



International
Labour
Organization

**SAFETY
+
HEALTH
FOR ALL**



SAFETY + HEALTH FOR ALL

An ILO Flagship
Programme

Strategy

Phase III (2026–2030)

Driving change for safer, healthier workplaces

The International Labour Organization's (ILO) Safety + Health for All is a global Programme launched in 2016 that champions the fundamental right to a safe and healthy working environment. It provides technical assistance to ILO members States to strengthen knowledge on occupational safety and health (OSH), reinforce national OSH frameworks, build institutional and technical capacities and improve OSH management in workplaces, with a particular focus on high-risk sectors. The Programme goal is to make workers and workplaces safer and healthier worldwide.

Since its inception, Safety + Health for All has improved working conditions for over 233 million workers in 34 countries (by December 2025), contributing to the prevention of work-related injuries, illnesses, and deaths, and promoting sustainable development particularly in developing countries.

Informed by ten years of implementation, Safety + Health for All (Phase III, 2026-2030) is moving forward in line with the ILO Global Strategy on Occupational Safety and Health for 2024-2030. During this phase, the Programme will deepen national support, strengthen the mitigation of existing and emerging risks where they are the greatest, and drive progress towards Sustainable Development Goals (SDG) 3 and 8.



The OSH imperative in a changing world of work

Annually, an estimated **2.93 million workers die** due to occupational accidents and diseases, and at least **395 million workers are injured at work**. Approximately **7,500 people lose their lives every single day** due to unsafe or unhealthy working conditions.

Work-related diseases are responsible for almost **89% of all work-related deaths**, with occupational injuries accounting for the remaining 11%. Circulatory diseases, malignant neoplasms and respiratory diseases rank among the top three causes of work-related death. Together, these three categories contribute more than three-quarters of total work-related mortality. Work-related diseases are often unperceived, and globally, more than half of countries do not provide statistics for occupational diseases, especially developing countries which lack the capacity for data collection as well as clinical/diagnostic capacity in occupational health.

Working in hazardous sectors such as agriculture, forestry and fishing, mining, construction, and manufacturing continues to represent the main risk to workers' lives and well-being. Each year, **200,000 fatal injuries occur in these sectors, representing 60 per cent of all fatal occupational injuries**. Looking at the fatal occupational injury rate, the mining and quarrying, construction, and utilities sectors are the three most hazardous sectors globally.

Finally, a safe and healthy working environment encompasses both physical and mental well-being. When this environment is compromised, it can undermine mental health, with **more than one in five people experiencing violence and harassment at work**. Psychosocial risk factors are estimated to be responsible for more than **840,000 deaths** annually due to associated cardiovascular diseases and mental health disorders.

While progress is being made towards the realization of the fundamental principle and right to a safe and healthy working environment, much remains to be done. Fewer than half of ILO Member States have an updated national OSH policy, and among low-income countries this proportion drops to just one third. In addition, only 34 per cent of member States, irrespective of their level of development, have a national OSH programme or strategy.

The ILO's [Safety + Health for All](#) flagship Programme is a direct and strategic response to these global challenges. Launched in 2016, it promotes the fundamental principle and right to a safe and healthy working environment.

Massive economic costs

Occupational accidents and diseases result in an estimated loss of 4% of annual GDP. Beyond tangible costs such as absenteeism, medical care, legal liabilities, insurance, and production disruptions, there are indirect losses like downtime, reputational damage, staff turnover, and missed contract deadlines. It is estimated that 12 billion working days are lost every year due to depression and anxiety.

A catalyst for global progress on occupational safety and health

Safety + Health for All is a **key vehicle** to deliver the ILO's [Global Strategy on Occupational Safety and Health](#). Projects and initiatives directly contribute to the implementation of the [ILO OSH action plan for 2024-2030](#) under each of its five action areas:

1. International labour standards and instruments: projects at country level promote the ratification and implementation of the two ILO fundamental Conventions on OSH, as well as other Conventions (output 1.1);
2. Knowledge development and dissemination: the Programme conducts action-oriented research in areas of interest and guidance materials are developed and implemented in selected countries (outputs 2.1, 2.3 and 2.5);
3. Promotion, awareness raising and advocacy: projects support campaigns for the World Day for Safety and Health at Work at country level (output 3.1);
4. Technical assistance and support to constituents: projects support the ratification and implementation of the fundamental Conventions and other relevant Conventions (outputs 4.1 and 4.2); they develop and conduct training programmes to strengthen tripartite constituents' capacities on OSH (output 4.3);
5. Multilateral cooperation: the Programme seeks to strengthen ILO's leadership and coordination on OSH within the UN system (output 5.1) and enhance international collaboration on OSH with multilateral partners (output 5.2).

This alignment ensures that the Programme's efforts **directly advance the ILO's mandate of promoting and realizing the fundamental principle and right to a safe and healthy working environment worldwide**. Its results are reported in the ILO Programme and Budget Implementation Reports.

The Programme contributes significantly to **advancing the 2030 Agenda for Sustainable Development**. **It directly delivers on the realization of Sustainable Development Goal (SDG) 8**, which aims to "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all". Specifically, the Programme contributes to target 8.8, focused on "Protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers, and those in precarious employment". This highlights its commitment to safeguarding the lives and dignity of all workers globally, recognizing that improved safety and health are foundational to decent work and economic progress.

A Fundamental Principle and Right

In 2022, [a safe and healthy working environment](#) was recognized by the ILO as a Fundamental Principle and Right at Work. This recognition requires all countries to respect, promote and realize its principles, regardless of whether they have ratified the relevant conventions. The Programme directly contributes to the promotion and realization of this human right.

Beyond **SDG 8**, the Programme also contributes to SDG 3, particularly **target 3.9**, which seeks to “By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination” through the improvement of occupational health and hygiene. This is achieved through its efforts in promoting sound chemicals management.



Working together for impact

The Programme recognizes that systemic, collaborative solutions are required for global safety and health challenges. It leverages the ILO's tripartite structure, connecting governments, workers', and employers' organizations, and promotes social dialogue.

The role of national institutions

At the national level, the Programme works with a wide range of institutions, from **regulatory and policy bodies**, primarily the ministry responsible for labour (often alongside other ministries), to develop legislation, standards, and national OSH policies to **enforcement and compliance institutions**, such as labour inspectorates and specialized inspection agencies, to support their role in promoting compliance with national legislations.

The Programme also works with **advisory and coordination bodies**, including tripartite councils and national OSH committees, which bring together governments, employers' organizations, and workers' representatives to guide policy and promote social dialogue.

Under specific initiatives, it also collaborates with **technical and research institutions**, such as occupational health institutes and universities, to generate evidence and support risk assessment and prevention strategies in specific sectors. Finally, the Programme engages with **service delivery structures**, including occupational health services, and insurance bodies, to contribute to prevention, health surveillance, and rehabilitation through specific projects.

Social partners at the core of building a culture of OSH prevention

Safety + Health for All emphasizes that employers' and workers' organizations are **at the core of building a culture of prevention** in OSH.

At the **global level**, the International Trade Union Confederation (ITUC), the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF), and the International Organization of Employers (IOE) participate in the **Global Tripartite Advisory Committee (GTAC)**, offering recommendations on the Programme's strategic directions, partnerships, and the development of key OSH products.

At the **national level**, social partners are actively engaged in **OSH policy and legal reform processes**, playing a vital role in establishing and ensuring the proper functioning of national and regional tripartite OSH councils. For instance, in Nepal, the first National OSH Tripartite plus Committee was formed in 2022 and guided the development of the country's first National OSH Programme. In Indonesia, the Programme supported the establishment and revitalization of Provincial OSH Councils, which formalized their operations through Governor Decrees.

Furthermore, the Programme focuses on **strengthening the capacities of social partners** to promote OSH and deliver services to their members. By December 2025, **over 30,000 representatives from workers' and employers' organizations** completed training courses, empowering them to drive change on the ground. With support from the Programme, social partners also collaborate with labour inspectorates to promote compliance with OSH legislation.

At the **workplace level**, projects support the **establishment and functioning of bipartite OSH committees**, fostering a preventive culture and equipping members with technical and soft skills to identify and address OSH challenges. By December 2025, **837 workplaces had formed or strengthened bipartite OSH committees**, and nearly **1,960 workplaces** had adopted the OSH management system as a tool for continuous improvements.



© ILO, OSH committee, Nepal, 2024

Leveraging the role of supply chains through strengthened engagement with the private sector

Partnering with the private sector is **crucial for addressing today's safety and health challenges**, as these issues often demand systemic, collaborative solutions to address the root causes of OSH deficits.

Safety + Health for All emphasizes that **investing in OSH is not merely about compliance, but constitutes “smart, responsible business”**. This approach is consistent with the principles set out in the ILO MNE Declaration, which encourage enterprises to contribute to safe and healthy working environments.

Evidence shows that such investments can yield significant long-term returns for all actors alike, as improved safety measures lead to fewer workplace accidents and illnesses, directly reducing costs associated with absenteeism, medical care, legal liabilities, insurance, and production disruptions. Beyond cost savings, strong OSH systems **enhance business performance by boosting productivity, morale, and employee retention**, while reinforcing a company's image as a responsible employer.

Furthermore, private sector engagement helps **support businesses in aligning their practice with the principles of International Labour Standards**, particularly with **Fundamental Principles and Rights at Work**.

The Programme's strategic [partnerships with multinational enterprises](#) including **Eni S.p.A., Nestlé, Nike, Siemens and the Walt Disney Company**, through the USCIB Foundation, exemplify its collaborative approach and reach in driving transformation at the workplace, sectoral and national level.

Looking forward, the Programme will sustain its efforts to engage in public-private sector collaboration on OSH issues, using supply chains as an entry point.

VISION ZERO FUND

As an integral part of Safety + Health for All, the [Vision Zero Fund \(VZF\)](#) is a G7 initiative endorsed by the G20, aiming to achieve zero work-related fatalities and severe injuries and diseases in global supply chains. The VZF has developed a private sector engagement guidance note and actively involves the International Organization of Employers (IOE) to promote workers' safety and health.

© ILO, Woman worker in a coffee farm, Viet Nam, 2024



Joining forces with UN agencies and other international organizations

Through project interventions, the Programme collaborates extensively with other United Nations agencies, such as the **United Nations Environment Programme (UNEP)**, particularly through frameworks like the Inter-Organization Programme for Sound Management of Chemicals (IOMC). Achievements under this collaboration include the global promotion and implementation of the **Globally Harmonized System of Classification and Labelling of Chemicals (GHS)**, which provides a global standard for hazard communication and the development and adoption of the **Global Framework on Chemicals (GFC)** in 2023. The Programme, through specific projects also worked jointly with UN Women in Kosovo and with the **World Health Organization (WHO)** in numerous countries, particularly during the COVID-19 pandemic.

Looking forward to 2026 and the following years, the Programme will support the mainstreaming of OSH dimensions as a foundational pillar within the Global Framework on Chemicals (GFC) Implementation Programmes. A primary objective for 2026 is the active engagement of ministries of labour, employers, and workers in the **Global Framework on Chemicals - First International Conference (IC1)** to ensure that workplace perspectives are integrated into global chemical safety policies.

Safety + Health for All also works with non-governmental international organizations, including the **International Commission on Occupational Health (ICOH)**, the **International Social Security Association (ISSA)**, the **International Occupational Hygiene Association (IOHA)**, the **Institution for Occupational Safety and Health (IOSH)** and the **National Examination Board in Occupational Safety and Health (NEBOSH)**.

Global and regional OSH networks, such as the **ASEAN Occupational Safety and Health Network (ASEAN-OSHNET)** are also collaborating with the Programme's work. Other partners include universities and research institutions.

Connecting expertise within the ILO

Housed within the Occupational Safety and Health and the Working Environment Branch (OSHE), Safety + Health for All established successful internal collaboration with other departments and Programmes of the ILO, thereby maximizing its impact and ensuring an integrated approach to OSH.

It is implementing joint projects and initiatives with the **Labour Governance** Branch, particularly focusing on the strengthening of labour inspection systems and the training of labour inspectors on OSH. It collaborates closely with **Better Work** in the garment/textile sector, covering topics like commuting safety, and **FUNDAMENTALS** through joint assessments of the [realization of all five categories of the Fundamental Principles and Rights at Work Branch \(FUNDAMENTALS\)](#) and the elimination of hazardous work for young workers.

Safety + Health for All leverages the ILO’s multidisciplinary expertise. It aligns closely with the “**Social Protection Floors for All**” Programme (integration of occupational health services and social health protection systems, particularly in the agri-business sector in selected African countries), **the Sectoral Policies (Branch)** (in the garment and ship recycling industries in Asia) and **the Cooperative, Social and Solidarity Economy (COOP/SSE) Unit** (training of trainers on OSH for cooperatives in the agriculture sector across regions).

A renewed strategy in a rapidly changing world

Building on its foundational strengths, Safety + Health for All is driven by **continuous learning and improvement** to remain a strong, effective and relevant mechanism for delivering the ILO’s OSH mandate through development cooperation.

Shaped by experience, feedback, and continuous learning

The Programme strategy builds on the successes of its first (2016-2020) and [second \(2021-2025\)](#) phases. Over 10 years, **achievements, lessons learned, and good practices have been systematically identified, consolidated and analyzed** by Programme management. Knowledge gained from this solid experience informs the implementation of the Programme through a constant learning loop.

To assess the Programme’s strengths and weaknesses, an [independent strategic evaluation](#) was undertaken in 2023. It indicates that the Programme was particularly relevant as its interventions address the needs of constituents. Overall, it has proven to be a key vehicle for successfully delivering the OSH agenda of the ILO. To further enhance its operations and responsiveness, the Programme has **actively addressed the evaluation’s recommendations**.

In addition, to inform the implementation of the Programme over the next five years, **consultations with key stakeholders and ILO specialists and offices across regions** provided critical insights into current OSH needs and priorities for constituents, highlighting both existing challenges and opportunities.

Drawing on lessons learned and structured feedback mechanisms, the Programme strategy for 2026-2030 was therefore adjusted from the previous phase. While the overall strategic approach was considered still highly relevant, some elements needed to be complemented or amended.

Main changes are summarized in the table below, while more detailed information on each aspect can be found in subsequent sections.

Programme Area	New or adjusted elements of the strategy for 2026-2030
Strategic pillars	Three of the four strategic pillars will remain unchanged: the programme will continue to build knowledge, support the development of national frameworks, and strengthen national capacities. However, rather than focusing on promoting demand for safe and healthy workplaces, as in the previous implementation period, the Programme will strive for the concrete adoption and implementation of measures leading to safer, healthier workplaces. This adjustment reflects the activities that have been implemented at the workplace level through many projects and meet the needs and expectations of workers and managers. Awareness raising activities continue to be implemented across the four strategic pillars.
Country selection	In addition to developing economies and least-developed countries, countries in crisis context will also be prioritized. Also, the Programme will continue to support middle-income countries when opportunities are identified. In all cases, commitments expressed by national governments, employers’ and workers’ organizations are a prerequisite to intervention.
Target population and sectors	While workers in construction and agriculture will continue to benefit from projects, workers from the mining and other hazardous sectors considered as most dangerous according to the country context will be prioritized.
Collaborations	Whereas external collaborations with UN Agencies, Academy, OSH professional associations and networks will continue, greater emphasis will be placed on internal collaboration with other ILO technical departments for a broader response to address Decent Work deficits. Efforts will be sought to integrate OSH components into significant ILO projects where synergies are identified and/or request from Constituents is made.
Resource mobilization	In a context of funding constraints, the Programme will work closely with field offices to identify potential funding partners, including non-traditional ones. It will also promote joint intervention models with other ILO technical departments, strengthening the attractiveness of proposals to development partners, combining OSH with complementary technical areas such as other FPRW, labour inspection, social protection, and others.

The Programme strategy for phase III was **discussed with and informed by the recommendations of the Programme Global Tripartite Advisory Committee (GTAC)** in its 2025 meeting.

The Programme’s detailed strategy is presented in the next sections.

Evaluation highlights

Safety + Health for All has demonstrated outstanding performance, as affirmed by an [independent strategic evaluation conducted in 2023](#) which covered its operations from 2016 to 2022 and rated its overall performance as “high”. This comprehensive assessment highlighted the Programme’s success across multiple dimensions, including relevance, coherence, effectiveness, impact, and sustainability. The evaluation underscored that the Programme’s strategic priorities and initiatives directly address global OSH concerns and effectively support Member States in strengthening their OSH management systems.

Theory of change and strategic pillars

Safety + Health for All Programme operates under a **Theory of Change (ToC)**, which clearly outlines the **main causal relations linking its activities, outputs, outcomes, and the overall goal** of making **workers and workplaces safer and healthier worldwide**. This framework aims to strengthen the measurement and monitoring of the Programme's contribution to improving occupational safety and health globally.

The Programme's strategy is built upon four interconnected strategic components or pillars:

- ▶ **Building knowledge:** This involves generating and consolidating accurate and credible data and information on occupational risk factors, as well as identifying drivers, constraints, and potential solutions. This evidence base informs effective legislation, policies, and interventions.
- ▶ **Creating conducive national legal and policy frameworks:** The Programme supports the development and upgrading of national OSH governance, policies, and legal frameworks, recognizing these as critical starting points for safe and healthy working conditions.
- ▶ **Strengthening national capacities:** This component focuses on enhancing the capabilities of OSH-related organizations and institutions, including social partners, to support OSH policy development and provide direct OSH-related services to employers and workers.
- ▶ **Supporting the adoption and implementation of effective measures for safe and healthy workplaces:** The Programme works to create awareness and help workplaces put in place and apply practical, evidence-based OSH measures, such as hazard identification, risk assessment, preventive controls, and continuous improvement processes, so that health and safety are systematically managed, risks are reduced, and working conditions are consistently safe and healthy.

The ToC guides the **design of specific projects**, ensuring that all interventions, even when tailored to national needs, contribute to the overall Programme objectives. It also provides the basis for **monitoring and evaluation**, with each project reporting against key performance indicators that are aggregated at the global level to measure overall progress.



Priorities for the next phase

The next phase of the Programme will respond to the growing demand for support from ILO constituents while strengthening coherence and consistency across all Programme interventions, particularly in close collaboration with field offices. Moving forward, the Programme will scale up its contribution to the delivery of the 2024–2030 Global Strategy on Occupational Safety and Health (OSH), ensuring that actions at global, regional and national levels are mutually reinforcing. Building on achievements to date, lessons learned, and clearly identified needs, the Programme will focus on the following priorities under each strategic component:

1. Building knowledge

During the period 2026–2030, the Programme will continue to create knowledge on OSH at various levels by:

- ▶ **Undertaking assessments and analysis at country, sector and/or workplace level** to identify OSH issues, key stakeholders and recommend tailored-context interventions. These assessments are fully participatory and are carried out using proven ILO methodologies and tools developed under previous phases of the Programme.
- ▶ **Developing new tools and guidance materials** to support member States in improving OSH outcomes in specific technical areas. These products help translate OSH standards and policies into practical, actionable resources that countries can adapt to their contexts. Specifically, a guide will be developed to assist member States in assessing the governance, organization and functioning of their **occupational health services (OHS)**, identifying gaps and priorities, and strengthening access to effective and inclusive OHS. Also, an assessment tool will be published in various languages to help member States evaluate their **national recording and notification systems for occupational accidents and diseases** and identify actions for improvement. A **competency framework and a training curriculum** will be developed to support countries in enhancing the qualifications of OSH professionals, who play a critical role in workplace risk management and in preventing occupational injuries and diseases.
- ▶ **Consolidating knowledge and expertise** gained from past projects' interventions in countries, by identifying, consolidating, analyzing and disseminating good practices. This body of knowledge will provide constituents and other relevant stakeholders with concrete, evidence-based approaches that can be replicated or adapted in different contexts. Specific focus will be put on areas such as **anticipating, preparing and responding to crisis situation through OSH, achievements on chemical handling in the world of work, and how to advance workplace improvements in the agricultural sector**.

2. Creating conducive national legal and policy frameworks

The Programme aims to build sound national legal and policy frameworks as a critical foundation for a safe and healthy working environment.

Under this new phase, the Programme will continue to support member States in:

- ▶ **Promoting the ratification and implementation of fundamental OSH Conventions and other relevant international labour standards.** Focus will be put on the ratification and implementation of the Occupational Safety and Health Convention (No. 155) and of the Promotional Framework for Occupational Safety and Health Convention (No. 187). Other core OSH instruments such as the Occupational Health Services Convention (No. 161) and the Protocol to Convention No. 155, and new standards such as the Biological Hazards Convention (No. 192) will also be prioritized. This involves conducting gap analyses prior to supporting the development of possible action plans for ratification.
- ▶ **Supporting the strengthening of national OSH frameworks,** assisting ILO constituents in creating or revising **their national OSH profiles, policies, and Programmes.**
- ▶ **Providing technical support for the development, discussion, and validation of draft OSH laws and regulations** in line with International Labour Standards.
- ▶ **Fostering national, regional, and sectoral tripartite OSH bodies** and promoting social dialogue platforms to ensure national frameworks are developed or revised with meaningful engagement from tripartite constituents.

3. Strengthening national capacities

The Programme focuses on enhancing the capabilities of organizations and institutions within national OSH systems to ensure effective prevention of occupational risks and implementation of OSH practices.

Under the current phase, the Programme will continue to actively provide technical assistance to member States by:

- ▶ **Building the capacities of national constituents,** including governments (Ministry of Labour, Agriculture, Construction, etc.), employers', and workers' organizations, to fulfil their OSH mandates. It includes the strengthening of national OSH data systems (including reporting, recording, and integration across sources) as well as technical and institutional capacities for OSH data management.
- ▶ **Strengthening labour inspectorates and other law enforcement institutions** to improve their capacity to promote compliance with OSH legislation and ensure effective enforcement. This includes supporting the use of Strategic Compliance Planning and the adaptation of inspection policies and practices to the Labour Inspection Convention (No. 81), the Labour Inspection (Agriculture) Convention (No. 129, and the ILO Guidelines on General Principles of Labour Inspection.
- ▶ **Providing OSH training to other organizations with an OSH mandate** to enable them to deliver OSH services to their members, including through "Training of Trainers" (ToT) initiatives.

© ILO, Training on "Preventing violence and harassment in the workplace", Uzbekistan, 2025



© ILO, Tripartite discussion on OSH legislation, Cambodia, 2025



4. Supporting the adoption and implementation of effective measures for safe, healthy workplaces

The Programme aims to support workplaces, in particular Micro, Small and Medium-sized Enterprises (MSMEs) and cooperatives, to implement practical, evidence-based OSH measures that reduce risks and improve safety and health.

Under the current phase, the Programme will provide technical assistance to ILO members at the workplace level by:

- ▶ **Raising awareness on the importance of OSH,** focusing on specific hazards and risks, sectors, or target groups in line with national priorities. To this end, projects may support targeted information campaigns designed and implemented by and with social partners at the workplace level.
- ▶ **Strengthening capacities to collect data on fatal and non-fatal accidents and occupational diseases,** as an essential step to accurately identify risks and trends, inform evidence-based policies and prevention measures, monitor progress and improve accountability. To this end, the Programme will develop a simple tool that will help with the recording of data and information, which can showcase the impact of interventions. The tool will be complemented with training in occupational health and surveillance at the workplace level.
- ▶ **Supporting the establishment and functioning of bipartite OSH committees** at the workplace level, equipping members with technical and soft skills to foster a preventive culture.
- ▶ **Promoting social dialogue and participation** to foster a culture of prevention and engage employers, workers, and, where appropriate, other stakeholders by providing accessible and practical information.

© ILO, Training of trainers at the workplace, Kenya, 2025



Intervention model

Programme implementation is highly **decentralized**, with projects operating at the country level, supported by **ILO Country offices** and **ILO Decent Work Team specialists** who offer technical expertise.

Safety + Health for All implements a comprehensive and integrated model that operates across **global, regional, and country levels, including specific interventions at the workplace, regional, and sectoral levels. Supply chains operating at national, regional and/or global level** will be used as entry points to drive broader impact.

Each time it is needed, the Programme **assesses the OSH situation before proposing specific activities**. These initial assessments are conducted using appropriate ILO methodologies and tools. They are fully participatory and include consultations with tripartite constituents and other relevant stakeholders to understand their needs and identify possible interventions. These consultations are preceded by a desk review of the current situation and identification of past interventions (including lessons learned).

When relevant, these initial assessments are **complemented with in depth studies** of economic sectors or priority OSH issues at stake, rolled out at the start of the project implementation to build a strong knowledge base and refine the project strategy.

Even though project strategies are tailored to the needs of specific countries, they **all contribute to the overall Theory of Change and the four interrelated strategic components**. Each project reports against a number of key performance indicators that are aggregated at global level to measure results at the level of the Programme.

Programmatic principles driving the action

The Programme has identified **seven programmatic principles** to ensure coherence and greater impact of projects' interventions on the ground.

All interventions are:

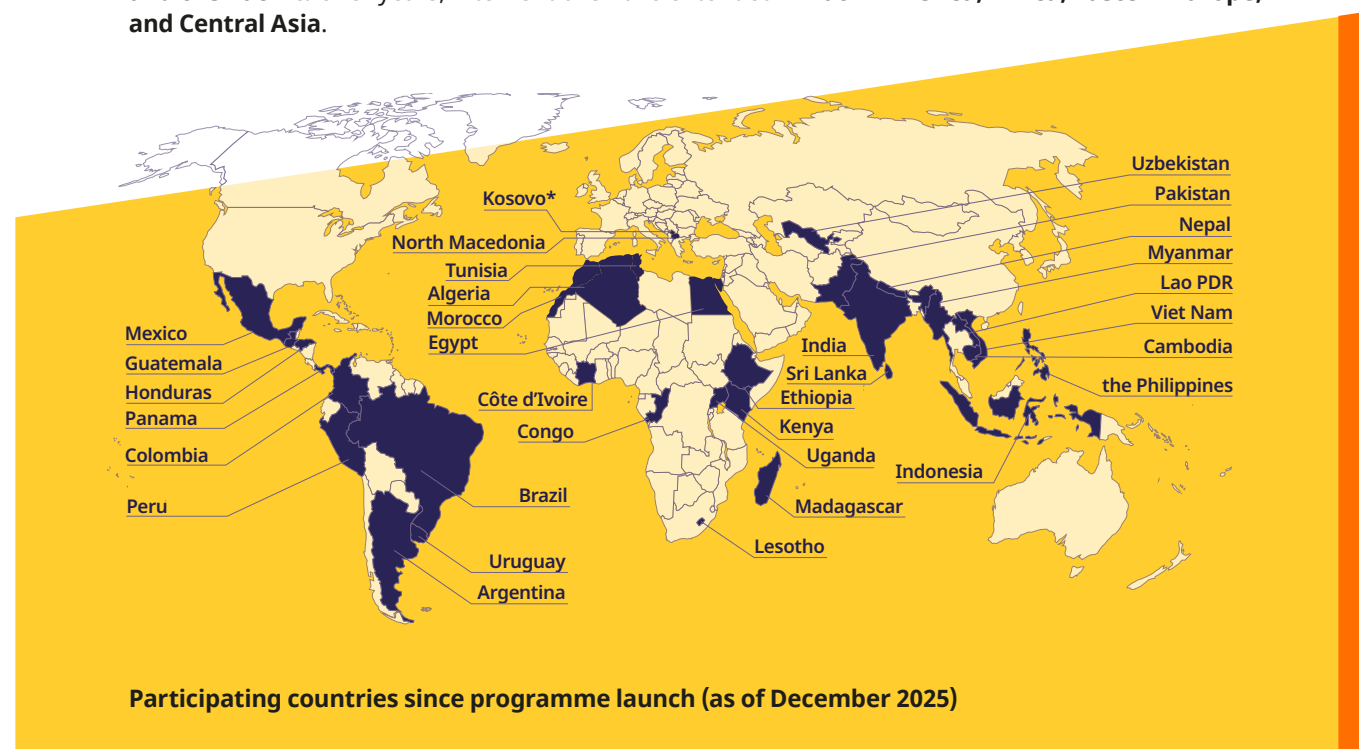
- 1. Rooted in International Labour Standards** and in particular in the Occupational Safety and Health Convention, 1981 (No. 155), and its Protocol of 2002, Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), Occupational Health Services Convention, 1985 (No. 161), Safety and Health in Construction Convention, 1988 (No. 167), Safety and Health in Mines Convention, 1995 (No. 176), Safety and Health in Agriculture Convention, 2001 (No. 184), Labour Inspection Convention, 1947 (No. 81), Labour Inspection (Agriculture) Convention, 1969 (No. 129), Chemicals Convention, 1990 (No. 170), and other risk-specific conventions and recommendations.
- 2. Tailored to the specific needs of the target countries.** Safety + Health for All always assesses the OSH situation of the target country before proposing specific activities. These initial assessments include consultations with tripartite constituents as well as other key stakeholders and, when relevant, in-depth studies of sectors or OSH issues.
- 3. Based on social dialogue and commitments of tripartite constituents.** Underlying any ILO's action is the importance of cooperation between governments and employers' and workers' organizations in fostering social and economic progress. This active engagement takes the form of regular bilateral meetings with the ILO; the set up and regular meetings of the tripartite project advisory committees; the tripartite consultations and validation of key project deliverables; and the involvement in project monitoring and evaluation processes.
- 4. Built on a wealth of ILO expertise and tools.** This knowledge is harnessed thanks to the knowledge management strategy of the Programme.
- 5. Geared towards institutional sustainability.** Emphasis is placed on building the capacity of organizations, including Ministry of Labour and other relevant Ministries, public OSH institutions and employers' and workers' organizations to create ownership and lasting benefits after project closure.
- 6. Including a meaningful gender perspective.** The Programme has developed tools to ensure that interventions are fully gender responsive. The Programme will strive to include provisions related to violence and harassment and disability inclusion into OSH frameworks and develop specific guidelines to support the implementation of measures in the workplaces.
- 7. Integrating environmental sustainability.** Programme interventions will address the impact of environmental factors on workers' safety and health. This includes supporting effective chemicals management, strengthening prevention and adaptation measures related to extreme weather events and changing climatic conditions.

Programme coverage

Safety + Health for All demonstrates a **broad and evolving coverage**, reaching numerous countries and focusing on specific sectors and vulnerable worker groups to maximize its impact. Since its launch in 2016, the Programme has improved working conditions for **over 233 million workers in 34 countries**, helping to prevent work-related injuries, illnesses, and deaths.

Participating countries

The Programme's geographic reach has expanded over time. It initially had a significant presence in **Asia and the Pacific**. Over years, interventions have extended in **Latin America, Africa, Eastern Europe, and Central Asia**.



Country selection

When opportunities to implement Programme interventions at country level are identified, Safety + Health for All uses a set of criteria to select participating countries:

1. The national government, employers' and workers' organizations must have expressed their commitment to promoting OSH in the proposed target country.
2. OSH must have been identified as a priority in the ILO's Decent Work Country Programme (DWCP) and/or in other ILO and/or national policy documents.
3. Developing economies, least-developed countries are prioritized and countries in (post) crisis situations are prioritized.

4. The proposed country of intervention preferably offers the possibility for linkages to be created with other development initiatives, thus maximizing the use of resources.
5. The security situation, political stability and other external factors are assessed to minimize risks.

The Programme will prioritize **developing and least-developed economies, as well as countries in crisis context**. It will also continue to support middle-income countries when relevant prospects arise.

Target population

Safety + Health for All targets all workers in participating countries.

In particular, the Programme develops interventions to address OSH issues for categories of workers, sectors and workplaces that face pressing needs, such as:

- ▶ **High-risk sectors** such as construction, agriculture, and mining. Workers in other hazardous sectors considered as most dangerous according to the country context will also be prioritized.
- ▶ **Workers who are in vulnerable conditions or at higher risk**, such as **women, youth, persons with disabilities, migrant workers**, those in the informal economy, and those in non-standard form of employment.
- ▶ **Micro, Small and Medium-sized Enterprises (MSMEs) and cooperatives**, recognizing their particular needs and challenges to adopt and sustain OSH measures.



Programme management and governance

Core management functions

Safety + Health for All operates in a highly complex environment involving multiple stakeholders, cross-regional implementation, evolving political and economic environments at country and global levels, and long causal chains between intervention and impact.

Located within the Occupational Safety and Health and Working Environment (OSHE) Branch of the ILO, the Programme is managed by a global operations team in charge of its strategic coherence, operational discipline, accountability, and adaptive learning. The core functions of the management team and key responsibilities are detailed in the table below:

Core functions	Key responsibilities
Programme design	The Programme Theory of Change and the comprehensive results-based management framework developed under previous phases are regularly updated. These elements, both aligned with the ILO Programme & Budget and with the ILO Global Strategy on OSH, ensure prioritization and portfolio coherence, in line with the ILO’s mandate and relevant regional and international development agendas, as well as strategic directions endorsed by the Global Tripartite Advisory Committee.
Governance	The global operations team and the VZF Secretariat organize meetings of the Programme Governance structure (Global Tripartite Advisory Committee, and VZF Advisory and Steering Committee), preparing reports and updates, based on proactive consultation processes.
Resource mobilization and stakeholder management	As under previous phases, efforts to mobilize resources include a diversified funding strategy and proactive engagements with potential donors , including non-traditional partners, at various levels. Concept notes and project proposals are developed together with field offices. The team also leverages complementary expertise and resources and facilitates sustainability and scaling of interventions.
Operational planning and delivery management	For increased effectiveness, annual workplans are established and regularly monitored, aligning central coordination with field-level execution. Implementation of projects is closely monitored to reduce implementation delays and facilitate smooth delivery.
Monitoring and evaluation	The global operations team continuously tracks results achieved against established baselines and targets. The <u>e-monitoring database</u> launched in 2022 has proven to be a critical tool, enhancing the quality and efficiency of data tracking, aggregation, and reporting across projects, providing a comprehensive overview of progress and ensuring accountability of the Programme.
Capacity development	The Programme prioritizes institutional sustainability , designing interventions to build the capacity of national OSH-related organizations and ensuring that benefits endure beyond project closure. Under the current phase, emphasis will be put on strengthening efforts to monitor and assess the results from workplace interventions to ensure the validity of the technical assistance models and of capacity building transfer mechanisms. The Programme will also develop sustainability plans and exit strategies at country level to strengthen local ownership.
Knowledge sharing and communication	Under phase II, the Programme identified, captured and shared <u>good practices</u> across the four strategic areas and <u>impact stories</u> from various projects and regions to promote learning and innovation. This body of knowledge is highly welcomed by project staff, OSH specialists and practitioners. Knowledge products will continue to be a key area of work in this phase. Results from the Programme will be broadly communicated through regular Newsletters and high-level events.

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A tripartite governance structure

A **Global Tripartite Advisory Committee (GTAC)** provides strategic recommendations to the Programme management team. This committee, chaired by the director of the Labour Governance and Sectoral Policies Department where the OSHE Branch is seated, meets annually. It is composed of representatives from employers’ and workers’ organizations, selected partner governments where the Programme is being implemented, and major funding partners.

The Vision Zero Fund has its own **Steering Committee**. It approves the Fund’s work plans and reports, considers and approves proposals from the VZF Secretariat for new projects, and oversees the implementation of the Fund’s interventions. The VZF Steering Committee, comprised of its main donors and chaired by the OSHE Branch Chief, meets twice a year. In addition, the **Advisory Committee** comprising of the main VZF donors and global social partners also meets twice a year. It advises on, participates in and fosters the continuous improvement of the Fund. It also provides a platform for sharing knowledge, exploring linkages and resolving issues and risks.

Likewise at the country-level, projects are strategically guided by **national tripartite advisory committees**. These bodies provide strategic guidance, contribute to implementation, and promote the Programme’s continuous improvement. They also serve as a forum for knowledge exchange, identifying synergies, and addressing issues and risks.

Development partners as key actors of change

Safety +Health for All is a priority for the ILO, which uses its technical expertise and its own regular resources to fund the Flagship. Because they are not earmarked, regular resources allow Safety and Health for All to respond quickly to emerging challenges and invest in innovative solutions to tackle occupational safety and health issues. These resources are however limited and the Programme's funding largely depends on extra-budgetary contributions that support specific projects and initiatives. Safety + Health for All has built strategic partnerships since 2016 with both the public and the [private sector](#), along with civil society and development organizations, and other United Nations agencies. The results achieved by Safety + Health for All reflect the diversity and strength of these alliances, as well as a continuing effort to maximize resources through efficient and effective operations worldwide.

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