people. In a competitive labor market, safety is a key component of your Employer Value Proposition (EVP).

- **Cost of Capital:** Companies with top-tier safety and wellness metrics often see a lower cost of debt and equity, as they are viewed as "lower-risk" long-term bets.
- **The Cost of Disengagement:** Safety is the foundation of Maslow's Hierarchy in the workplace. If employees don't feel psychologically and physically safe, or empowered to speak up, discretionary effort drops.
- **The "Quiet Quitting" Connection:** A business that neglects OHS signals that it views employees as disposable. Conversely, a robust OHS program is a "high-trust" signal that boosts morale across all sectors.
- **Brand Equity and the "War for Talent":**
  - **Retention:** High turnover is a massive business cost. Employees who feel safe are more engaged and less likely to leave.
  - **Social License to Operate:** For industries like mining, construction, or manufacturing, a poor safety record can literally lead to the loss of government contracts or community support.
- **ESG and Investor Relations:** Institutional investors now use safety metrics as a window into a company's long-term viability.
  - **Materiality:** High injury rates or poor mental health metrics are now considered "material risks" in financial auditing.
  - **Sustainability:** A business cannot be sustainable if its workforce is being "consumed" or depleted by the work itself.

Key: Integrate OHS performance directly into your Human Capital Disclosures to transform safety from an operational line-item into a strategic asset that lowers the cost of capital and secures your social license to operate.

Call to Action

- *Audit for Materiality: Redefine OHS metrics to include mental health and psychological safety as material financial risks.*
- *Refine the EVP: Explicitly market your high-trust safety culture as a cornerstone of your Employer Value Proposition to reduce turnover costs.*
- *Standardize Reporting: Align safety data with ESG reporting frameworks to provide investors with a transparent window into long-term organizational health.*

II. Organizational Culture: The Social Operating System

First, let’s consider what organizational culture is: an organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the "personality" of a company or the "unwritten rules" that dictate how employees interact, make decisions, and get work done. It is often summarized by the phrase: ***"It’s how we do things around here."***

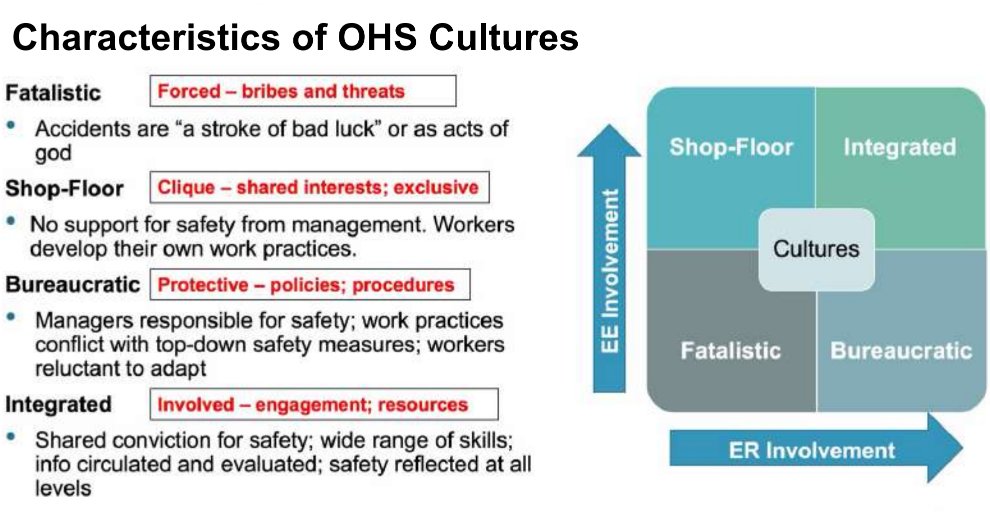
According to Edgar H. Shein in “Coming to a New Awareness of Organizational Culture” (Sloan Management Review, Winter 1984, Vol. 25, No. 2, pp. 3–16), culture is typically built on three levels:

- Artifacts (The Visible): These are the tangible, describable elements like office layout, dress code, branding, and logos.
- Espoused Values (The Stated): How people would describe the organization, in current or aspirational terms such as the company’s mission statement, official goals, and slogans.
- Assumptions (The Invisible): The deeply embedded beliefs that aren't usually talked about but drive behavior, such as whether it’s actually okay to report a "near-miss" without fear of being blamed.

Common types of organizational culture include:

Culture Type	Focus	Key Characteristic
Adhocracy	Innovation	"Move fast and break things" (Risk-taking).
Clan	Mentorship	"Like a family" (Collaboration).
Hierarchy	Structure	"By the book" (Safety and Stability).
Market	Results	"Win at all costs" (Competition).

A ***safety culture*** is the specific subset of organizational culture where safety is a core value that influences every decision, from the executive boardroom to the frontline worker. While a general culture is "how we do things," a safety culture is specifically "how we stay safe when no one is watching." Even a safety culture has subcultures, as illustrated below.



Artifacts and values are visible; however, underlying assumptions of culture are "invisible," thus high performing organizations use leading metrics to measure its health:

High-Trust Culture (Strong)	Low-Trust Culture (Weak)
High rate of near-miss reporting.	Low reporting (hazards are hidden until an injury occurs).
High attendance at voluntary safety training.	Training is viewed as a "waste of time."
Quick corrective action closure times.	Hazards remain unaddressed for weeks or months.
Safety is discussed in every meeting.	Safety is only discussed after an accident.

Relating this to OHS, culture determines whether safety protocols are followed when the supervisor is not in the room. To achieve the business impacts outlined earlier in this paper, the culture must shift from reactive (i.e., safety compliance) to interdependent excellence.

In a 2026+ context, culture is no longer just "the way we do things around here"; it is the **social operating system** of the enterprise. **The greatest business risk is silence**. A culture where an employee feels safe to "stop the line" or report a near-miss without fear of retribution is a culture that avoids catastrophic financial failure.

A. From "Cop" to "Coach": The Cultural Maturity Curve

A high-performance OHS culture evolves through five distinct stages. To move the business needle, an organization must strive for the final two.

- **Pathological:** Safety is viewed as a nuisance or cost of doing business. (Extremely high cost, high risk: highest risk of fatal accidents and massive legal/financial liabilities).
- **Reactive:** Safety is thought of only following an incident. (High cost, high risk: root causes never addressed).
- **Calculative:** We have a rule for everything. (High bureaucracy, medium risk: going through the motions).
- **Proactive:** Leadership and staff actively look for ways to improve before things go wrong. (High efficiency, low risk: the organization is no longer constantly interrupted by incidents).
- **Generative** (Interdependent)**:** Employees look out for one another regardless of rank. (Maximum resilience, sustainable profit: safety is the core identity of the organization).

B. Cultural Integrity: The Foundation of Risk Management

In any sector, the **greatest business risk** is **silence** regarding OHS. Its understanding and curating the link between a culture where workers can report hazards without fear and a culture of innovation (suggesting solutions without fear).

- **The Culture of Voice:** A culture where an intern can stop a process because they see a risk is a culture that avoids multi-million-dollar catastrophes.
- **Error Management vs. Error Elimination:** Culture must accept that humans are fallible. A "Just Culture" distinguishes between honest human error and reckless behavior, encouraging the reporting that allows for systemic fixes.

C. Social Capital and Collective Mindfulness

Culture is built on "Social Capital;" the trust and shared values between employees. It's about moving from "Safety is the Safety Department's job" to "Safety is how we work."

- **Peer-to-Peer Accountability:** In a strong culture, the "boss" isn't the primary safety officer; the "colleague" is. It's reflected in grassroots leadership. This reduces the need for expensive, top-down supervision and increases operational agility.
- **Cognitive Diversity:** A culture that values diverse perspectives is better at "scanning the horizon" for non-obvious risks (like cybersecurity threats or emerging burnout trends in addition to OHS risks).

Culture-Business Value Chain

Below is a way to visualize the cultural impact and how it can deliver dividends:

Cultural Indicators for the C-Suite

How can a leader "measure" culture without just looking at accident rates? Use these cultural proxies:

Cultural Indicator	What it Signals to the Business
Near-Miss Reporting Rate	**High Trust:** Employees feel safe enough to admit mistakes so the company can learn.
Action Item Closure Rate	**Responsiveness:** Leadership is perceived as "caring" because they actually fix what is reported.
Stop-Work Authority Usage	**Empowerment:** Employees prioritize long-term viability over short-term "hustle."
Inclusion Scores	**Shared Responsibility:** Diverse teams are more likely to identify varied risk profiles.

Total Worker Health® (TWH)

Officially introduced in 2011, NIOSH (National Institute of Occupational Safety and Health) introduced TWH, acknowledging that the "silence" or the "culture" of a workplace is just as dangerous as a faulty machine. Integrating TWH into OHS culture transforms safety from a "compliance checkbox" into a core business value.

There are five defining elements that serve as the building blocks for this integrated culture:

1. **Demonstrate Leadership Commitment**
   Culture is set by leadership and lived at every level. In a TWH culture, leadership doesn't just fund safety; they integrate it into the business mission.
2. **Design Work to Eliminate Hazards and Promote Well-Being**
   Traditional OHS focuses on physical hazards (e.g., trips, falls). TWH culture expands this to **Work Design**; how the job itself affects the person.

3. **Promote and Support Worker Engagement**
   A TWH culture is "with" the workers, not "to" them. For an employee to feel safe to engage and participate (e.g., "stop the line"), they must feel they have a seat at the table.
4. **Ensure Confidentiality and Privacy**
   To break the "culture of silence," workers must trust that their personal health data and reporting won't be weaponized against them. Essentially, that means moving away from the “blame culture.”
5. **Integrate Relevant Systems**
   This is the "Total" in Total Worker Health. It breaks down the silos between Safety, HR, Benefits, and Operations.

TWH argues that leadership, communication, and social support are just as vital to health as physical safeguards. Below is a table that compares the elements of Traditional OHS Culture to TWH Integrated Culture:

Feature	Traditional OHS Culture	TWH Integrated Culture
Primary Goal	Zero Accidents	Total Worker Well-being
Worker Role	Recipient of safety rules	Active partner in work design
View of Risk	Physical hazards only	Physical + Psychosocial + Economic
Communication	"Tell and Yell"	Transparent & Psychological Safety
Metric of Success	Low LTI (Lost Time Injury)	Workforce Resilience & Retention

Quantifying the Intangible: Leveraging NIOSH WellBQ to Measure and Maximize The Safety Dividend™.

The National Institute for Occupational Safety and Health (NIOSH) Worker Well-Being Questionnaire (WellBQ) serves as the definitive instrument for operationalizing the TWH framework. By functioning as a rigorous audit mechanism, the WellBQ delivers the empirical evidence required to substantiate the efficacy of TWH initiatives. This data-driven approach provides leadership with a clear mandate for sustained fiscal and operational investment in human capital.

Furthermore, the 2024 and 2026 revisions to the instrument have integrated sophisticated privacy and ethical safeguards. These enhancements are critical for modern enterprises, as they align directly with Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) reporting standards, key metrics that increasingly dictate market valuation and the overall Safety Dividend.

The following table delineates the core domains of the NIOSH WellBQ and their respective impacts on Occupational Health and Safety (OHS) performance:

WellBQ Domain	Impact on The Safety Dividend™ & OHS
Work Evaluation	Mitigates turnover-related risks and enhances organizational resilience.
Workplace Policies	Reduces presenteeism and fosters a robust safety climate through supportive culture.
Physical Environment	Directly lowers the incidence of musculoskeletal disorders and environmental stressors.
Health Status	Decreases workers' compensation liabilities and long-term healthcare expenditures.
Home/Community	Addresses "off-the-job" stressors that contribute to cognitive load and on-site errors.

In conclusion, culture is what happens when no one is looking: that's integrity. If your culture is based on fear, you will have hidden risks and high turnover. If your culture is based on care and systems, you will have transparent risks and a high-performance business.

Key: Culture is a corporate asset that delivers dividends.

Call to Action

- *Assess Corporate Culture: What is your leadership doing to protect and grow their investment?*
- *Evaluate Organizational Incentives: What are the organizational incentives (material, relational, intrinsic) that hinder safe performance?*
- *Policy Adherence: Is there a code of business conduct and ethics, and is it regularly assessed to determine if cultural behavior presents an unseen risk?*

III. Leadership Framework: The Catalyst for Change

It's important to understand that to achieve a desired and sustained culture you need leaders. Culture is <u>not</u> a program but ***a journey*** and it has to engage all members of the organizational community.

- "There's a difference between employee involvement and employee leadership. If cultures are shaped by leaders, then the only way frontline culture can change is if it is driven by the frontline leaders, the grassroots."[3]

Before we go further, let's explore what leadership is: leadership is the **ability** of an individual **to influence, motivate, and enable others** to contribute toward the effectiveness and success of an organization or group. True leadership is built on several key pillars:

- **Vision:** The ability to see a desired future state and articulate it in a way that inspires others.
- **Influence:** Moving people toward a goal through persuasion and trust rather than through formal authority or coercion.
- **Integrity:** Aligning actions with values. If a leader says safety is the top priority but then pushes a crew to bypass protocols to meet a deadline, their leadership is undermined.
- **Empathy:** Understanding the challenges and perspectives of the team to better support their needs and remove obstacles.

The following table evaluates common leadership styles through the lens of OHS application and business performance, highlighting their primary objectives, strategic value, and inherent risks:

Leadership Style	Primary Focus	OHS Application	Business Relationship	Potential Risks
Transformational	**Vision & Inspiration:** Inspires teams to exceed expectations for a shared purpose.	Moves safety from "compliance" to a **core value**. Employees follow protocols because they believe in the mission and vision.	Drives high **Employee Engagement** and innovation, reducing long-term turnover and absenteeism costs.	**"Vision Fatigue":** If the vision isn't backed by resources, employees become cynical. They can overlook small, critical technical details in favor of the "big picture."
Servant	**Support & Empowerment:** Focuses on the growth and well-being of the team.	Asks: *"What tools or support do you need to work safely today?"* Prioritizes worker health as a prerequisite for success.	Builds deep **Organizational Trust**, which correlates with higher reporting of near-misses and faster hazard resolution.	**Decision Paralysis:** Seeking consensus can slow down urgent operational changes. Some may perceive it as "soft," leading to a lack of accountability for poor performance.

[3] Simon, S. I. *PS Asks: Steve Simon.* Professional Safety Journal, American Society of Safety Engineers. March 2012 57(3).

Transactional	**Structure & Rewards:** Uses a system of "carrots and sticks" to ensure tasks are completed.	Focuses on **Compliance**. Rewards such as "accident-free" days and penalizes safety violations.	Effective for **Short-term Productivity** and meeting immediate regulatory requirements but may suppress "grassroots" reporting.	**Reporting Suppression:** If rewards are tied to "zero injuries," workers may hide accidents to keep the bonus. Creates a "do just enough" mentality rather than proactive safety.

To maximize business impact, leadership must move beyond passive oversight to become the active engine of cultural change. While organizational structure defines positional authority (the executive suite), true cultural transformation is a bidirectional process. It is this author's opinion that it requires a strategic partnership between senior leadership's vision and the 'grassroots' influence of frontline leaders.

In a business context, and specifically regarding OHS, leadership is the "bridge" between having a safety policy and having a safe reality. It is not a title or a position; it is a behavior.

Shifting focus from counting accidents (lagging) to measuring proactive behaviors like hazard resolution speed and safety training (leading) requires more than a shift in metrics: it requires the following:

A. Visionary Alignment (Strategic Level)

- **The "Core Value" Test:** Leaders must move safety from a *priority* (which can change) to a *value* (which is non-negotiable).
- **KPI (Key Performance Indicator) Evolution:** Shift from **lagging metrics** (injury rates) to **leading metrics**. *Business metric:* Measure "Safety Participation Rates" or "Hazard Resolution Time" alongside "Quarterly Revenue."

B. Operational Openness & The "Feedback Loop" (Cultural Level)

In the future of work, a leader's primary job is to ensure the "Flow of Information."

- **The Open-Door Policy 2.0:** Leadership must actively reward the reporting of "near misses."
- **The "Zero-Blame" Philosophy:** When an error occurs, leaders ask, *"What system failed?"* instead of *"Who failed?"* This encourages the transparency needed to fix business inefficiencies before they become catastrophes.

C. Felt Leadership (Operational Level)

Leadership must be visible to be credible.

- **The "Safety Walk" as an Audit:** Leaders should perform regular "Gemba" walks, not to catch people doing things wrong, but to understand the barriers employees face in staying safe.

- **Resource Allocation:** True leadership is shown in the budget. When a safety improvement conflicts with a short-term production goal, the leader's choice defines the company's true culture.

The following table offers a visualization of an integrated safety leadership process:

Leadership Action	Cultural Outcome	Business Result
Visible Commitment	High Trust / Engagement	Lower Turnover & Recruitment Costs
Systemic Investigation	Continuous Improvement	Reduced Process Waste & Rework
Leading Indicator Focus	Proactive Risk Management	Lower Insurance Premiums & Legal Risk
Cultural Openness	High Innovation/Reporting	Faster Problem Solving & Adaptability

Strategic Pitfalls – How Leaders Inadvertently Sabotage Success

Even with a strong budget, certain leadership behaviors create "cultural debt" that eventually manifests as financial loss. In a 2026+ landscape, these five pitfalls are the most common killers of the OHS-Business nexus.

The "Metric Manipulation" Trap

- **The Pitfall:** Over-emphasizing lagging metrics (like "Days Since Last Injury") or offering bonuses based solely on low incident rates. Zero injuries doesn't always mean the OHS program is healthy; it might just mean luck, or worse, culture has become suppressed.
- **The Business Fallout:** These types of metrics drive reporting underground. When employees fear breaking a "safety streak" and losing a bonus, they hide small injuries. These small, unaddressed issues eventually snowball into catastrophic, high-cost failures.
- **The Pivot:** Reward reporting and participation, not just the absence of accidents.

The "Safety vs. Production" Dichotomy

- **The Pitfall:** Treating safety and production as a zero-sum game (e.g., "We'd love to be safe, but we have a deadline").
- **The Business Fallout:** This signals to the workforce that safety is a "fair-weather" priority. It destroys cultural openness and leads to "short-cutting," which increases the probability of a work stoppage that will cost far more than the deadline was worth.
- **The Pivot:** Frame safety as the *method* by which production is achieved, not a hurdle to it.

The "Compliance is Enough" Delusion

- **The Pitfall:** Believing that being "legal" is the same as being "safe."
- **The Business Fallout:** Regulations are a floor, not a ceiling. Compliance-heavy cultures are reactive and rigid. They fail to adapt to the "Future of Work" risks like mental health or AI-driven fatigue, leaving the company vulnerable to modern litigation and turnover.
- **The Pivot:** Aim for operational excellence, where safety is a byproduct of high-quality management.

The "Siloed" Safety Department

- **The Pitfall:** Outsourcing safety entirely to the “Safety Department” while the rest of the leadership focuses on "real business."
- **The Business Fallout:** This creates a disconnect where safety protocols feel like "interference" from an outside group. It leads to inefficiency, employee resentment, and a lack of accountability at the supervisory level.
- **The Pivot:** Make safety a line management responsibility, supported by OHS experts as trusted advisors.

The "Check-the-Box" Leadership Style

- **The Pitfall:** Performing "Safety Walks" or town halls as a formality without genuine engagement or follow-up.
- **The Business Fallout:** Employees have a high "cynicism radar." Inauthentic leadership kills trust faster than no leadership at all. When trust dies, engagement drops, and the "Human Capital" value of the business erodes.
- **The Pivot:** Practice felt leadership; ensure that every safety conversation ends with a clear, tracked action item.

These pitfalls recognize that well-intentioned but misguided behaviors can actually increase business risk and degrade culture. The following table offers a visual summary: from pitfall to high-performance:

From: The Pitfall	To: The Strategic Evolution
Hiding incidents to keep bonuses.	**Exposing** near-misses to improve systems.
Choosing speed over safety.	**Integrating** safety to ensure sustainable speed.
Meeting the minimum legal standard.	**Setting** a new industry benchmark for care.

Putting it simply, leadership is the engine, culture is the fuel, and business success is the destination. Leadership is the needed guidance to deliver dividends.

Execution for Excellence: What matters is how OHS is planned, developed, and implemented within the organizational process, and if it’s a participant in the continuous improvement cycle. “Beyond the prevention of occupational diseases and injuries, the (proactive OHS) model accentuates the significance of organizational leadership, active engagement, clear communication, and regular program evaluation.”
[4]

[4] Shu Zhang, Xinyu Hua, Ganghai Huang, Xiuzhi Shi, *How Does Leadership in Safety Management Affect Employees’ Safety Performance? A Case Study from Mining Enterprises in China,* Int J Environ Res Public Health. 2022 May 19;19(10):6187

Key: Strong leadership strategically aligns OHS with core organizational goals, so they are a key driver for performance, reputation and financial stability.

Call to Action

- *Audit Your Values: The "Safety vs. Revenue" Stress Test: Review your last three board or executive leadership meetings. Calculate the ratio of time spent on financial KPIs versus leading safety metrics like Hazard Resolution Time or Safety Participation Rates.*
- *Launch the "Near Miss" Reward Program: Implement a Zero-Blame Reporting Window where employees are publicly recognized, and potentially incentivized, for identifying systemic failures or "near misses.*
- *Conduct a "Barrier-Removal" Gemba Walk: Schedule a monthly "Safety Walk" where the primary objective is to ask one question to frontline staff: "What is the biggest barrier preventing you from doing this job safely and efficiently today?"*

IV. The Future of Work: OHS as a Digital & Psychosocial Strategy

The business case for the "Future of Work" is no longer defined by physical presence, but by **organizational adaptability** and the **seamless synergy** between human ingenuity and machine precision. As robotics and autonomous systems move from controlled factory floors into collaborative environments, the role of OHS has shifted to a primary driver of operational excellence.

The future of work is about human sustainability, treating the mind as a renewable resource rather than an extractable one. Business cannot have a sustainable “Safety Dividend” if the human "assets" are depreciating due to mental strain. The "Safety Dividend" is instead realized through a culture of internalized safety, where mental security and well-being serve as the invisible guardrails for a remote, high-performing team. Safety must now account for the ergonomic and psychosocial risks of the home office just as rigorously as the industrial site.

As we navigate the integration of generative AI and decentralized, borderless workforces, the very definition of the "workplace" has undergone a fundamental metamorphosis.

A. AI and the "Augmented" Workforce

The business nexus here isn't just about robots on a floor; it’s about how AI reduces cognitive load and prevents "decision fatigue," a major source of error in any sector.

- **Predictive Analytics:** Using AI to move from *Reactive* (what happened?) to *Predictive* (what will happen?). From a business standpoint, this reduces the "Cost of Uncertainty."
- **The New "Risk":** Address the business risk of AI-driven burnout. If algorithms set the pace of work (in warehouses or coding sprints), the "Culture" pillar must protect against algorithmic exhaustion to prevent high turnover.

B. The Remote & Hybrid Safety Paradox

The "workplace" is no longer a controlled, fixed geographic coordinate but a fluid, digital-physical ecosystem. This creates a shift in business liability and culture.

- **Ergonomics (Human Factors) of Everywhere:** Managing the physical and psychosocial well-being of remote workers to maintain productivity and reduce long-term liability. The business cost of musculoskeletal issues from poor home setups is a rising "hidden" line item.
- **Digital Wellbeing:** In a hybrid world, "Safety" includes the prevention of digital isolation and burnout.
- **The Business Benefit:** Companies that master "Remote OHS" see significantly higher retention rates and a wider talent pool, as they can safely employ people regardless of geography.

C. The "Human Skills" Premium

As AI takes over routine tasks and as cobots (collaborative robots) continue to enter the workplace, the tasks left for humans are more complex, creative, and collaborative.

- **High-Stakes Environments:** In these roles, psychological safety, the shared belief held by members of a team that they will not be punished, humiliated, or marginalized for speaking up with ideas, questions, concerns, or mistakes, is the primary OHS concern. If a team doesn't feel "safe" to voice a concern or a creative risk, the business loses its competitive edge: **Innovation.**
- **Leadership Evolution:** Leadership in the future of work moves from "Command and Control" to "Care and Coach." You can argue that **Empathy** is becoming a core OHS metric for business performance.
- **The Human-Machine Interface:** Manage the "Cognitive Load" and trust dynamics between humans and AI, ensuring that technology augments human **Capability** rather than inducing "technostress." Also, OHS will now include the psychological safety of working with cobots without fear.

Strategic Insight: A worker who is "safe but terrified" is not a productive worker. By prioritizing the psychological comfort of the human operator, businesses unlock the high-speed synergy required to stay competitive in a decentralized, automated economy.

Without leaders who prioritize psychosocial strategy, the culture cannot support mental health. The following are a couple of thoughts to consider for leadership inclusion:

- **Human and Organizational Performance (HOP):** Leaders move from a leadership style that supports a culture of "blame" (who made the mistake?) to a culture of "learning" (why did the system allow this to happen?).
- **Candor as an Asset:** Leaders generate the dividend by creating "Candor Breaks"—spaces where employees can voice concerns about safety or mental health without fear of retribution.

V. Strategic Roadmap: Integrating the Nexus

Implementing a culture driven OHS strategy is not a "program" with an end date; it is a fundamental recalibration of the business. Here is a strategy for consideration.

Step 1: Diagnosis & Alignment

- **The "Safety Shadow" Audit:** Conduct an honest audit of the executive team's messaging. Does the executive team talk about safety only when someone gets hurt, or is it a recurring agenda item in every operational review?
- **Metric Shift:** Begin tracking **Leading metrics** (e.g., number of safety conversations, hazard resolution speed) alongside your financial KPIs.
- **Listening Tours:** Conduct "Organizational Trust" surveys or focus groups. Ask one question: *"Do you feel* safe to report a risk*, even if it costs the company money?"* The answer will tell you exactly where your cultural risk lies.

Step 2: Systematic Integration

- **Ownership:** Move OHS responsibility throughout the organization; stop "siloing" safety in a single department. As an example, ensure that operational leaders are the ones presenting safety data, not HR or compliance officers.
- **Leading Metrics:** Implement "leading indicator" tracking in monthly financial reviews to connect OHS to business outcomes.
- **Future-Work Assessment:** Audit your AI and remote-work protocols. Are your remote teams experiencing digital burnout? Is your AI-driven pacing creating "cognitive overload" that increases error rates?

Step 3: Cultural Solidification

- **The Feedback Loop:** Close the loop on all reported hazards. Ensure every reported hazard results in visible action. Nothing kills a safety culture faster than employees speaking up and seeing no change.
- **Reward Reporting:** Transform the act of reporting an error from a "punishable offense" into a "business-saving contribution." One example is following a mistake, leadership facilitates a "Blameless Post-Mortem." The idea is to eliminate the culture of "blame" and focus on how the system allowed it to happen.
- **Recruitment & Onboarding:** Integrate the "Safety-Culture Nexus" into your hiring process. Hire for "safety mindset" and "collaborative trust" as much as technical skill.

Strategic Review: Conduct a periodic strategic review (e.g., quarterly, annually). Link your safety improvements to a business win, be it reduced time-on-task or absenteeism, improved productivity or quality scores, or a decrease in insurance-related administrative burden.

Business Cases

The following are four case studies that illustrate the nexus of business, culture and leadership that span different eras and industries. The nexus isn't just a trend; rather, it's a fundamental business law.

1. The Gold Standard: Alcoa (Manufacturing/Global Industry)

- **The Context:** When Paul O'Neill became CEO in 1987, he didn't talk about profits or market share in his first investor meeting. He talked exclusively about **safety**.
- **The Leadership Pivot:** O'Neill mandated that every injury be reported to him within 24 hours, along with a plan to ensure it never happened again. This forced a massive change in the information flow of the entire company.
- **The Business Impact:** By focusing on safety as a "keystone habit," O'Neill broke down silos and improved operational communication. During his tenure, Alcoa's market cap increased from **$3 billion to $27 billion**, while its injury rate dropped to one-twentieth of the U.S. average.
- **Key Lesson:** Safety is the most effective "proxy" for total management discipline.

2. The Cultural Transformation: Maersk (Logistics/Maritime)

- **The Context:** A century-old shipping giant facing the challenge of a global, decentralized workforce.
- **The Cultural Pivot:** Maersk moved from "centralized control" to a culture of **empowerment and respect**. They launched the "On Our Respect Radar" campaign and extensive leadership training (anti-SASH and inclusive leadership) for 2,500 seagoing leaders.
- **The Business Impact:** By shifting from a "top-down" command structure to an "inclusive leadership" environment where seafarers felt empowered to speak up, Maersk saw improved cross-functional collaboration and higher Net Promoter Scores (NPS) from customers.
- **Key Lesson:** In complex global operations, a culture of openness and inclusiveness with safety is the primary defense against catastrophic operational failure.

3. The Technology Pivot: Microsoft (Tech/Hybrid Work)

- **The Context:** Navigating the "New Normal" of remote work and the 2026 AI-driven landscape.
- **The Leadership Pivot:** Microsoft's "Work Trend Index" identified that 18% of the global workforce quit in a single year primarily due to **wellbeing and mental health concerns**. Leadership shifted OHS focus toward "Digital Wellbeing" and "Psychological Safety" webinars.
- **The Business Impact:** Microsoft found that employees with lower organizational trust are *4x more likely to quit*. By prioritizing mental health as an OHS metric, they stabilized retention and positioned "wellbeing" as a market differentiator for their talent brand.
- **Key Lesson:** In the knowledge economy, "burnout" is the 21st-century equivalent of a factory floor injury.

4. Strategic Trust: Schneider Electric (Energy/Sustainability)

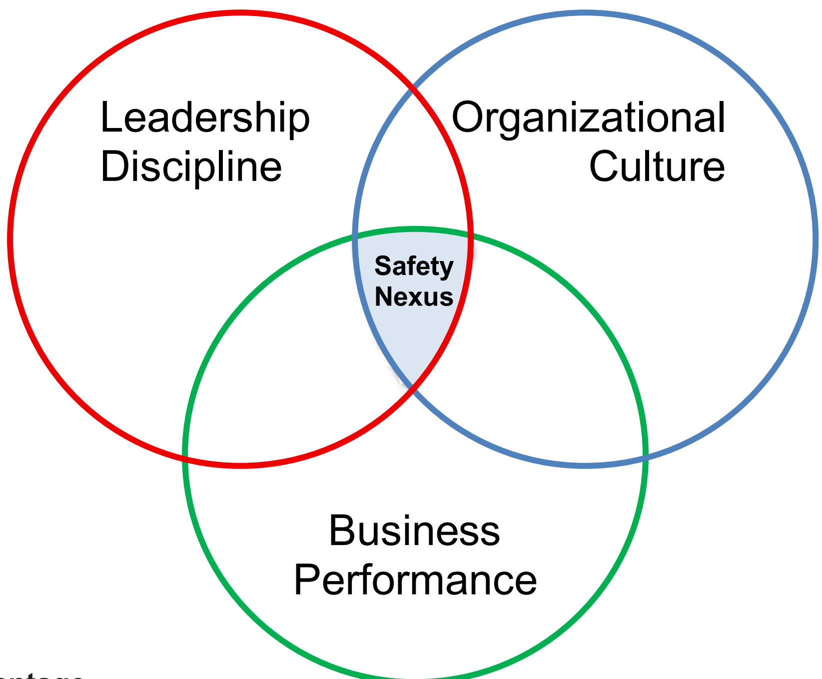
- **The Context:** An energy leader that transformed its Safety, Health, and Environmental (SHE) department from a "compliance" function into a "trust" driver.
- **The Leadership Pivot:** Following a fatal arc flash accident, the CEO drove a "top-led, bottom-driven" cultural shift. They moved beyond OSHA compliance to create an aggressive SHE policy that exceeded all industry standards.
- **The Business Impact:** Schneider Electric won the **2024 Security & Risk Enterprise Leadership Award** for proving that embedding trust into their culture directly accelerated business growth and resilience. Their safety record became a selling point for global clients who value supply chain stability.
- **Key Lesson:** Trust is a market differentiator. A safe company is a trusted partner.

Conclusion

Safety has transcended the departmental silo to become a strategic leadership framework rooted in business performance and organizational culture. Safety is the nexus that permeates the enterprise to drive compounding positive results. To optimize for the future of work, executives must recognize OHS as the bedrock of operational excellence: **A business that is safe is a business in control.** All organizational stakeholders receive the dividends from this disciplined perspective: owners, investors, employees, customers, community.

If **business** is the goal and **leadership** is the engine, **culture** is the environment that determines whether that engine runs smoothly or seizes up. This white paper has demonstrated how OHS impacts:

- **Business Performance:** reduced risk, increased productivity and efficiency, and greater ROI that combine to ensure stakeholders yield a greater return.
- **Organizational Culture:** having a positive effect on workers and management alike to improve and maximize results.
- **Leadership Discipline:** develop and provide a framework for leaders to be more effective, thus positively impacting organizational culture and business performance.



"A business that is safe is a business that is in control. A culture that cares is a culture that innovates. A leader who protects their people is a leader who protects the future."

The 2026+ Competitive Advantage

The nexus of business, culture, and leadership within OHS represents the final frontier of operational excellence. In a world defined by rapid technological change and a mobile, high-expectation workforce, "Safety" is no longer about preventing accidents—it is about **preserving value**.

- **Business:** Safety is the framework for operational resilience and risk mitigation.
- **Culture:** Safety is the foundation of the trust required for innovation.
- **Leadership:** Safety is the ultimate expression of management quality.

Boretti, Inc.: We Drive OHS as a Business Advantage.

About the Author:
James Boretti, CSP, FASSP is a visionary CEO, Certified Safety Professional with nearly 40 years of experience driving excellence in Occupational Safety & Health across diverse sectors, including healthcare, manufacturing, and construction. Holding a Bachelor of Science in Business and Marketing from San Diego State University, he effectively integrates safety with business strategy to develop robust organizational cultures and high-performing leaders for a wide array of global clients. As the founder of Boretti, Inc., he specializes in integrating safety with business strategy, focusing on risk mitigation, ISO 45001/14001 certifications, and sustainable operational efficiency. A highly decorated leader within the American Society of Safety Professionals (ASSP), Boretti has served as Regional Vice President and earned the 2024–2025 Region 1 Safety Professional of the Year award. His expertise is further reflected in his academic contributions as an instructor at the University of Alabama, Birmingham, and UC Irvine, where he educates on the nexus of culture, sustainability, and safety leadership.

About Boretti, Inc.:
Boretti, Inc. is a strategic consulting firm that specializes in bridging the gap between business performance and occupational safety through the integration of technical expertise and sustainable business practices. Led by James Boretti, the company provides technical and strategic solutions designed to improve operational efficiency while reducing risk and associated liabilities. Key services and areas of impact include:

- **Strategic Safety Leadership:** Developing organizational and safety cultures through leadership, operational alignment, and application of performance metrics.
- **Sustainability & ISO Standards:** Guiding organizations through the complex process of achieving and maintaining **ISO 45001** (Occupational Health & Safety) and **ISO 14001** (Environmental Management) certifications.
- **Specialized Technical Consulting:** Providing expert guidance on ergonomics, human error management, and Corporate Social Responsibility (CSR).
- **Mentoring, Coaching, and Planning:** Delivers expert mentoring, coaching, and strategic planning designed to empower your leadership and integrate high-performance safety cultures directly into your business operations.
- **Compliance & Risk Mitigation:** Assisting clients with OSHA compliance, claims reduction, and the optimization of insurance rates.

In essence, **Boretti, Inc. transforms safety from a "check-the-box" compliance requirement into a core business driver** that protects both a company's people and its bottom line.

Contact:
www.borettiinc.com
info@borettiinc.com
Main: (559) 372-7545
Hawaii: (808) 650-3043

Sources:

The sources for the information in this white paper are grounded in established business literature, safety management standards, and economic data as well as the personal experiences of the author. Below is a list of references that support the nexus of business, culture, and leadership with occupational health and safety.

Aida Normardiana Ayob, Che Rosmani Bin Che Hassan, Mahar Diana Hamid. (December 2022 / Version 4 November 2024). Safety culture maturity measurement methods: A systematic literature review. ScienceDirect / Journal of Loss Prevention in the Process Industries 104910. https://www.sciencedirect.com/science/article/abs/pii/S0950423022001863

Amy C. Edmondson is the Novartis Professor of Leadership and Management. Harvard Business Review (2018 / 2023) / YES Institute, Creating a psychologically safe workplace. https://www.hbs.edu/faculty/Pages/item.aspx?num=54851

Barrett, Heather, and Andy Kemp. "Disruptive Change Is Hitting Leaders and Managers Hardest." Gallup. May 23, 2024. https://www.gallup.com/cliftonstrengths/en/468887/dealing-uncertainty-embracing-change-workplace.aspx.

BLS. (March 23, 2026). The Economics Daily. https://www.bls.gov/opub/ted/2026/2-5-million-workplace-injuries-and-illnesses-in-private-industry-in-2024-down-3-1-percent-from-2023.htm

Centers for Disease Control and Prevention. Mission possible: Measuring worker well-being. Published December 30, 2020. https://www.cdc.gov/niosh/twh/php/wellbq/index.html.

Chari R, Chang SC, Sauter SL, et al. Development of the National Institute for Occupational Safety and Health Worker Well-Being Questionnaire (NIOSH WellBQ). *J Occup Environ Med*. 2022;64(8):707-717. doi:10.1097/JOM.0000000000002585.

DeBow, Scott. (2026). Advancing Safety: Understanding the 5 Levels of Safety Maturity. Avetta. https://www.avetta.com/blog/advancing-safety-understanding-the-5-levels-of-safety-maturity

Fabius, R., Thayer, R. D., Konicki, D. L., Yarborough, C. M., Peterson, K. W., Isaac, F., Loeppke, R. R., Eisenberg, B. S., & Dreger, M. (2013). The link between workforce health and safety and the health of the bottom line. *Journal of Occupational and Environmental Medicine*, *55*(9), 993–1000. https://doi.org/10.1097/jom.0b013e3182a6bb75

Flight Safety Australia. "Safety in Mind: Hudson's Culture Ladder." August 7, 2017. https://www.flightsafetyaustralia.com/2017/08/safety-in-mind-hudsons-culture-ladder/.

Flynn, Michael, MA. (March 13, 2018/Updated). Safety Across Cultures. NIOSH Science Bulletin (CDC). https://www.cdc.gov/niosh/bulletin/2018/safety-across-cultures.html

Geraghty, Tom. "Edgar Schein's Three Layers of Organisational Culture." *Psych Safety*. February 3, 2023. https://psychsafety.com/psychological-safety-edgar-scheins-three-layers-of-organisational-culture/.

Geraghty, Tom. "Westrum's Organisational Culture." *Psych Safety*. October 14, 2022. https://psychsafety.com/psychological-safety-81-westrums-cultural-typologies/.

Goetzel, R. Z., Fabius, R., Fabius, D., Roemer, E. C., Thornton, N., Kelly, R. K., & Pelletier, K. R. (2016). The stock performance of C. Everett Koop Award winners compared with the Standard & Poor's 500 Index. *Journal of Occupational and Environmental Medicine*, *58*(1), 9–15. https://doi.org/10.1097/jom.0000000000000632

Haga, J., Huhtamäki, F., Sundvik, D., & Thor, T. (2024). Nothing to fear: Strong corporate culture and workplace safety. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.4740104

HSI. (Speech given 1987). 3 Questions After the Greatest Safety Speech Ever Given. https://hsi.com/blog/3-questions-after-the-greatest-safety-speech-ever-given

Maryam Lari. (February 2024). A longitudinal study on the impact of occupational health and safety practices on employee productivity. ScienceDirect / Safety Science Volume 170 106374. https://www.sciencedirect.com/science/article/abs/pii/S0925753523003168

MIT Sloan. "5 Enduring Management Ideas from MIT Sloan's Edgar Schein." *Ideas Made to Matter*. February 9, 2023. https://mitsloan.mit.edu/ideas-made-to-matter/5-enduring-management-ideas-mit-sloans-edgar-schein.

NSC. (2024/2026 Data). Injury Facts. https://injuryfacts.nsc.org/work/industry-incidence-rates/work-related-incident-rate-trends/

National Institute for Occupational Safety and Health. *NIOSH Worker Well-Being Questionnaire (WellBQ)*. Cincinnati, OH: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention; 2024. DHHS (NIOSH) Publication No. 2021-110 (Revised 05/2024). https://www.cdc.gov/niosh/twh/php/wellbq/index.html.

Nektarios Karanikas, Damien Jose Melis, Kyriakos I Kourousis. (September 19, 2017). The Balance Between Safety and Productivity and its Relationship with Human Factors and Safety Awareness and Communication in Aircraft Manufacturing. NIH, National Library of Medicine, National Center for Biotechnology Information. https://pmc.ncbi.nlm.nih.gov/articles/PMC6130003/

Occupational Safety and Health Administration. Business Case for Safety. Safety and Health Topics. https://www.osha.gov/businesscase

Simon, S. I. (March 2012). PS Asks: Steve Simon. American Society of Safety Engineers / Professional Safety Journal.

Society of Human Resources Management (SHRM). Building Strong Organizational Culture. https://www.shrm.org/topics-tools/tools/toolkits/building-strong-organizational-culture

Spear, Steven J. (December 1999 (Revised March 2000)). Workplace Safety at Alcoa (B). Harvard Business School Case 600-068. https://www.hbs.edu/faculty/Pages/item.aspx?num=26838

Stephanie Fuller. (February 25, 2026). The benefits of ISO 45001: how ISO 45001 boosts enterprise performance in manufacturing and construction. Eco Online. https://www.ecoonline.com/en-us/blog/benefits-of-iso-45001/

Taylor, Zach. (June 5, 2020). The Connection Between Safety, Quality, and Productivity. ANVL. https://anvl.com/blog/safety-quality-and-productivity/

Vikas Mittal, Alessandro Piazza and Sonam Singh. (September-October 2024). Safety Should Be a Performance Driver. Harvard Business Review. https://hbr.org/2024/09/safety-should-be-a-performance-driver

