



GUIDE

Building a Safety Culture

Five practical steps to move from compliance-driven paperwork to a culture where safety is simply how the work gets done.

Why culture beats compliance

Compliance tells you what the minimum looks like. Culture decides what happens when nobody is watching — at 4pm on a Friday, when the part is missing and the job is running late.

Organisations with mature safety cultures consistently report fewer lost-time injuries, lower insurance premiums and better retention.

Step 1 — Make leadership visible

- Directors walk the floor on a published schedule and talk to operatives, not just supervisors.
- Safety is the first item on the management meeting agenda, not the last.
- Leaders publicly stop work when they see something unsafe — and are seen to do it.

Step 2 — Make reporting effortless and blame-free

- One-tap near-miss reporting from a phone, with no mandatory free text.
- Feed back what happened to every report within five working days.
- Celebrate the report, never punish the reporter. Investigate the system, not the person.

Step 3 — Involve the people doing the work

- Write risk assessments and method statements *with* the crew, not for them.
- Run short, focused toolbox talks on live issues rather than generic scripts.
- Give worker safety representatives real time and a real budget.

Step 4 — Measure the things that predict harm

Lagging indicators (what happened)	Leading indicators (what is coming)
Lost-time injury frequency rate	Near-misses reported per 100 workers
RIDDOR reportable incidents	Percentage of actions closed on time
Insurance claims and days lost	Safety tours completed vs planned
Enforcement notices received	Training currency across the workforce

Step 5 — Close the loop, every time

- Every action has a single named owner and a date.
- Overdue actions escalate automatically to the director responsible.
- Review the top five recurring themes quarterly and fix the system that produces them.

A 90-day starting plan



Days	Focus	Outcome
0-30	Baseline	Culture survey, incident data review, leadership workshop
31-60	Foundations	Reporting tool live, action tracker in place, first safety tours
61-90	Momentum	First quarterly review, published metrics, visible quick wins