ACQUISITION INTEGRATION TOOLKIT

ACQUISITION GUIDE

Workplace Safety Acquisition Guide

What to Request, Why It Matters, and How to Use It

Acquisition Guide · Version 1.0 · November 2026

A plain-language guide to the workplace safety information to request from an acquisition target, why each item matters, and how the answers should shape your decisions.

How to use this guide

Request the information below through the approved deal process. Then check what the records say against what supervisors and employees actually do. For each concern, decide whether it **must be addressed before work starts**, **requires a business decision**, or **can be addressed after closing**. The decision categories are explained after the table.

Missing information is not proof that a workplace is safe. Treat gaps as questions to resolve, not as a clean result.

THE DUE DILIGENCE GUIDE

What to ask for, and what to do with it

Ask for	Why it matters	How to use it
1. What work happens at each location? A list of locations, headcount, shifts, main tasks, equipment, contractors and any especially dangerous work.	Shows which hazards and safety rules may apply.	Choose which locations to visit and where specialist help is needed.
2. Have people been hurt? Three to five years of available injury and near-miss reports, serious incident investigations, and OSHA injury logs where required.	Reveals patterns, serious events and problems that may keep happening.	Investigate repeat or severe injuries. Check whether past fixes actually worked.
3. Has a regulator raised concerns? Safety inspection reports, citations, settlement agreements, required incident reports and proof that problems were corrected.	Unfinished obligations can bring penalties, costs or limits on work.	Have legal and safety advisors review open issues. Name who will meet each deadline.

Ask for	Why it matters	How to use it
4. Are the basic safety rules working? The safety procedures used for actual work, such as chemical handling, machine lockout, forklift operation, machine guarding and emergency response.	A policy on paper may not protect employees in practice.	Confirm which rules apply. Identify missing protections that must be in place before work continues.
5. Are workers trained for their jobs? Required training by role, completion dates, equipment operator approvals and any required licenses or evaluations.	People may be assigned tasks they are not prepared or allowed to perform.	Identify who needs training or verification before doing higher-risk work.
6. Are buildings and equipment safe? Equipment and building inspection reports, maintenance records, known defects, overdue repairs and planned replacements.	Unsafe equipment can cause injuries and expensive surprises.	Take unsafe equipment out of service. Estimate repair or replacement costs.
7. What is actually happening on site? Permission to walk the sites, recent hazard reports, employee concerns and records showing issues were fixed.	Records may not match everyday work practices.	Observe critical tasks. Talk with supervisors and employees. Confirm reported problems were addressed.
8. What could past incidents cost? Workers' compensation claim summaries, major open claims, insurance coverage information and significant safety-related legal matters, shared securely.	Some costs and disputes may continue after the sale.	Ask insurance, finance and legal advisors who pays and whether deal terms should change.
9. Can work continue safely on Day 1? Emergency contacts, incident-reporting instructions, required permits, contractor arrangements and a list of equipment or work that cannot safely run.	A change in ownership should not leave employees without essential protections.	Confirm who can stop unsafe work and what must stay shut down until corrected.
10. Who will finish the work after closing? A list of unresolved safety issues, assigned owners, target dates, training plans and inspection schedules.	Open items are easily lost during a transition.	Assign an owner, a due date and a way to confirm each fix worked.

WHAT TO WATCH FOR

Red flags

These findings do not automatically stop a deal, but each deserves a closer look before you decide how to proceed.

INVESTIGATE FURTHER WHEN YOU SEE

- **Repeated serious injuries or similar incidents.** The underlying hazard is probably still there.
- **Open OSHA citations or unresolved regulatory issues.** Deadlines, penalties and required fixes may become the buyer's problem in practice.
- **Missing or inconsistent injury records.** Gaps can hide incidents and make the true risk impossible to judge.
- **Hazardous work performed without verified qualifications.** People may be doing work they are not trained or authorized to do.
- **Unsafe equipment or significant deferred maintenance.** Expect injury risk, downtime and repair costs after closing.
- **Significant claims or potential uninsured exposures.** Costs may continue after the sale, and the deal terms should say who pays.
- **Safety concerns reported repeatedly but not corrected.** It signals how the business responds to risk, and who has been warned.

MAKING THE CALL

Decision categories

Sort every material finding into one of three categories. Each needs a named owner.

Must address before work starts	Requires a business decision	Can be addressed after closing
A serious safety issue or missing required control that prevents the affected work from being performed safely.	An issue involving material cost, legal exposure, insurance, transaction terms or significant remediation.	A lower-risk improvement that can be assigned to an owner with a reasonable deadline and appropriate interim controls.
Typical response Stop or restrict the affected work until the control is in place and verified.	**Typical response** Refer to leadership and advisors; reflect in price, terms, insurance or the remediation budget.	**Typical response** Record it with an owner, due date and interim protection; confirm the fix worked.

REMEMBER

Closing a transaction does not mean every operation is safe to begin or continue. Decide separately, for each affected activity, whether work can proceed, proceed with restrictions, or must wait.

PUT IT TO WORK

Practical review checklist

Use one row per category. Check one status for each, then record every open item in the table that follows.

Category	Confirm that you have	Received / reviewed	Missing / follow up	Not applicable
1. Work and locations	Locations, headcount, shifts, tasks, equipment, contractors	☐	☐	☐
2. Injury history	Injury and near-miss reports, investigations, OSHA logs	☐	☐	☐
3. Regulatory history	Inspections, citations, settlements, proof of correction	☐	☐	☐
4. Safety procedures	Chemicals, lockout, forklifts, guarding, emergency response	☐	☐	☐
5. Training	Training by role, completion dates, operator approvals, licenses	☐	☐	☐
6. Facilities and equipment	Inspections, maintenance, defects, overdue repairs, replacements	☐	☐	☐
7. Site observations	Site walks, hazard reports, employee concerns, fixes	☐	☐	☐
8. Claims and costs	Claim summaries, open claims, coverage, legal matters	☐	☐	☐
9. Day 1 continuity	Emergency contacts, reporting, permits, work that cannot run	☐	☐	☐
10. Post-closing follow-up	Open issues with owners and dates; training and inspections	☐	☐	☐

Outstanding issues

One line for each material issue. Keep supporting evidence in the transaction file.

Issue or missing item	Category*	Action or interim control	Responsible	Next action and due date

*Before work (B), Business decision (D) or After closing (A).

Closing and operational readiness

Readiness for affected work	Sign-off
☐ Ready	Decision owner: _____
☐ Ready with restrictions (list them above)	Review date: _____
☐ Not ready for affected work	Open “before work” issues: _____
☐ More information needed	Restrictions communicated to supervisors: Yes / No

READY TO SEND

Sample seller information request

Copy and adapt the request below. Remove items that do not fit the business, and send it through the approved deal channel.

Subject: Workplace safety information request

As part of our acquisition planning, we are requesting the workplace safety information listed below. We will use it to understand current operations, plan a safe transition and identify any matters that need attention before or after closing.

Please provide what is available through [secure data room or channel] by [date]. If an item does not apply, or is not available, please say so with a brief explanation. Summaries are welcome where records contain personal or medical information; we will ask for specific records only where needed, and all information will be handled under our confidentiality agreement.

1. Locations, headcount, shifts, main tasks, equipment, contractors and any especially dangerous work
2. Three to five years of injury and near-miss reports, serious incident investigations and OSHA injury logs where required
3. Safety inspection reports, citations, settlement agreements, required incident reports and proof of correction
4. Written safety procedures for the work performed, such as chemical handling, lockout, forklifts, guarding and emergency response
5. Required training by role, completion dates, operator approvals and any required licenses or evaluations
6. Equipment and building inspection reports, maintenance records, known defects, overdue repairs and planned replacements
7. Permission to visit sites, plus recent hazard reports, employee safety concerns and records of corrective action
8. Workers' compensation claim summaries, major open claims, insurance coverage information and significant safety-related legal matters
9. Emergency contacts, incident-reporting instructions, required permits, contractor arrangements and any equipment or work that cannot currently run safely
10. A list of unresolved safety issues with owners, target dates, training plans and inspection schedules

Please contact [name, title, email, phone] with any questions. Thank you for your help.

ABOUT THIS GUIDE

This guide is for general educational purposes. It is not a legal opinion, a certification of compliance, or a substitute for legal, regulatory, insurance or qualified safety advice. Requirements depend on the work, the location and the transaction. Specialized or high-hazard operations need qualified review.