



International  
Labour  
Organization

# VISION ZERO FUND

A woman with her hair tied back, wearing a dark quilted jacket, stands in a greenhouse. She is smiling slightly. The background shows rows of plants in a greenhouse setting. A yellow brushstroke circle highlights the text 'STRATEGY 2024-2028' in the bottom left.

## STRATEGY 2024-2028

Realizing the right to a safe and healthy  
working environment in supply chains  
through collective action



**Our vision** A world in which everyone can exercise their fundamental human right to work in a safe and healthy working environment, and in which severe or fatal work-related accidents, injuries and diseases in supply chains are reduced.

**Our mission**

Each morning, somewhere in the world, 1,000 people leave home for work and don't come back – victims of workplace accidents. Thousands more die every day from diseases contracted at work or suffer from debilitating on-the-job injuries. They deserve our shared commitment to improving health and safety up and down the supply chain. Everyone deserves safe, healthy workplaces. We are here to be the catalyst that makes this happen.

**Our approach**

We mobilize governments, employers, workers, and other stakeholders to take collective action to make real, measurable improvements in worker health and safety where these changes are most needed. Working at all levels of the supply chain, from factories and fields to governments and global enterprises, we strategically target sectors and regions where we know we can make a positive difference. We bring expertise and experience in all key aspects of occupational safety and health, from OSH systems at the national and workplace levels, to labour inspection and compensation.

**Our difference**

At the Vision Zero Fund, we look beyond conventional approaches to find innovative ways to overcome long-standing challenges. The complexity and scale of today's supply chains demand a holistic approach. That is why we look beyond symptoms to address the often-overlooked root causes of workplace accidents and health issues. It is also why we promote healthier workplaces that are more profitable and productive. And it is why we always move beyond obstacles to get it done to develop and implement flexible, innovative solutions that engage the best ideas, and the best minds, to improve safety and health at work.

# INTRODUCTION

---

The Vision Zero Fund (or the Fund) aims to eliminate severe or fatal work-related accidents, injuries, and diseases in supply chains (SCs). It is an initiative of the G7 and has been endorsed by the G20. The International Labour Organization (ILO) administers the Fund and implements its projects. Vision Zero Fund is an integral part of the ILO's [Safety and Health for All](#) flagship programme.

Vision Zero Fund was established as a direct response to the collapse of the Rana Plaza factory in Dhaka, Bangladesh, in April 2013, which resulted in the deaths of more than 1,100 workers and injured more than 2,500 others. Informed by this experience, the objective of the Vision Zero Fund is to work towards the vision of zero fatal and severe work-related injuries and diseases by improving OSH practices and conditions in supply chains, and to strengthen national institutional frameworks and institutions such as OSH authorities and compensation systems in countries linked to such supply chains.

The Fund's focus is on sectors that cross international borders (global supply chains). However, in practice, it also addresses OSH deficits in domestic supply chains, which are interwoven and overlapping in most countries. Therefore, the Fund seeks an impact beyond the targeted supply chains: country-level supply chains are used as an entry point to promote change at the (national) institutional and policy levels, which has a spillover effect on the economy as a whole.

Since it became operational in 2016, the Fund has received financial support from the European Commission, Germany, France, Sweden, Norway, the United Kingdom, the United States, Siemens, Nike, and Nestlé. Through work at global level and in a multitude of countries, our work has reached over eight million beneficiaries in three supply chains: garment, construction, and agriculture.

## ALIGNING FOR IMPACT

To maximize our impact, the Fund's Strategy closely aligns with the United Nation's 2030 Agenda for Sustainable Development Goals (SDGs), particularly SDG 3 (health and well-being) and SDG 8 (decent work and economic growth). It also contributes to SDGs 5 (gender equality), 13 (climate action), and 17 (partnerships).

The Fund's strategy also aligns with ILO's strategy on decent work in supply chains; ILO's global strategy on Occupational Safety and Health, including its Plan of Action, and the strategy of the ILO's Flagship Programme Safety and Health for All.

“We recognise the importance of effective occupational safety and health (OSH) measures to protecting workers, ensuring decent work, maintaining high productivity and promoting employability, including in the face of new challenges due to structural reasons and climate change. We... reaffirm our commitment to improving OSH in global supply chains including by supporting the Vision Zero Fund in its work.”

– G7 Leaders' Communiqué  
Elmau, Germany, 28 June 2022

## OUR PURPOSE

# Addressing a critical global need

According to the ILO, every day 1,000 people die from occupational accidents and a further 6,500 from work-related diseases.

The ILO has noted that supply chains are key drivers of growth, job creation, and economic development. However, it has also pointed out that failures at all levels within supply chains have contributed to deficits in the areas of occupational safety and health, wages, and working time, impacting the employment relationship and protections.

Nevertheless, evidence also suggests that supply chains can create opportunities to ameliorate these effects and contribute

to supporting improvements in arrangements and outcomes for safety and health for workers.

To maximize this positive impact – in other words to ensure meaningful reductions in the global number of occupational accidents, diseases, and deaths – it is imperative that key stakeholders in supply chains work collectively. The Fund has therefore made collective action a central tenet of its overall approach and framework for action.

### 2.93 million workers die annually as a result of work-related factors.



Diseases are the cause of the great majority of work-related deaths in comparison to fatal occupational accidents. Together, these account for 6.7 per cent of deaths globally.

It is estimated that

**4%** of the world's annual gross domestic product (GDP) is lost because of work-related injuries and diseases.



There are 36 developing countries without an employment injury insurance system.

It is estimated that more than

**75%** of global work-related mortality occur in Asia and Africa.





# How Vision Zero Fund selects countries and supply chains

1

## The Fund receives requests and recommendations

### Countries

National governments, employers' and workers' organizations

Private sector stakeholders with industries in the specific country

The Fund Steering Committee, Advisory Committee, or the Global Tripartite Advisory Council on OSH (GTAC-OSH)

ILO or other development partner or institution working on OSH

### Supply chain

Private sector stakeholders active in the sector

Employers' and workers' organizations

The Fund Steering Committee, Advisory Committee, or GTAC-OSH

ILO and/or other relevant institutions working on OSH

*Requests or recommendations are submitted to The Fund in writing at [vzf@ilo.org](mailto:vzf@ilo.org). Proposals in compliance with the criteria outlined above are presented to the Advisory Committee for advice and to the Steering Committee for approval before commencing with project design.*

2

## We assess the relevance, need and demand for improved OSH

### Countries

Development status of the country (Low-Income Countries (LICs) and Lower-Middle Income Countries (LMICs). In exceptional circumstances, and with Steering Committee approval, the Fund may implement projects or activities in Upper-Middle Income countries (UMICs)

Analysis of current decent work deficits in the country, in particular OSH deficits

Analysis of the country's trade profile, with a focus on the role and size of SCs for the country's economy and labour market, including share of jobs in sectors contributing to SCs OSH profile (including data and statistics)

### Supply chain

Analysis of current decent work deficits in the sector, in particular OSH deficits

Evidence that proposed sector is part of employment intensive SCs

Relevance of sector to national and international companies' responsible business practices

3

## We assess the feasibility and sustainability of the intervention

### Countries

Commitment and existing capacity of government and social partners to apply principles of Fundamental OSH Conventions and other relevant ILO standards, including through ratification processes, and to engage in social dialogue processes

Potential synergies and complementarities with existing ILO interventions and other activities already in existence or planned by development partners

### Supply chain

Feasibility of intervention, including identification of stakeholders at global, regional, and national level to be involved, their capacity, priorities, and willingness to improve OSH

Opportunity for market growth within the global market (or within specific countries)

Assessment of potential impact of intervention in specific SC on OSH conditions

# OUR STRATEGIC FRAMEWORK

Based on three complementary pillars, the strategy is comprised of four cross-cutting approaches to be implemented through nine action areas.

## PILLARS

Fostering commitment at global and national level

Strengthening legal and policy frameworks

Accelerating workplace improvements

## APPROACHES

Promoting collective action through social dialogue

Implementing evidence-led interventions

Using supply chains as an entry point to drive broader impact

Harnessing innovation and agility

## ACTION AREAS

Support OSH Conventions and instruments

Promote an integrated approach to all FPRW

Mainstream the ILO MNE Declaration

Encourage gender-responsive interventions

Strengthen engagement with the private sector

Address the impact of global disruptive and transformative forces

Expand to more hazardous sectors

Support the transition from the informal to the formal economy

Close knowledge gaps



## GOAL

Zero severe and fatal work related accidents, injuries and diseases in supply chains

# Strategic pillars

Vision Zero Fund works at global, country and workplace levels to strengthen the enabling environment for safe and healthy work; improve national legal and policy frameworks; and implement more effective prevention, protection and compensation mechanisms for women and men working in targeted sectors, with a focus on the world's least developed countries. Work at these three levels correspond to the Fund's three distinct pillars.

## PILLAR 1

### Fostering commitment at global and national level to improve OSH in supply chains

**Strategic Outcome: Global and national stakeholders confirm their commitment to OSH by taking action to enhance OSH in supply chains.**

Progress on improving OSH in supply chains calls for concerted and coordinated efforts; key actors must take responsibility for implementing complementary measures, supporting each other in achieving shared outcomes. Currently, efforts to address decent work deficits in supply chains are fragmented across multiple public and private actors, countries, and sectors. Better coordinating these efforts requires a renewed commitment to identify key priorities and collectively advance the goal of improving OSH in supply chains.

Vision Zero Fund works to improve coordination among academics, researchers, and policy institutions of knowledge on OSH in supply chains and organizes global, regional, and country level, public and private stakeholders' meetings to design and implement industry and/or country-wide strategies to foster compliance with OSH standards along the targeted supply chains. The Fund facilitates enhanced industry- and/or global, regional and/or country-wide commitment to improve compliance with OSH standards

in targeted supply chains, including the adoption and implementation of ILOs fundamental OSH conventions.

#### What we do

- Contribute to improved knowledge and information on OSH and SCs at global, regional and/or national level
- Support industry- and/or global, regional and/or country-wide commitment to improve OSH standards in targeted SCs

#### Key success indicators

- Number of new or existing structures established or strengthened to improve coordination between organizations in relation to OSH and the relevant SCs through a document agreement or joint programme (by country)
- Number of initiatives to support ratification and implementation of ILO Conventions and instruments completed (per country, per ILO standard)
- Number and percentage of involved stakeholders that rate engagement in programme activities as being useful to improve OSH outcomes for workers

## PILLAR 2

### Strengthening legal and policy frameworks

**Strategic outcome: Strengthened system of OSH services, legislation, policy, availability of data and compliance in targeted countries.**

Vision Zero Fund carries out assessments on the drivers and constraints for OSH improvements in targeted supply chains, including their legal and institutional environment in selected producing countries. Findings are used to develop tailor-made interventions to strengthen policy makers' capacity to collect and analyse data and reinforce the country's legal and policy frameworks that impact OSH outcomes, including those related to compensation for occupational injuries and diseases.

#### What we do

- Support capacity building at national and sectoral levels to:
  - Collect and analyse OSH data
  - Promote and enforce OSH
  - Provide access of workers to compensation mechanisms

#### Key success indicators

- Number of laws and regulations undergoing revision to ensure increased conformity with relevant ILO Conventions
- Number of Member States with updated/ upgraded collection mechanism on OSH data, including data disaggregated by sex
- Number of Member States with targeted strategic compliance labour inspection plans or campaigns, developed in consultation with the social partners
- Number of countries where initiatives towards extended employment injury insurance coverage are supported

## METHODOLOGY



### Select

supply chains with high replication potential



### Assess

occupational safety and health deficits in targeted supply chain



### Design

intervention models tailored to maximise impact



### Implement

intervention models to improve safety and health in targeted supply chains



### Sustain

control and recommendations for replication in other supply chains

# 1

# 2

# 3

# 4

# 5



### PILLAR 3

## Accelerating workplace improvements

**Strategic outcome: Female and male workers in targeted supply chains and countries benefit from reduced exposure to OSH hazards and improved access to prevention, protection, and compensation.**

Workplace-level activities support country level efforts, and pilot innovative, small-scale improvement models. Through capacity development activities and technical assistance, Vision Zero Fund seeks to improve employers' and workers' and worker organizations' capacities and mechanisms to promote OSH, and to empower workers to significantly engage in the promotion of such issues. It also seeks to promote cooperation between management and workers and their representatives in line with international labour standards, including through the establishment or strengthening of joint safety and health committees.

#### What we do

- Support capacity building of employers, workers and service providers to promote OSH at the workplace
- Support workplace level mechanisms to promote OSH
- Support initiatives to engage female and male workers in the promotion of OSH

#### Key success indicators

- Number of targeted economic units taking corrective and preventive actions to improve OSH
- Number and percentage of employers reporting to have an improved understanding of their legal duties and responsibility related to OSH
- Percentage of workers reporting to have an improved understanding of their rights and duties related to OSH issues
- Percentage of workers reporting to have benefitted from the adoption of concrete and documented actions to improve OSH



# Approaches

## APPROACH 1

### Promoting collective action through social dialogue

Unsafe and unhealthy working conditions often result from a combination of underlying causes, such as governance gaps, a deficient legislative framework, insufficient knowledge and resources, and unsustainable business practices. One actor alone cannot address all these underlying conditions. That is why the Fund pursues an approach that mobilizes all relevant stakeholders to act collectively to address the underlying root-causes of workplace accidents, injuries, and diseases. This approach is encapsulated in the phrase collective action for safe and healthy supply chains, which can be defined as follows:

*“A multi-stakeholder approach that involves governments, workers and trade unions, employers and their organisations, multilateral organisations, civil society and development agencies, working together so that each meets its responsibilities consistent with organizational roles, to implement an agreed plan or set of actions to reduce severe or fatal work accidents, injuries or diseases in supply chains.”*

The Fund’s model of collective action enjoys strong support from a variety of stakeholders, including important inter-governmental forums, governments, employers’ organisations, workers’ organisations, and multinational enterprises.

**“We must continue to bring together global companies, national level suppliers, governments, workers and trade unions, civil society, and development agencies to design joint solutions. The Vision Zero Fund’s collective action approach holds great promise for better, safer, and more sustainable future for those working in supply chains.”**

– Vera Paquete-Perdigão

Director, Governance and Tripartism Department  
ILO

The approach consists of four components:

- Ensuring commitment to and participation of constituents, and other relevant stakeholders in Vision Zero Fund actions that promote collective action at global and country levels.
- Creating and sharing a transparent knowledge base on OSH in close collaboration with constituents and other stakeholders.
- Facilitating social dialogue for collective action on OSH amongst constituents, global companies and other stakeholders, resulting in the development of action plans, or other agreements.
- Supporting the implementation of such action plans or agreements through the provision of technical support, and the facilitation of social dialogue.

## APPROACH 2

### Implementing evidence-led interventions

Vision Zero Fund places great value on ensuring that its interventions are evidence-led, context specific, and responsive to stakeholder needs. That is why it conducts a comprehensive assessment of drivers and constraints prior to project implementation. In addition to ensuring ownership, promoting sustainability, and strengthening social dialogue, the assessment enables the Fund to gain an understanding of the structure of each targeted supply chain, an overview of OSH hazards and risks, OSH practices and OSH outcomes within them, with a special focus on women workers and workers in vulnerable conditions– in particular indigenous populations and migrant workers.

Over the years, the Fund has refined and adapted the methodology for new sectors, and integrated gender-responsive elements into the assessment methodology.

Most recently, the Fund has developed rapid needs assessments that inform more targeted interventions. For example, the Fund designed a [rapid needs assessment](#)





to inform country level interventions or response plans to ensure safe work in the context of COVID-19. It has also developed a similar tool to assess [commuting safety](#) in Egypt and Ethiopia.

Under the current strategy, the Fund will continue to refine its assessment methodologies while also exploring opportunities to supplement its current assessment tool(s) with methodologies that will enable it to collect more sex disaggregated quantitative data along its targeted supply chains.

### **APPROACH 3**

#### **Harnessing innovation and agility for transformative change**

The Fund has demonstrated innovation and agility to respond effectively and efficiently to stakeholder needs or address emerging trends around OSH in supply chains. Not only is it designed to allow donors to pool resources, but its governance structure also facilitate efficient decision-making on new strategic priorities and allocation of resources.

For example, the Fund was able to adjust quickly in response to the COVID-19 pandemic. The Fund's collective action approach made it possible to mobilize key stakeholders quickly, including constituents (governments, employers and workers) and the private sector. As the Fund's independent mid-term evaluation observed:

*“The Vision Zero Fund's ability to respond to the COVID-19 pandemic demonstrates its flexibility and resiliency. Measures such as the reallocation of resources, identification of additional funding, development of training material, and training to ensure worker safety and strengthen knowledge around OSH, are relevant and timely responses.”*

The Fund has continued to demonstrate its ability to adjust and respond to emerging trends when it was tasked by the G7 in 2022 to address the impact of climate change on worker safety and health. It rapidly developed pilot interventions in three project countries on three continents, leveraging existing project teams on the ground. In collaboration with Nike, the Fund also launched an initiative the same year to

cast a spotlight on a crucial but neglected aspect of occupational safety and health, namely injuries and deaths resulting from commuting accidents.

While the Fund will use its agility to implement smaller, more targeted interventions to respond to stakeholder demands and emerging trends, it will nevertheless continue to promote its traditional implementation modality: multi-year, well-resourced single-country or regional projects under its comprehensive framework for action. Establishing relationships of trust with constituents; designing nuanced and context-specific interventions; effecting legislative, policy and institutional change; gathering evidence on good practices; and measuring impact all require significant investment in time and resources.

### **APPROACH 4**

#### **Using supply chains as an entry point to drive broader impact**

As a supply chain initiative, Vision Zero Fund focuses on addressing the root causes of OSH deficits in high-risk sectors where it knows the need is greatest and the Fund's work can have the biggest impact. The Fund uses the targeted supply chain as an entry point to engage stakeholders at sectoral and national levels. While workplace interventions are (largely) sector-specific, the Fund's work at the national level is not. In strengthening the legal and policy framework and national institutions, the Fund promotes changes that have an impact beyond the supply chain of focus. The Fund's efforts to support the development of a national OSH directive or law, improving national OSH policy, promoting the efficacy of the labour inspectorate, or strengthening the employment injury insurance scheme in a project country is often sector (or supply chain) agnostic and has broad impact.

As the ILO has noted The Vision Zero Fund's comprehensive framework explicitly seeks to make an impact beyond its targeted supply chains: country-level supply chains are an entry point to promote change at the (national) institutional and policy levels, which have a domino effect on the economy as a whole.



The Fund’s work has shown that OSH improvements often do not require large financial investments to drive improvements. Simple, low-cost solutions that are easy to implement and maintain can have a significant impact on workers’ health and safety, as well as productivity.

**In Myanmar**, the Fund identified many OSH hazards, including ergonomic and biological hazards in ginger trading facilities. Women sorting produce were exposed to ergonomic hazards from squatting all day, breathed dusty air, and worked in poor sanitary conditions. The Fund assessed innovative ways to address this challenge by linking improvements with enhanced productivity, which facilitated adoption. Women workers noted a reduction in bodily stress. It is estimated that the sorting tables saved nearly 40% of workers’ time, compared to using the traditional method.



In addition to implementing low-cost solutions, the Fund also promotes innovation and experimentation through the testing of safety and health solutions in its project countries.

**In Madagascar**, the Fund worked closely with the Malagasy Department of Social Security of Workers and the country’s Litchi Exporters Group to extend occupational health services to seasonal lychee workers who would normally not qualify for such benefits. For the first time in the industry, seasonal workers were enrolled and benefited from occupational health services during the harvest season, which established an important precedent for other employers to follow.



# Action areas

We have identified nine action areas where we believe we can make the most significant impact.

## ACTION AREA 1

### Support fundamental and other relevant OSH Conventions and instruments

At the 110th Session of the International Labour Conference in June 2022, the ILO included “a safe and healthy working environment” within its framework of fundamental principles and rights at work. This reaffirms the constitutional obligation of ILO Member States to promote, respect, and uphold the principles outlined in these two Conventions (Conventions No. 155 and 187), even if they have not formally ratified them.

#### Looking ahead

The Vision Zero Fund will align with the ILO Global OSH Strategy Plan of Action (2023) and collaborate closely with ILO experts to promote the ratification and effective implementation of fundamental OSH conventions in its project countries, including through global initiatives. This entails offering technical assistance and support to ILO constituents and initiating or supporting awareness and advocacy campaigns. For instance, the Fund recently aided the ratification process of ILO Conventions No. 155, 161, and 187 in Madagascar. Globally, it also implemented a global [communication campaign](#) on OSH following its elevation to a fundamental principle and right at work.

## ACTION AREA 2

### Promote an integrated approach to all fundamental principles and rights at work

Vision Zero Fund has always recognised the mutually reinforcing nature of fundamental principles and rights, and the needs to deal with these in an integrated manner to effectively address the root causes of OSH deficits. For example, the Fund helped to establish the Siraye programme in Ethiopia to promote decent work and inclusive industrialization in the garment sector in a coordinated and comprehensive manner. These opportunities will be further strengthened and scaled up under this strategy.

The Fund recently implemented a global campaign to promote OSH as a fundamental principle and right at work. The campaign reinforced the notion that deficits in occupational safety and health are particularly pronounced when other fundamental principles and rights at work (FPRW) are not respected, and actively collaborated with ILO projects focusing on other FPRW's such child labour and forced labour in the design and localisation of the campaign at country level. In its work with labour inspectorates, the development of strategic compliance plans has also facilitated an integrated approach to FPRW.

#### Looking ahead

The Fund will explore strengthening data collection at national and sectoral level to improve data on decent work deficits in supply chains, inform policy making, and design integrated interventions. In this regard, the Fund will support the implementation of ILO methodologies to assess the realization of FPRW, including OSH, at the workplace level in its project countries. In addition, it will contribute to efforts to develop a coherent ILO approach to the measurement of decent work in supply chains that cover all FPRWs, including supporting the piloting of relevant methodologies at country level.



### **ACTION AREA 3**

## **Mainstream the ILO MNE Declaration in the work of the Fund**

In alignment with ILO's strategy on decent work in supply chains, the Fund will mainstream the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) in the work of the Fund.

The MNE Declaration contains specific guidance related to occupational safety and health. These provisions emphasise that governments must create an enabling environment for MNEs and national enterprises to progressively achieve a safe and healthy working environment, and that MNEs should maintain the highest standards of safety and health in all countries, in conformity with national requirements in which they operate.

### **Looking ahead**

The Fund will continue to promote and facilitate tripartite national dialogues to discuss actions to address OSH challenges and opportunities in supply chains including with multinational enterprises. This will be done through each project's National Tripartite Project Consultative Committees (PCC). The Fund will also promote and support home-host country dialogues to assist developing countries in implementing international labour standards to address OSH challenges in supply chains in line with the MNE Declaration.



## ACTION AREA 4

### Promote gender-responsive interventions

Ensuring that gender is mainstreamed in the Fund’s programming was identified as a key area for improvement in several country and global-level evaluations of its work. In response, Vision Zero Fund developed two guidance documents. The first provides practical guidance on the implementation of the Fund’s assessment methodology to [ensure that gender differences and gender-specific risks in the workforce are properly considered](#) during the assessment and the design of intervention models. The second thematic brief provides clear guidance on [how to design, implement, and monitor and evaluate gender-responsive projects](#).

At the same time, the Fund’s country teams gathered [gender-specific data](#) in target supply chains and used that information to develop gender-responsive interventions.

### Looking ahead

To ensure that the work of the Fund remains gender-sensitive, it will continue under this strategy to:

- Design gender-responsive Vision Zero Fund projects and formulating outcomes, outputs, and indicators accordingly;
- Conduct OSH research and assessments in a gender-responsive way;
- Raise awareness in the workplace and beyond, taking a comprehensive approach to OSH;
- Organize OSH gender-responsive learning activities that address the rights of both women and men;
- Boost women’s voice, representation, and leadership related to OSH to help influence decisions at the factory, sector, and policy levels;
- Promote dialogue on OSH with social partners, including on gender equality;
- Deliver training on OSH gender-related OSH issues and gender sensitivity, including on violence and harassment at work.

“Certainly the safety of women’s work within all tasks in the coffee value chain has been underestimated for decades. **Now is time to change parameters and correct course.** Families and communities of the coffee sector will benefit from new practices and IWCA is ready to support Vision Zero Fund strategies that will help make these changes real in the coffee industry.”

– Blanca María Castro  
Executive Director  
International Women’s Coffee Alliance (IWCA)





“At Nike, we know a world-class supply chain is grounded in standards that demonstrate respect for the people who make and move our product, and the principles of a healthy and safe workplace. We look forward to expanding our collaboration with the Vision Zero Fund, which we feel will help Nike manufacturers be leaders in safety across the extended supply chain and beyond.”

– Sittichoke Huckuntod

Director for Health and Safety, Nike, Inc.

## **ACTION AREA 5**

### **Strengthen engagement with the private sector**

Vision Zero Fund considers private sector engagement crucial in its mission to enhance safety and health. This involves collaborating with the private sector, including global buyers and multinational enterprises (MNEs) to eliminate severe accidents and diseases in supply chains.

At the country level, the Fund has engaged with local suppliers and global buyers, resulting in improved OSH conditions, fostering social dialogue, gaining access to private sector knowledge and expertise, and enhancing the reach of awareness campaigns.

Globally, the Fund has formed public-private partnerships with Siemens, Nike, and Nestle, actively seeking additional private sector donors and partners. It's also prioritizing engagement with industry associations and multi-stakeholder initiatives that involve diverse private sector stakeholders.

#### **Looking ahead**

The Fund will offer companies the opportunity to participate in a joint public-private effort that will benefit their supply chain, including in terms of human rights due diligence in line with the UN Guiding Principles on Business and Human Rights, as well as productivity, and also support the framework conditions for OSH prevention in the respective countries.

To promote collective action on OSH in supply chains, the Fund will use the ILO's convening power to assemble the private sector in collaboration with the IOE and Employers and Business Member Associations to share data and good practices on OSH.

## **ACTION AREA 6**

### **Address the impact of global disruptive and transformative forces on OSH in supply chains**

Recent years have witnessed profound shifts in supply chains due to various global disruptors like pandemics, technological advancements, and climate change. These forces can influence supply and demand in supply chains, significantly impacting occupational safety and health (OSH). Such changes can bring about both challenges and opportunities for enhancing OSH. Recognizing, comprehending, and proactively addressing these changes and their connections with OSH in supply chains are crucial for developing effective strategies to ensure safer and healthier supply chains.

As noted, Vision Zero Fund implemented a successful strategy to mitigate the impact of the recent COVID-19 pandemic on the safety and health of workers linked to supply chains. Climate change is another major disruptive force affecting worker safety and health. It brings growing occupational risks to workers, who are often the first to face its impacts for longer periods and at higher intensities than the general population.

#### **Looking ahead**

In 2022, the G7 invited the Fund to increase its attention to climate change and occupational safety and health (OSH) in supply chains. Under this strategy, the Fund will expand its ongoing efforts, which have centred on creating practical and actionable adaptation measures benefiting vulnerable workers in specific sectors. Recognizing that solutions must be tailored to specific labour markets and circumstances, the Fund has conducted pilot activities in diverse settings across continents and various supply chains.

## **ACTION AREA 7**

### **Expand to more hazardous sectors**

Since its inception, Vision Zero Fund has continued to expand its sectoral focus, mindful of the fact that the targeted sector (or supply chain) is always used as an entry point to also strengthen the enabling environment within its project countries. Initially, the Fund concentrated on the garment and agri-food sectors as a strategic choice to test diverse approaches and methodologies, each with unique OSH challenges. In 2020, the Fund also started activities in the construction supply chain in its project countries and started pilot activities in the electronics sector in 2023.

#### **Looking ahead**

Subject to available resources, the Fund plans to expand into other high-risk sectors, for example mining and fisheries. This decision is driven by several factors. First, both sectors are among the most perilous in terms of fatalities, injuries, and work-related health issues. Secondly, they present an opportunity to adopt a holistic approach in line with all the ILO's fundamental principles and rights at work. Collaborating with other ILO and development partner initiatives, interventions in the sectors can address not just OSH but also child labour (often present in mining), forced labour and human trafficking (an issue in fisheries), as well as freedom of association, effective recognition of the right to collective bargaining, and non-discrimination. Lastly, both sectors are governed by ILO international labour standards, including specific guidelines on occupational safety and health. The Fund's work can leverage these standards to make a meaningful impact.

## **ACTION AREA 8**

### **Support the transition from the informal to the formal economy**

The informal economy comprises more than half of the global labour force and more than 90% of Micro and Small Enterprises (MSEs) worldwide. In many countries and sectors targeted by Vision Zero Fund, a large proportion of the workforce is employed in the informal economy, which is characterised by significant decent work deficits, including OSH. Informal economy workers often work in the most hazardous jobs, conditions, and circumstances across all economic sectors – agriculture, construction, industry, and services.

#### **Looking ahead**

The Fund will persist in developing innovative, participatory, and action-oriented measures tailored for economic units in the informal economy, particularly small-scale farmers, and informal construction sites. The primary focus remains on discovering cost-effective, locally available solutions for enhancing workplace safety and health. This includes adapting and implementing participatory training tools and programs like Work Improvement in Neighbourhood Development (WIND) and Work Improvements in Small Enterprises (WISE).

The Fund will support the transition of workers from the informal to the formal economy in areas that fall within its mandate. This includes exploring innovative means to progressively extend social protection to informal economy workers (with a particular focus on compensation (primarily employment injury insurance) and occupational health services); promoting the extension of labour inspection to workplaces in the informal economy; and exploring opportunities to strengthen national OSH policies and programmes to promote safe and healthy working conditions in the informal economy.



Commuting garment workers in Ethiopia, ILO 2023

## **ACTION AREA 9**

### **Close knowledge gaps on occupational safety and health in supply chains**

The ILO notes that while there is a burgeoning literature on decent work in supply chains, there is a general lack of studies specifically focused on what drives and inhibits occupational safety and health in supply chains. In addition, many of the studies that claim to address safety and health in supply chains in fact focus mostly on working conditions and use fairly generic, anecdotal or unsubstantiated evidence of OSH outcomes and the reasons for them. This is “insufficient as a basis around which to build informed prevention strategies”.

In its efforts to address this gap in the literature, Vision Zero Fund implements a comprehensive, gender-sensitive research strategy to improve the knowledge base on OSH and SCs, particularly in Vision Zero Fund project countries and targeted SCs. Research findings serve to identify entry points for the development of effective strategies to ensure safer and healthier

supply chains and identify persistent research gaps.

Over the years, the Fund has addressed global knowledge gaps on OSH in SCs through the development of a wide range of [research, tools, guidelines, and training materials](#). In addition, the Fund implemented a dedicated research project entitled “[Filling data and knowledge gaps on OSH in SCs to strengthen the model of shared responsibility](#)” that produced research on a range of topics, including COVID-19, climate change and OSH data, supported the development of the [WHO/ILO joint estimates on the work-related burden of disease and injury](#), and developed actionable guides to improve reporting, recording and notification of occupational accidents, injuries and diseases.

#### **Looking ahead**

The Fund will continue to invest in research to identify programme impact and to build an evidence base to inform programme operations and broader policy discussions. It will contribute directly to ILO’s research agenda on decent work in supply chains.





The #CoffeePeople campaign reached more than 25 million people through social media and facilitated eight concrete pledges from various stakeholders to improve OSH in the coffee supply chain.



## Advocacy, visibility, and communication

Vision Zero Fund has positioned itself as an important global vehicle through which to promote knowledge and awareness of OSH in SCs. It has done so in various ways.

- Since its inception, the Fund has participated in countless global, regional, and national events to place OSH in supply chains on the global agenda and to highlight the Fund's comparative advantage in addressing unique challenges, especially in countries with limited resources and weak legal, policy and institutional frameworks. These include participation in global fora such as the G7 and G20 Employment Working Groups, and the World Congress on Safety and Health at Work, to name a few.
- In addition, the Fund organized or co-sponsored other important events to raise awareness and promote the work of the Fund, including information sessions for G20 members and the recurring Vision Zero Summits.

The Fund has also made great efforts at elevating the voices of its ultimate project beneficiaries through the [documentation of good practices](#) and development of [human-interest stories](#). It has implemented a [global campaign](#) to promote OSH as a fundamental principle and right at work. The campaign reached more than 25 million people through social media and facilitated eight concrete pledges from various stakeholders to improve OSH in the coffee supply chain.

To ensure that its knowledge products reach a broader global audience, the Fund established a [dedicated webpage](#) (in three languages) with a distinctive look and feel. The Fund has also developed a unique verbal and visual identity and established a social media presence.





The Fund's significant investment in research, communication and visibility has resulted in increased global recognition for its work.

- Two years after its launch by the G7, the Fund was also endorsed by the G20. In 2022, **the G7 again expressed its commitment to support the Fund**, recognising "the important contribution the Vision Zero Fund makes to improving OSH in supply chains".
- In 2018, the **European Commission** agreed to "(f)urther cooperate on decent work in supply chains, including on safer workplaces, in the context of the G20, the G7, the Vision Zero Fund and in other relevant fora".
- Within the ILO, the Fund has been recognised as **one of the three "most prominent" ILO programmes** working in supply chains.
- Finally, in 2023, the Fund received the prestigious **International ORP Foundation Recognition Award** in acknowledgement of its commitment to building safe and healthy supply chains and to achieving real improvements in the health and safety of some of the most vulnerable group of workers.

## Monitoring & evaluation

Monitoring data is gathered on a continuous basis at global and country levels, allowing for a constant evaluation of planning and actual developments, which, if needed, ensures that problems are identified and corrected in a timely manner. In addition, it captures lessons learned from project design and implementation, which informs the design of new country level initiatives.

Progress reports are prepared and submitted to the Steering Committee every 12 months. Reports include a summary of the activities carried out at global and country levels, analysing progress made by the Fund towards its strategic outcomes, compiling lessons learned, and describing next steps. Reports include, where relevant, results on gender equality and women's empowerment in a consistent and coherent manner.

## Sustainability

Sustainability has always been a top priority for Vision Zero Fund since its inception. At the country level, joint commitment from businesses, government, social partners, and stakeholders is a key eligibility criterion. Country level projects are designed through a participatory process, with key stakeholders having a lead role in the development of the assessment of the drivers and constraints for OSH improvement. Country-level efforts combine workplace, industry, institutional, and policy interventions, fostering institutional learning and capacity building for long-term sustainability and scalability.

Global activities ensure alignment across countries, utilizing data from the monitoring and evaluation framework

to identify effective OSH prevention strategies. Research and tools are disseminated globally and locally, enhancing OSH interventions by the ILO and other organizations.

The financial sustainability of the Fund relies on sustained financial support from governments, intergovernmental and nongovernmental organizations, and private sources, including companies, foundations, and individuals.

To maximize flexibility and minimize administrative costs, donors are encouraged to contribute multi-year pooled, non-earmarked resources. However, earmarking funding for specific countries or sectors is also accepted within the Vision Zero Fund framework.







# Governance

The global governance structure consists of three main components namely the Vision Zero Fund Steering Committee, the Vision Zero Fund Advisory Committee, and the Global Tripartite Advisory Committee for the Flagship Programme on OSH (GTAC-OSH).

In addition, a high-level Vision Zero Fund Forum will continue to be convened on a regular basis to raise the political profile and visibility of the Vision Zero Fund, inform Vision Zero Fund's overall strategic direction, and promote cross-border social dialogue among actors in supply chains.

## **Vision Zero Fund Steering Committee**

The Steering Committee (SC) is the Fund's only decision-making body. It approves work plans and reports (including progress reports and budgets), considers and approves proposals from the Vision Zero Fund Secretariat for new projects (including country and sector selection), and oversees the implementation of the Vision Zero Fund Strategy. The SC meets at least twice a year.

## **Vision Zero Fund Advisory Committee**

To allow the social partners to play a meaningful role in the governance of the Vision Zero Fund, a Vision Zero Fund Advisory Committee (AC) has been established. While not a decision-making body, the Committee allows the social partners to influence and shape the strategic direction of the Vision Zero Fund and to provide input into items that will require the formal decision of the Vision Zero Fund Steering Committee, including Vision Zero Fund's expansion into new countries and sectors / supply chains.

## **Global Tripartite Advisory Council on OSH**

As part of the ILO's Safety and Health for All Flagship Programme, the Vision Zero Fund also participates in the Global Tripartite Advisory Council (GTAC-OSH). The GTAC-OSH is made up of representatives from Employers' and Workers' Groups, partner governments where the Flagship is implemented, and partner governments who are resources and / or development partners to the Flagship Programme.

## **Vision Zero Fund Forum(s)**

While not officially part of the Vision Zero Fund governance structure, a Vision Zero Fund Forum will be convened on a regular basis, with the objective of raising the political profile and visibility of the Fund. In addition, the Vision Zero Fund Secretariat will also organize regular smaller, thematic events to further strengthen political support, and explore opportunities in the margins of other national and international events to organize Vision Zero Fund-specific forums or activities to increase the Fund's visibility.



Garment worker in Cambodia, ILO 2022

### **National Governance**

National Vision Zero Fund Tripartite Project Consultative Committees (PCC) are established in each country where Vision Zero Fund operates to ensure continued engagement and ownership by national stakeholders and dialogue on the approaches to be taken. The role of the PCC is to:

- promote the adoption of the goals of the Vision Zero Fund by national policymakers and business leaders;
- monitor and report to the Vision Zero Fund Steering Committee on progress, achievements, obstacles, and lessons learned;
- provide guidance to national stakeholders.

“The Vision Zero Fund takes the right approach by organizing collective action. We need to make it work to achieve broader systemic change.”

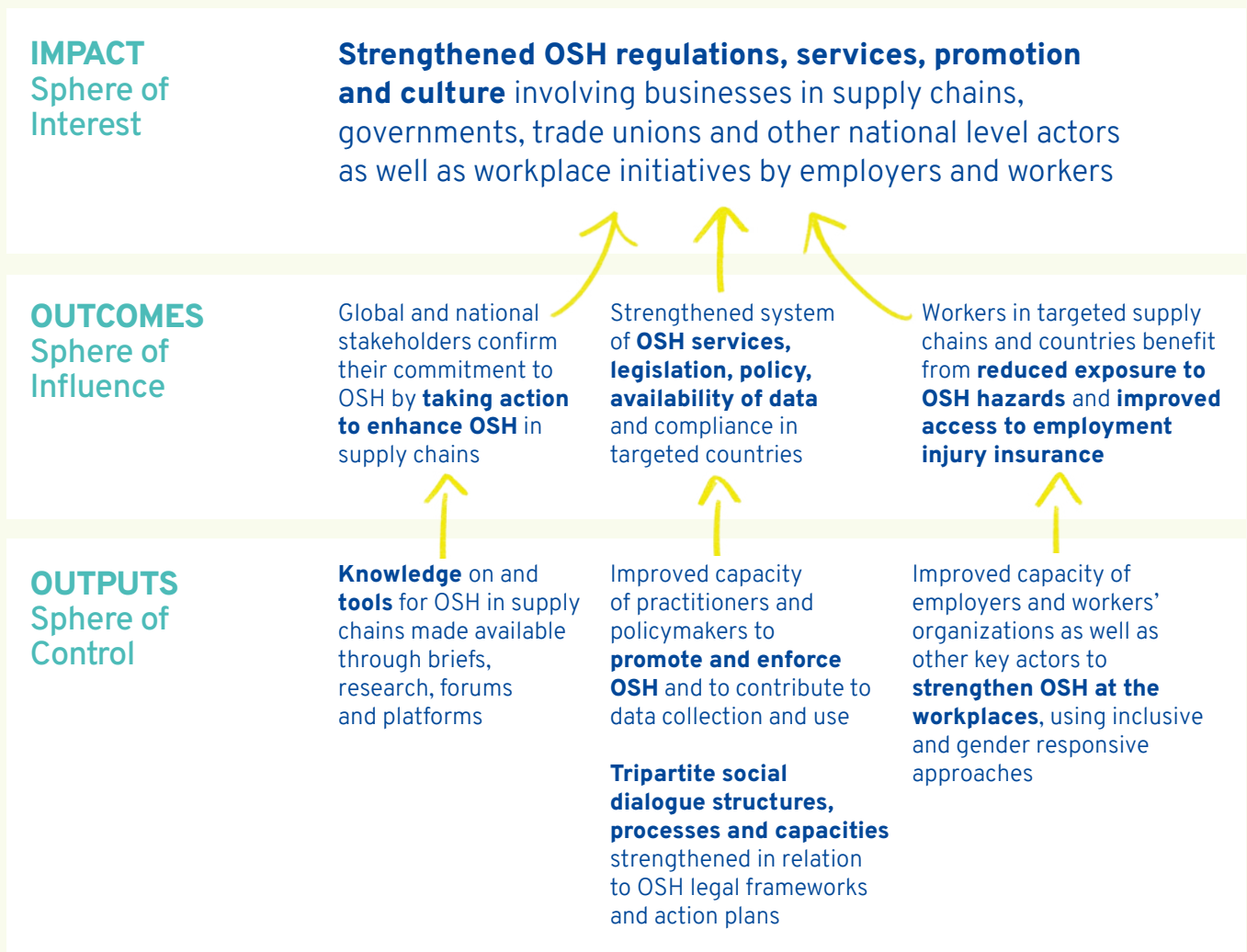
– Pierre Vincensini  
Senior Adviser, International  
Organisation of Employers (IOE)

“At its very best Vision Zero Fund is an exemplar, an example of what can be done in difficult circumstances through enabling effective collaboration between governments, unions and employers.”

– Rory O’Neill  
Occupational Health and Safety Adviser,  
International Trade Union Confederation (ITUC)

# THEORY OF CHANGE

## Vision: Zero severe and fatal work related accidents, injuries and diseases in supply chains







# VISION ZERO FUND

## Vision Zero Fund

Labour Administration,  
Labour Inspection and  
Occupational Safety and  
Health Branch

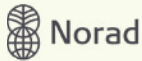
## International Labour Organization

Route des Morillons 4  
CH-1211 Geneva 22  
Switzerland  
[ilo.org/vzf](http://ilo.org/vzf)  
[vzf@ilo.org](mailto:vzf@ilo.org)

## Donors



This project is co-funded  
by the European Union



The Vision Zero Fund is part of Safety & Health for All, an ILO flagship programme building a culture of safe, healthy work.



International  
Labour  
Organization

+ SAFETY  
HEALTH  
FOR ALL