

A young man with short dark hair, wearing a red, blue, and white plaid shirt over a dark t-shirt and a colorful beaded necklace, is smiling while looking at a blue tablet. He is standing in a greenhouse with rows of green plants in the foreground and the curved structure of the greenhouse visible in the background.

iosh

Activate 2028

Your IOSH Strategy
2023–2028

Contents

- | | | | |
|-----------|--|-----------|--------------------------------|
| 4 | Introduction from your
IOSH Chief Executive | 12 | How we make a
difference |
| 6 | Our vision and mission | 14 | Our strategic
objectives |
| 8 | Our values for the
OSH profession | 18 | What we'll achieve
together |
| 10 | Our strategic
context | 20 | Set up for success |





Introduction

It's been an extraordinary few years since we launched our last strategy, *WORK 2022*.

Occupational safety and health (OSH) has never been more important to working lives.

Our incredible OSH professionals across the world have helped to keep people safe and many organisations operational during a global pandemic. OSH has also been recognised by the International Labour Organization (ILO) as a fundamental principle and right at work. Businesses across the world are demonstrating how excellence in OSH brings value through the protection of their people.

Social sustainability is also high on the agenda. OSH is playing a vital role in helping to bring about regenerative and sustainable workplaces, thereby making significant contributions to the broader environmental, social and governance (ESG) agenda.

It's safe to say the work we all do has never been more important, and the health, safety and sustainability of organisations and those working within them have never been more crucial to people, the global economy and the planet.

We should all take a great deal of pride in what we've achieved together. I am proud to lead an organisation with thousands of members across the world dedicated to strengthening their organisations through excellent health and safety practices, building resilient governance platforms, and encouraging leadership teams to look outside of just profit margins and focus on people through social sustainability.

Together we can now build on this fantastic work and, with collective commitment and action, protect what we've created and progress our profession even further.

Activate 2028 builds on what we achieved with *WORK 2022*. It goes further in cementing our role as a leading authority in global occupational safety and health so that we can support our members and other OSH professionals in influencing their organisations towards a more safe and healthy future.

As the name suggests, *Activate 2028* reflects how our profession is very much one of action, one of positive energy and a desire to make things better. It's a strategy focused on championing and supporting our extraordinary members and OSH professionals working to enable safe and healthy workplaces.

With *Activate 2028*, we bring to the forefront the role OSH plays in enabling inclusive working environments where employees, feeling safe, and being safe are given equal attention and action.

It enshrines our investment in professional standards that underpin the skills and best practice guidance which help us all to achieve a safe and healthy world of work.

Finally, *Activate 2028* is a strategy for everyone. Because the future we all hope to see is all our shared responsibility.

So, let's all take this as our cue. In this turbulent economic and political environment, we know it will be hard. We know it will require our skills to be invested in and tested. We know it will need us to champion best practices at the very cutting edge of our profession.

But we also know that what we do from this moment on will determine the safe and healthy future of our world of work.

It's time to activate this strategy together.

Vanessa Harwood-Whitcher

Vanessa Harwood-Whitcher
Chief Executive, IOSH



Our Vision and Mission



Our vision

We remain steadfast and committed to our vision which is both simple and true to our charitable purpose to act in the interests and to the benefit of the public.

A safe and healthy world of work

Our mission

Our mission is threefold:

First, **we build excellence in a profession dedicated to the protection of all workers, everywhere.**



From this platform, our focus is on action. **We drive action from everyone that can influence and prioritise OSH standards, across the world.**



Finally, we commit to a better future for all, **by putting people at the heart of social sustainability.**



Our values for the QSH profession

Our values are the collective guiding principles for uniting our profession. They give us a foundation from which to take action and evolve the world of work for the better.

Act with integrity

We stay true to our beliefs, our dedication to workers' safety and our commitment to continuously champion workers' safety and health.



Always be inclusive

We champion a world of work where everyone can be their authentic self and are utterly committed to protecting the right for everyone to feel safe and empowered in the world of work.



Together we innovate

We empower organisations to face an ever-changing and pressurised world through collaboration and communication. We're committed to developing successful solutions that are dynamic and innovative.





Our strategic context



The right to OSH

In June 2022, the ILO established OSH as a fundamental principle and right at work. We're proud to have helped influence this milestone in our profession through our work on the global stage and with the ILO. Sadly, an estimated 7,500 people around the world still die from unsafe and unhealthy working conditions every day. This is why the work we do is so important and our strategy is developed with that figure in sharp focus.



The drive to a more equitable and inclusive world of work

A safe and healthy world of work means feeling safe as well as being safe. This feeling of safety is important and a key priority is to enable OSH professionals across the globe to turn strategy into action regarding diversity, equity and inclusion. We know it's a priority area for 75 per cent of the organisations worldwide (PwC, 2021) and that the investment is not just an altruistic commitment, but a commercial one, with more diverse companies reporting nearly a 60 per cent increase in creativity, innovation and openness (Catalyst, 2019).

The shift to a more sustainable and regenerative economy

When we talk about sustainability, we don't just focus on the natural world. We focus on how the environmental and sustainability agenda impacts the working lives of people.

People are at the heart of sustainability. When OSH professionals are helping to bring about a more sustainable future, they are thinking about the impact this future will have on the wellbeing and safety of the people they work with and for.

Human capital, culture and other intangible assets comprise most of a company's market value. What's more, we already know the profession contributes toward 51 of the targets within the UN Sustainable Development Goals, 17 of which OSH directly influences (IOSH, 2022).

With 96 per cent of organisations in the G250 – the world's largest 250 companies by revenue – reporting on sustainability, OSH professionals have a commercial and ethical role (KPMG, 2022).

Our focus is on equipping our professionals with what they need to succeed and usher in a more socially sustainable era.

Technological evolution in the world of work

While the geopolitical and environmental, social and governance (ESG) landscape evolves at a rapid pace, the world of work is also changing, bringing with it new challenges and risks for OSH professionals to consider.

According to the World Economic Forum, 85 million jobs are at risk of being displaced by technology. But technological advances could create 97 million new roles by 2025.

Each step change in automation, machinery and robotics along with virtual working and a new era of hybrid working requires careful consideration by our profession. But it also requires agile action so that we all remain focused on feeling safe and being safe irrespective of high-tech evolution.

Where there is a challenge there are also opportunities. Our profession can play an active role in the development of many new technologies, innovating and working closely with other disciplines and academia to drive improvements in people's experiences of work.



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97m

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How we make a difference

IOSH's charitable objects guide our core purpose. Through *Activate 2028*, we continue to be dedicated to each one and have developed a set of statements that showcase exactly how each object is then carried through for the benefit of the public.

As a charity, delivery of public benefit is a statutory requirement, but it means so much more to us than just this. By showing how we make a difference in the world of work through these public benefit statements, we will show how IOSH's work, together with the power of its extraordinary members, can improve everyone's working lives.

Charitable object 1

To promote systematic and organised methods of improving occupational safety and health and to advocate, advise on, disseminate, explain and advance the principles, methods and systems of their application at work generally.

Public benefit statement:

We champion and support the right to a safe and healthy world of work. We shine a light on best practice through strategic partnerships with NGOs, campaigns, educational resources and case studies, all freely available to guide businesses, governments, regulators and investors on how to apply OSH either at an organisational or policy level. As a result, workers' lives are protected, their families supported and their communities strengthened.

Charitable object 2

To facilitate the exchange of information and ideas among the members of the Institution and of other professional bodies in the field of occupational safety and health and to work together with other professional bodies in pursuit of mutual objectives.

Public benefit statement:

We create inclusive physical and virtual communities, connecting members and partners so knowledge, tools and techniques are shared and a culture of support and positive peer-to-peer interaction is nurtured. To keep communities thriving, we invest in research and outreach to further professional standards and knowledge. This has influence beyond our membership, and so can have positive impacts on workforces across the world.

Charitable object 3

To do all such other things as may be necessary or desirable for maintaining and improving the professional status of members of the Institution and of people engaged in professions requiring a knowledge of the matters mentioned in the first charitable object.

Public benefit statement:

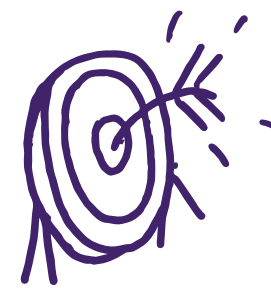
We set world-class professional standards for the OSH profession through our competency framework. We provide and accredit training and education programmes which support professionals to continuously develop themselves and be recognised and trusted for their expertise through IOSH membership.

When employers and members of the public see an IOSH member at work, they know they have the best people to enable a safe and healthy world of work.





Our strategic objectives



These are our high-level goals for the life of *Activate 2028*. Each one has been designed to underpin our charitable objects, deliver our public benefits and help us reach our vision of a safe and healthy world of work.

Strategic objective 1

To be a leading authority in global occupational safety and health to maximise influence and impact.

What IOSH will do:

To help ensure all our members have the knowledge and information they need to be competent and on top of their game, we'll collaborate with global partners to develop cutting-edge research, insight and knowledge transfer. Through this, we will demonstrate to our stakeholders the benefits of investing in good occupational safety and health.

We'll continue to stand up, be heard and make visible the practices and benefits of good OSH, and the positive impacts our members' work achieves. We'll do this through campaigns, events and public affairs activities while delivering work plans and advice to our strategic and corporate partners across the world.

We will continue to push for best practice in our organisations, share our success with the OSH community and celebrate our colleagues and peers who help to lead the way.

How we'll measure this:

- Understand the efficacy and impact of our campaigns, and awareness, engagement and evolution of OSH as a profession.
- Monitor the investment we make into research and the impact of the insight gained.

Strategic objective 2

To develop and recognise the excellence and expertise of occupational safety and health professionals to improve global standards in occupational safety and health.

What IOSH will do:

We'll be using our professional standards that underpin our membership grades and accreditation schemes to publicly recognise the capability and skills of our incredible members. We'll support anyone looking to progress and develop their skills and career through our membership grades and continuing professional development (CPD) activities. We'll be working hard to demonstrate the importance and impact of our standards and certification and will continue to evolve them in line with supporting the sustainable growth of the profession.

Our research will give us the insight to enable us to support members in reaching the highest standards in competency and ethics to ensure that our profession is respected and trusted. We'll continue to promote OSH as a career of first choice, bringing on a new generation of OSH professionals.

We will continue to evolve and progress our skills and careers in line with excellence and best practice. We should be proud and bold with celebrating our achievements and those of others in our profession.

How we'll measure this:

- Monitor the engagement with our standards and the number of professionals reaching and maintaining Chartered status through CPD.
- Understand the interest and desire among incoming professionals to be a part of the IOSH community.
- Track the awareness and engagement of members showcasing and celebrating their achievements.



Strategic objective 3

To champion the role of occupational safety and health in social sustainability to drive business success.

What IOSH will do:

We'll be making a clear case for how the safety, health and inclusion of people in the workplace are critical to delivering on the UN sustainable development goals. As a part of this, we'll continue to provide our members, other OSH professionals and businesses with the tools they need to reach their sustainability goals, through OSH, whether they're just starting or far into their journey. Finally, we'll make sure to track, support and champion those working to improve social sustainability through OSH.

We will be laser-focused on connecting OSH with sustainability in the workplace and to challenge ourselves to identify and address ways in which our own contributions can help to usher in a more sustainable future.

How we'll measure this:

- Monitor the recognition of OSH as a crucial element in addressing social sustainability across the world.
- Track the take-up and use of IOSH sustainability tools and resources among businesses and OSH professionals.
- Track the awareness of and engagement with OSH success stories in the context of social sustainability.

Strategic objective 4

To connect diverse professionals to continually develop the world of safety and health.

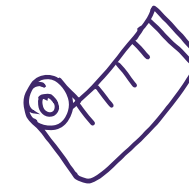
What IOSH will do:

We'll continue to be dedicated to making IOSH an inclusive professional body that champions equality, diversity and inclusion among all its stakeholders. We'll facilitate greater connections and collaboration between diverse communities and professionals around the world while championing OSH across a range of diverse industries.

We will continue to embrace diversity and create an environment for greater equity and inclusion in whichever industry or organisation we are working in.

How we'll measure this:

- Benchmark and measure our membership and engagement against the Global Diversity, Equity & Inclusion Benchmarks.
- Understand and track engagement between members and communities as well as understand satisfaction levels.
- Track the awareness of and engagement with the context of diversity, equity and inclusion.



What we'll achieve Together

We are in this together. And we will celebrate the success of this strategy together. Our collective commitment to *Activate 2028* will bring about extraordinary change and progress. Here is what we can look forward to:

A proud profession

We'll continue to champion OSH as a profession key to the sustainable growth and success of society.

A beacon of diversity

OSH will be recognised as a profession that goes beyond equality, diversity and inclusion intent and instead actively changes and shapes the profession and the industries it operates in to be more diverse, inclusive and equitable.

A healthier, safer world of work

We'll have created meaningful change in the workplace to help bring about safe and healthy work environments to people across the globe.

Recognised for sustainability

We'll have delivered on our commitment to place OSH at the heart of social sustainability and elevate the profession to being intrinsic to reaching global targets.

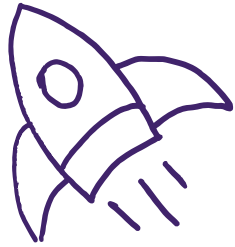
Champions of a right at work

We'll be celebrating our own work and our peers' in defending and delivering the right of every worker to have a safe and healthy workplace.





Set up for success



To get this strategy right and deliver genuine progress, we need to continue to build on our strong foundations and processes. We've worked hard to ensure IOSH can fulfil its objectives and goals across the globe. Here's how:



The IOSH group

The IOSH Group is made up of the IOSH Charity, IOSH Services Limited, IOSH Awarding Organisation and the Occupational Safety and Health Consultants Register (OSHCR).

Everything is geared towards serving our charitable objects and each element interconnects and supports the others.

Living and breathing our values for the profession

We fearlessly live up to them as well as champion them for the profession. To keep us honest and focused, our year one strategy is to set up plans that demonstrate to our stakeholders that we're walking the walk when it comes to our values.

Matching demand with supply

We've developed a model that ensures we create the demand for a safe and healthy world of work by inspiring and engaging with workplace influencers.

We then set standards, educate and empower OSH professionals to take the actions necessary to usher in that safe, healthy and equitable future.

Finally, we connect the dots by making sure the workplace influencers and OSH professionals work together for the benefit of every employer and employee across the globe.

We're constantly investing in this approach and will continue to transform to ensure we expand our reach and sustainably deliver our promises.



Financially secure

IOSH is in a strong position as a charity, and currently holds significant reserves to:

- invest in our core charitable purpose
- deliver research through collaborative partnerships that underpins our knowledge transfer activities and professional standards
- and protect us from external factors that might impact us over the next five years

The surpluses from our non-profit commercial subsidiary IOSH Services Limited sustain our financial health, are invested in delivering value to our members and help us meet our charitable objects to work towards realising our vision of a safe and healthy world of work.



A full-page background image showing an offshore worker in a high-visibility yellow jacket and white helmet standing on a boat, looking out at a large offshore wind farm in the sea under a blue sky with scattered clouds. The worker is in the foreground on the left, and the wind turbines are in the distance.

*make working life
better with us*

iosh

Activate 2028

Your IOSH Strategy
2023–2028



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IOSH is the Chartered body for health and safety professionals. With over 49,000 members in more than 130 countries, we're the world's largest professional health and safety organisation.

We set standards and support, develop and connect our members with resources, guidance, events and training. We're the voice of the profession and campaign on issues that affect millions of working people.

IOSH was founded in 1945 and is a registered charity with international NGO status.

Institution of Occupational Safety and Health Founded 1945
Incorporated by Royal Charter 2003
Registered charity in England and Wales No. 1096790
Registered charity in Scotland No. SC043254