

VISION ZERO FUND

Magazine

VISION ZERO FUND: A DECADE OF ACTION

THE POWER OF
PARTNERSHIPS IN BUILDING
SAFER AND HEALTHIER
SUPPLY CHAINS



International
Labour
Organization

Magazine

Vision Zero Fund: A Decade of Action

THE POWER OF PARTNERSHIPS IN BUILDING
SAFER AND HEALTHIER SUPPLY CHAINS



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Over the past ten years, the Vision Zero Fund has established itself as a catalytic instrument for advancing occupational safety and health (OSH) across supply chains. Supply chains represent a strategic entry point for addressing both persistent and emerging OSH challenges. Through its collective action model, the Fund generates evidence, promotes learning, and strengthens systems and practices on the ground, enabling improvements in workplaces. Its results speak for themselves: over 8 million workers have been reached across 14 countries in four key supply chains—agriculture, construction, electronics, and garments.

The Fund is a key component of the International Labour Organization's Programme Safety + Health for All, and a major contributor to the ILO Occupational Safety and Health Strategy adopted by the ILO's Governing Body in 2023. Its work is anchored in a broader global context shaped by important advances, including the recognition in 2022 of a safe and healthy working environment as a fundamental principle and right at work, which has created renewed momentum for strengthening OSH efforts worldwide, alongside an expanding body of international standards addressing a wide range of hazards and risks.

As the world of work undergoes profound change, workers are increasingly exposed to a complex and evolving risk landscape that combines longstanding hazards with emerging and re-emerging ones. Technological advancements, and changing weather patterns and the growing frequency and intensity of extreme weather events are reshaping occupational risk profiles, with consequences for workers and their families, for enterprise productivity, and overall economic performance.

In this evolving context, the Fund remains a critical instrument for translating global commitments into concrete action. The ILO will continue to support its work, fostering inclusive and responsive approaches that promote safe and healthy working environments for all, while addressing inequalities and advancing social justice.

Joaquim Pintado Nunes



OCKERT DUPPER

Global Programme
Manager, Vision Zero
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Organization

This report brings together reflections from the International Labour Organization's Vision Zero Fund's partners on the importance of advancing occupational safety and health (OSH) across supply chains. Testimonies from governments, employers' and workers' organizations, as well as private sector and other actors capture both the progress made over the past decade and the challenges that remain. At its core, the report reflects a shared recognition: safer and healthier working environments are fundamental to sustainable and equitable supply chains.

Over the past ten years, the Fund has demonstrated the transformative power of partnership. By fostering collaboration across sectors and regions, it has supported collective action that delivers practical, locally grounded solutions. These experiences reaffirm the central role of social dialogue and tripartism in driving meaningful change, while also underscoring the urgency of addressing persistent gaps, particularly in reaching the most vulnerable workers and advancing gender equality.

A consistent message emerges from these reflections: as supply chains grow more complex, advancing OSH requires strong collaboration and partnerships across public and private actors. The insights point to the need for greater policy coherence, stronger alignment between responsible business conduct principles and national systems, and sustained engagement to support effective implementation.

We extend our sincere gratitude to all partners who contributed to this report and to the broader efforts of the Fund. It is our hope that the insights presented here will inspire renewed commitment and inform future dialogue—strengthening the role of collaborative initiatives as platforms that connect actors, align efforts, and accelerate progress towards a world of work where safety and health are ensured for all.

Ockert Dupper

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Evolution

ILO VISION ZERO FUND 2016-2026



Work implemented in collaboration with **80+ ILO constituents**

Collaboration with **11 ILO technical departments**

20+ strategic partnerships

13 assessments on **drivers and constraints for OSH improvement** completed

100+ **knowledge and training** products developed

VZF organized or participated in 55 global and regional events

15 references to VZF in G7 and G20 communiqués

First VZF High-Level Forum attended by **18,000+ participants** (2021)

VZF re-endorsed by the G7, and **mandate expanded** to include the impact of climate change on worker safety and health (2022)

VZF receives the **ORP Foundation award** for its work to improve OSH in supply chains

Vision Zero: Achieving a world without fatal or serious occupational accidents and diseases 2026 - 2018

Collective action for **safe and healthy supply chains 2019 - 2023**

Realizing the **right to a safe and healthy working environment** in supply chains through collective action 2024-2028

Webpage and LinkedIn channel launched



4 supply chains
14 countries

Strategies

PROGRAMMATIC ASPECTS

COMMUNICATION AND VISIBILITY

GOVERNANCE STRUCTURE AND DEVELOPMENT COOPERATION

KNOWLEDGE GENERATION AND DISSEMINATION

PARTNERSHIPS

HIGHLIGHTS

- Strategic and programmatic alignment with the Safety+Health for All Flagship Programme (2019)
- Private sector engagement strategy approved (2020)
- Collective action and gender mainstreaming developed (2021)
- 11 evaluations conducted



8+ million workers that have benefited from VZF interventions

USD 40 million

160+ knowledge and training products developed

What is collective action?

Collective action is defined as a **multi-stakeholder approach** that involves governments, workers and trade unions, national, transnational and global employers and their organizations, multilateral organizations, 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.**



Partners

VOICES FROM THE PARTNERS

Since its inception in 2016, collective action has been at the core of the Fund's approach, recognizing that **occupational safety and health (OSH)** challenges in supply chains are too complex for any single actor to address alone.

Over the past decade, the Fund has mobilized diverse partners to tackle persistent OSH challenges, building coalitions that drive meaningful, system-wide change across sectors.

To reflect on progress and look ahead, we invited key partners to share their views on three questions:

- **why** safety and health in supply chains matter today;
- **which** elements of the Fund's collective action model have proven most effective; and
- **what** role the Fund can play in the years ahead to sustain progress.

Their insights offer valuable reflections as the Fund enters its next decade.

GERMANY – FEDERAL MINISTRY OF LABOUR AND SOCIAL AFFAIRS (BMAS)

The Vision Zero Fund was established under Germany's G7 (Group of Seven) Presidency in 2016 and endorsed by the G20 (Group of Twenty) in 2017. Throughout this decade, the German Federal Ministry of Labour and Social Affairs (BMAS) has played a central role in the Fund's evolution—providing the strategic vision that shaped the initiative, mobilizing political commitment around a shared goal, anticipating emerging OSH challenges, and helping to drive effective responses that advance OSH in supply chains.

The importance of OSH in supply chains

Today's economy is defined by extremely complex and increasingly fragmented supply chains. Tragedies such as the Rana Plaza incident in 2013 have demonstrated that occupational safety and health hazards are inherent risks within supply chains. Therefore, establishing and maintaining safe and fair working conditions throughout supply chains is not only a moral imperative, but also a cornerstone of a well-functioning labour market - one that strengthens the economies in all the countries involved. The strong results achieved by the Vision Zero Fund stand as clear evidence of this.

Key elements of Vision Zero Fund's model

In Germany, the social partnership model has proven its value over many decades. We are convinced that a consensus-oriented, tripartite approach is essential for the Fund to operate effectively in project countries. Meaningful progress in occupational safety and health requires the active engagement of governments, employers, and workers. The Fund embodies this principle, reflecting the shared commitment of the founding G7 members and the ILO.



FUTURE ROLE OF VISION ZERO FUND

Together with its European partners, Germany has recently revised the Corporate Sustainability Due Diligence Directive, to ensure a level playing field across Europe. The Fund can play an important role in supporting the implementation of binding measures such as this Directive. It can also serve as a platform for dialogue among international partners, including the private sector, whose engagement we hope will continue to grow.

At the same time, projects in Vietnam, Indonesia, and Mexico delivered promising results in advancing the Fund's work on OSH and climate change. Germany looks forward to further strengthening its understanding of these and other emerging risks to workers' safety and health, and to developing timely and effective responses.

We see the work of the Vision Zero Fund as a forward-looking example of a comprehensive approach to addressing OSH across entire supply chains.

EUROPEAN UNION - EUROPEAN COMMISSION'S DIRECTORATE-GENERAL FOR EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION (DG EMPL)

The European Union has been a key donor to the Fund since its inception. Support from the European Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) has enabled its expansion across agricultural supply chains in Africa, Asia and Latin America, while strengthening its evidence base through research and practical tools. The EU's strategic and financial contributions have particularly driven innovation, deepened global partnerships, and reinforced a gender-responsive approach.

The importance of OSH in supply chains

The EU is committed to promoting safety and health at work. Ensuring robust safety and health standards is a necessity to safeguard workers and sustain efficient, ethical and resilient supply chains. Without proactive measures, the human cost of supply chains will continue to grow, undermining both worker well-being and operational integrity. Therefore, we must continue improving health and safety and responding to the specificities of these issues in supply chains at home and globally.



Vision Zero Fund stands out as a highly effective initiative promoting a proactive culture of safety and health across sectors and countries. By setting an ambitious yet necessary goal of zero workplace deaths, accidents, and diseases, it sends a clear message of zero tolerance for unsafe working conditions.

Key elements of Vision Zero Fund's model

The Fund's strength lies in its strong emphasis on prevention—ensuring that safety measures are put in place to protect all workers, with particular attention to the needs of vulnerable groups. This approach fosters fairer, more inclusive workplaces in which risks are systematically identified and addressed. Successful initiatives, such as those in Mexico, Lao PDR, and Ethiopia, clearly demonstrate the Fund's tangible impact. By monitoring and continuously improving safety standards, the Fund not only helps reduce workplace hazards but also advances decent working conditions—contributing to fewer occupational accidents and fatalities, and reinforcing these objectives as a global priority.



FUTURE ROLE OF VISION ZERO FUND

A key strength—and challenge—of the Fund lies in its ability to bring together diverse stakeholders. The Fund has the potential to further bridge the gap between policy and practice by translating strategic objectives into concrete, effective measures that are sustained over the long term, rather than limited to the duration of individual projects. An example is the Fund's work in Uganda and Brazil, where successful approaches have been replicated and scaled up in collaboration with other ILO projects—some funded by other European Commission Directorates-General—thereby mainstreaming OSH and amplifying impact.

The Fund's activities are instrumental in supporting countries in meeting the requirements set out in EU trade agreements and legislation and in advancing the EU's commitment to responsible and sustainable supply chains. Ultimately, its impact lies in fostering a strong OSH culture and effective stakeholder collaboration, protecting workers and promoting decent work worldwide.

The Fund's continuation and expansion are essential to sustaining progress on health and safety worldwide.

FRANCE – DELEGATION FOR EUROPEAN AND INTERNATIONAL AFFAIRS (DAEI) / INTERNATIONAL OFFICE FOR LABOUR, EMPLOYMENT AND SOCIAL AFFAIRS

France has supported the Vision Zero Fund since its inception in 2016, serving as a key strategic, technical, and financial partner. Its contributions have been particularly impactful in strengthening agricultural and construction supply chains in Madagascar, supporting initiatives that led to the ratification of three ILO Conventions—including C155, C187, and C161—and enhancing the country's labour inspection system through an unprecedented collaborative effort.

The importance of OSH in supply chains

Following the Rana Plaza tragedy, France joined the Vision Zero Fund to shift from reactive compensation to proactive, collective prevention. This commitment emphasizes addressing the root causes of workplace disasters rather than merely managing their aftermath.

The COVID-19 pandemic further underscored that safe working conditions are essential for both global supply chain stability and public welfare. In response, the ILO elevated “a safe and healthy working environment” to a fundamental right in 2022. France actively supported this shift and ratified Convention No. 155, reaffirming its national dedication to occupational safety and health.

Key elements of Vision Zero Fund's model

Globally, the challenge is not a lack of action, but a lack of coordination. While governments, multinational corporations, and social partners all drive significant OSH initiatives and ILO convention implementation, these efforts are often fragmented.

The Vision Zero Fund (VZF) bridges this gap by fostering convergence across geographical and strategic objectives. Led by the ILO and governed by donor states and social partners, the Fund ensures collegial, coherent decision-making. Through its Steering Committee and field teams, the VZF maximizes synergies among stakeholders, transforming individual efforts into a unified pursuit of workplace safety.



FUTURE ROLE OF VISION ZERO FUND

In the coming years, the Fund is encouraged to build on its achievements and continue demonstrating its added value. First, it should maintain a focus on supply chains most vulnerable to OSH risks, such as agriculture, where climate change is expected to further increase hazards. Second, by highlighting its successes, the Fund can encourage broader collaboration with stakeholders and the ILO's expert teams. This also requires impartial evaluation of implemented projects, which can further motivate multinational companies to engage with and support the Fund.

We believe it is important for all countries affected by these issues—particularly EU and G7 countries, where many multinational enterprises concerned about these challenges are based—to join the Fund.

As a longstanding partner of the ILO in development cooperation, it was both natural and important for France to continue contributing to the improvement of OSH, particularly through support for the work of the Vision Zero Fund.

INTERNATIONAL ORGANIZATION OF EMPLOYERS (IOE)

The International Organisation of Employers (IOE) represents more than 150 national employer and business organisations from over 140 countries, collectively giving voice to the interests of around 50 million businesses worldwide across all sectors. As a member of the Fund's Global Advisory Committee, the IOE provides strategic guidance at both the global and country levels, with its national affiliates participating in Projects' Advisory Committees. Through its role in the Fund's governance, the IOE ensures that employers' perspectives are appropriately considered in strategic decision-making.

The importance of OSH in supply chains

Strong safety and health practices help businesses avoid accidents that can disrupt operations, delay deliveries, and strain supply chain relationships. By reducing safety and health risks, companies can maintain more stable and predictable day-to-day operations.

They also contribute directly to efficiency. Lower injury rates reduce downtime and absenteeism while boosting worker morale and engagement—leading to higher quality, reliability, and overall productivity. In addition, robust occupational health systems enhance resilience, enabling businesses to better withstand and adapt to unexpected disruptions.



The Fund's activities are based on the pragmatic ILO's approach to supply chains

Key elements of Vision Zero Fund's model

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FUTURE ROLE OF VISION ZERO FUND

We need a long-term vision for the Fund, built around four key pillars:

Data-driven interventions: Invest in sector- and country-specific risk analysis, indicators to guide actions, and real-time feedback loops to adapt programs effectively.

Constituent-led approach: Prioritize interventions based on national needs and sustainability, focusing on high-risk sectors identified by the ILO with governments and social partners.

Impact measurement: Demonstrate and communicate the Fund's concrete national-level impact, using KPIs to track progress and strengthen the business case for OSH improvements.

Capacity building: Expand technical support for employers and workers to foster social dialogue, collective action, and long-lasting systemic change.

Overall, IOE sees safety and health not just as a compliance requirement, but as a driver of business success.

INTERNATIONAL TRADE UNION CONFEDERATION (ITUC)

The International Trade Union Confederation (ITUC) represents 191 million workers in 169 countries and territories, with 340 national affiliates. It promotes and defends workers' rights through international cooperation, campaigning, and advocacy. ITUC is a member of the Fund's Global Advisory Committee, and its affiliates participate in national Project Advisory Committees. Its engagement helps ensure that workers' voices and priorities are reflected in the Fund's strategic decision-making.

The importance of OSH in supply chains

Improving OSH in supply chains, and in particular global supply chains, is central to today's workers' agenda because too often the risks associated with global production are borne by those with the least protection. Workers in lower tiers of supply chains—particularly in the informal economy, outsourced, or precarious and non-standard forms of employment—continue to suffer decent work deficits. Preventable injuries and occupational diseases remain a significant concern.

Respecting the right to a safe and healthy working environment is often a necessary condition for the full enjoyment of other fundamental principles and rights at work. The rights to Freedom of Association and to collective bargaining are key to having strong, independent and representative workers organisations that can keep the agenda of improving OSH in the supply chain. Where workers can organize and engage in social dialogue, risks are more likely to be identified and addressed effectively.

Key elements of Vision Zero Fund's model

The Fund's collective action model reflects the reality that improving OSH in supply chains requires cooperation across multiple actors. Bringing together governments, employers, and workers' organizations is indispensable for more coordinated and comprehensive responses.

The emphasis on prevention, capacity-building, and strengthening national systems—such as labour inspection—is particularly valuable in supporting longer-term improvements. In addition, efforts to connect global supply chain actors with national-level realities can help foster greater alignment of rights and responsibilities.

Ensuring stronger links between OSH and broader labour rights issues will also enhance impact, as many workplace risks are closely connected to wider conditions of work and representation.



FUTURE ROLE OF VISION ZERO FUND

Looking ahead, the Workers' Group expects the Fund to continue strengthening its impact while further embedding its work within the broader framework of the ILO's fundamental principles and rights at work. The Fund should continue to promote an integrated approach, linking OSH interventions with efforts to strengthen worker voice, social dialogue, and representation. Ensuring the active involvement of workers and their organizations at all stages of interventions is key to achieving lasting improvements in safety and health.

In addition, addressing underlying drivers of unsafe work in global supply chains—such as subcontracting practices and limited accountability—remains important. Continued alignment with evolving due diligence approaches and regulatory frameworks can support this.

The recognition of a safe and healthy working environment as a fundamental principle and right at work is an important milestone that must also be respected in the context of cross-border work.

ILO ACTION PROGRAMME ON SUPPLY CHAINS

In 2023, the ILO Governing Body adopted the ILO Strategy for achieving decent work in supply chains. Its implementation is coordinated through the Priority Action Programme on Decent Work in Supply Chains (AP/Supply Chains), drawing on the expertise of ILO field and policy units. The Fund's work is aligned with the Strategy's objectives and contributes to advancing its outputs.

How does the Fund's work contribute to advancing the ILO's strategy to promote decent work in supply chains?

The ILO's supply chain strategy calls on the Organization to take a leading role in ensuring decent work in supply chains by leveraging all available means of action. The Fund contributes to this agenda through several complementary channels.

It serves as one of the ILO's major development cooperation initiatives on supply chains and has operated in an integrated way finding synergies with other ILO interventions, as exemplified in the One ILO SIRAYE programme in Ethiopia. Its strong focus on research and knowledge generation has produced important insights into the drivers and constraints affecting OSH in supply

chains, significantly contributing to the ILO's body of knowledge on this topic, as reflected in the Supply Chain Evidence Hub.

Relatedly, through its communications and advocacy, the Fund has led innovative approaches to awareness-raising, most notably the #CoffeePeople global campaign promoting the right to a safe and healthy working environment in coffee supply chains, which reached more than 25 million people. Finally, the Fund contributes to policy coherence on OSH in supply chains by convening ILO tripartite constituents and supply chain actors, engaging on world-of-work issues such as commuting safety to align policies and practices that advance safer and fairer supply chains.



The Fund's adaptability to national circumstances is a defining feature



Key elements of Vision Zero Fund's model

The Fund's supply-chain-based partnership model brings together ILO tripartite constituents and supply chain stakeholders at the national and global levels to co-create solutions that reflect local capacities, market structures, and regulatory environments.

By grounding programme interventions in rigorous diagnostics, such as analyses of drivers and constraints affecting OSH, the Fund ensures that each initiative responds directly to country-specific needs and system dynamics. This approach leverages supply chains as entry points and strengthens relevance and effectiveness, allowing interventions to address the root causes of OSH deficits rather than symptoms alone, making the Vision Zero Fund a particularly innovative and effective mechanism for advancing safer and healthier working environments.

FUTURE ROLE OF VISION ZERO FUND

The Fund can build on a decade of lessons learned by continuing to adapt and evolve its approaches. Continuing to strengthen reliance on evidence and ensuring systematic knowledge sharing will be essential to shaping interventions that are responsive to diverse national contexts.

Looking ahead, working in an integrated, One ILO approach will be crucial, ensuring that OSH is embedded across the broader framework of ILO interventions on the ground. This will allow the Fund not only to scale impact but also to contribute to coherent, organization-wide efforts that safeguard the fundamental right to a safe and healthy working environment for all workers.

Learn more about the ILO's approach to decent work in supply chains:



NESTLÉ

The importance of OSH in supply chains

Improving safety and health in Nestlé's supply chains is fundamental to its responsibility toward the people who grow, harvest and process our raw materials. Coffee is often grown in diverse, rural and largely informal settings, where day-to-day working conditions can vary widely. In these contexts, farmers and workers may face constraints in accessing safe equipment, adequate protective measures, basic welfare facilities, and well-established first aid practices.

Key elements of Vision Zero Fund's model

Several elements of the Fund's partnership model have proven particularly effective for advancing safer and healthier working environments.

First, the participatory, action-oriented WIND training approach enables farmers to identify hazards themselves and co-design solutions that are practical and sustainable. This builds ownership at community level and ensures improvements are embedded in everyday practices rather than externally imposed. Second, the multi-stakeholder

structure is a major strength. The ILO provides technical depth on OSH, labour rights and social protection; Nestlé brings local presence, long-standing farmer relationships and scaling capacity; while governments, community groups, farmers' unions and women's unions help anchor the work in broader systems. This approach supports learning and engagement beyond Nestlé's immediate supply chain. The partnership brings together field-level experience and national-level dialogue, linking what we learn on farms with ongoing discussions on labour law, OSH and social protection in countries like Vietnam and Indonesia. This connection between practical insights and policy conversations helps create more coherent and lasting improvements.

Finally, the partnership embraces gender responsiveness, ensuring women and men have equal access to training and benefit from tailored OSH measures. This inclusiveness strengthens both relevance and impact.



FUTURE ROLE OF VISION ZERO FUND

Looking ahead, Nestlé sees the Fund as a key partner in consolidating progress and advancing the realization of the fundamental right to a safe and healthy working environment across agricultural supply chains. As we expand together into Colombia, Nestlé expects the Fund to continue providing technical guidance, evidence-based methodologies and capacity-building approaches that can be adapted to diverse contexts.

NIKE Inc.

In 2022, the Fund and Nike Inc. launched a joint initiative to reduce commuting-related deaths and injuries among garment and footwear workers. Built on a collective action approach, it developed a Theory of Change, along with case studies, training and practical tools. The partnership also launched the Fund's first Commuting Safety Challenge, supporting innovative solutions in Cambodia and Viet Nam and capturing and disseminating good practices.

The importance of OSH in supply chains

Improving safety and health in supply chains matters more than ever because it's both a fundamental right at work and a practical business imperative. Safer workplaces keeps workers healthy and on the job (which reduces lost time and boosts productivity), helps companies meet rising regulatory and human-rights due diligence expectations, and protects brands from the reputational damage that follows when preventable incidents occur.

Key elements of Vision Zero Fund's model

The Vision Zero Fund model is built for results: it takes big, multi-stakeholder commitments and turns them into on-the-ground tools, interactive training, practical guidance, and a clear theory of change aimed at systemic root causes, not quick fixes.

It keeps us moving in the same direction with shared accountability and measurable outcomes, while strengthening the know-how that helps workers make safer decisions. And because it's backed by a global expert network, solutions don't stay local—they scale.



FUTURE ROLE OF VISION ZERO FUND

Improving safety and health in supply chains matters because the risks are widespread—and the harm to workers is real.

When companies work with the Vision Zero Fund to find hazards and scale proven fixes, fewer workers get hurt, communities are safer, and business resilience is stronger.

SIEMENS

As the Fund's first private sector partner, Siemens helped shape its early approach while advancing initial activities in Ethiopia and playing a key role in the conceptualization of the Fund's construction project in Egypt. It is a valued thought partner of the Fund, and the co-organizer and host of its 10-anniversary event.

The importance of OSH in supply chains

From Siemens' perspective, it is more important than ever to improve health and safety in supply chains, because our responsibility does not end at our own factory gate. It also extends to external partners and to all those who contribute to our shared success along the supply chain.

In an increasingly complex world of work, our experience shows that sustainable transformation can only succeed if it is designed to be healthy and safe as well.

In our collaboration with the Fund, we have repeatedly seen that a clear and consistent approach is especially critical in countries with low safety standards. We do not treat contractors simply as external service providers, but as partners who are subject to binding health and safety requirements. For us, improving health and safety in supply chains is not a secondary issue, but an essential contribution to long-term, responsible, and sustainable business.



Real progress happens when different stakeholders work hand in hand toward a shared goal. This is exactly what we have experienced in our collaboration with the Vision Zero Fund.

Key elements of Vision Zero Fund's model

The Fund brings together a diverse group of stakeholders, linking international standards to local realities. During our first joint VZF project in Ethiopia in 2017, we learned that health and safety cannot be advanced through rules alone, but must be embedded in everyday working life through training, awareness-building, and practical support.

The same is true in Egypt today. Under the current project, the Fund is supporting the integration of OSH standards in the construction of the high-speed rail network, through the promotion of safe processes, skills development, and a strong safety culture. For us, that is the strength of this model: it creates lasting improvements beyond a single project.



FUTURE ROLE OF VISION ZERO FUND

Looking ahead, the Fund can play a decisive role in translating sustainability commitments into scalable improvements across global supply chains. As ESG and transparency expectations rise, so does the need for approaches that connect ambition with implementation.

Crucial to this effort are integrating into national training systems, upskilling workers, strengthening social partners, providing technical support, and building effective labor inspection structures.

Impact grows when proven approaches are applied country-wide rather than limited to specific sectors, helping international companies operate more safely. Digital tools also offer significant opportunities to make training accessible and accelerate learning. Most importantly, we must embed a strong culture of prevention to ensure safer, more resilient, and sustainable supply chains.

This is precisely where the strength of the VZF lies: it links global standards with local expertise and supports countries and organizations through a holistic approach to building adaptive and resilient systems for occupational health and safety.

INSTITUTION OF OCCUPATIONAL SAFETY AND HEALTH (IOSH)

The Vision Zero Fund is one of the few spaces where the ILO, governments, employers, workers and major multinationals genuinely collaborate around practical, impact-driven prevention. This is vital at a time when expectations on transparency, due diligence and decent work are rapidly rising.

IOSH's collaboration with the Fund has strengthened and sharpened our approach to occupational safety and health by anchoring our work more firmly in global, multi-stakeholder action. Overall, VZF has encouraged IOSH to engage more visibly and ambitiously in global supply chain safety conversations.

Looking ahead, IOSH sees the Vision Zero Fund as a critical driver for turning global commitments on safe and healthy work into practical capability across supply chains. We believe its future role should focus on translating standards and expectations into real capability at the point of work. As regulatory pressures grow, the Fund can help ensure that responses prioritise worker protection, not just compliance.



GERMAN SOCIAL ACCIDENT INSURANCE (DGUV)

The establishment of the Fund has strengthened the German Social Accident Insurance (DGUV) in its approach that prevention comes before rehabilitation and rehabilitation – sometimes described as disability prevention – comes before compensation. Prevention pays off – so does the engagement for the Vision Zero Fund!

DGUV is proud that we have been chosen as a partner for the first activity of the Fund in 2017 in Myanmar to support the country's Social Security Board in a series of reforms. The approach of the Fund to increase the sustainability of the project by including the social partners from the very beginning showed us that social dialogue is an important element in an area which is often focused on merely technical issues.

In this spirit DGUV looks forward to further cooperating with the Fund particularly after it moved to directly address the impact of climate change on worker safety and health in response to the G7's 2022 directive. The latest Fund project aiming to improve the safety and health of workers engaged in the construction of Egypt's high-speed rail system provides a great opportunity to further implement the Memorandum of Understanding DGUV signed with the ILO in 2023 and to strengthen the element of evidence-based policy-making in the context of OSH and climate change.

With the ILO Vision Zero Fund and the Vision Zero Strategy of the International Social Security Association (ISSA) we see two major initiatives aimed at improving safety and health in global supply chains. Aligning these two initiatives could generate substantial added value

INTERNATIONAL COFFEE ORGANIZATION (ICO)

Collaboration with the Fund has encouraged the ICO to further integrate occupational safety and health into its sustainability agenda. It has strengthened our understanding of labour conditions across the coffee value chain and informed recent work, including a policy brief on Brazil highlighting progress and practical approaches to improving working conditions. Looking ahead, the Fund can support the ICO by strengthening its capacity to guide Members on labour and due diligence issues in the coffee sector. Through its convening role and technical expertise, it can provide practical tools, evidence, and partnerships that help the ICO promote safer and healthier working environments across the coffee value chain.

GLOBAL COFFEE PLATFORM (GCP)

Working with the ILO Vision Zero Fund allowed us to pilot institutionalizing OSH into training materials at origin. Thanks to our partnership, we were able to revise the National Sustainability Curricula (NSC) for Arabica coffee in Vietnam to include OSH as a cross-cutting topic. The NSC serves as the basis of the public sector's extension training for coffee in Vietnam, and the updated version was approved by the Vietnamese Ministry of Agriculture in August 2023. Receiving this official endorsement meant that government extensionists' training will include the relevant information on OSH going forward.

Looking ahead, GCP encourages the Fund to continue to share the latest research and best practices on OSH, and to foster cross-commodity learning on shared challenges.



INTERNATIONAL WOMEN IN COFFEE ALLIANCE (IWCA)

Informing the farming communities about everyday occupational risks is essential. Equally important is equipping them with practical methods, technologies, and procedures to prevent harm, reinforcing shared responsibility for safety. Today, these practices are more critical than ever at every level.

As women's participation in agricultural work becomes more visible, it is increasingly important to accelerate efforts to address the OSH deficits they face. Vision Zero Fund understood this, and placed a focused emphasis on women's wellbeing in the agricultural sector - in particular in the coffee sector -, analysing these specific risks and promoting targeted methods and practices for their prevention.

IWCA is grateful for the joint work carried out to date. Experience collaborating with organizations that safeguard women's welfare, such as the Fund, provides a clear pathway to improving working conditions.



The Next Chapter

FROM RESULTS TO SUSTAINABLE IMPACT

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Drawing on a decade of experience and results, the Vision Zero Fund will continue to drive collaboration, promote innovative approaches, and reinforce its efforts to improve safety and health outcomes for workers across supply chains.

OOCKERT DUPPER, GLOBAL PROGRAMME MANAGER,
VISION ZERO FUND

Over the past ten years, the Fund has achieved significant and far-reaching results. Through collective action, it has strengthened policy frameworks, improved workplace practices, and reached millions of workers across supply chains, laying a strong foundation for safer and healthier working environments. Its efforts have also advanced gender-responsive approaches and social justice, ensuring that interventions address the differentiated needs of women and men and contribute to more inclusive and equitable workplaces.

These achievements highlight both the strength of its approach and its capacity to generate even greater impact in the years ahead. They would not have been possible without the strong engagement of its partners—several of whom have contributed their perspectives to this publication.

Guided by its current strategy, “Realizing the Right to a Safe and Healthy Working Environment in Supply Chains through Collective Action (2024–2028),” the Fund will continue working across priority supply chains in Asia, Africa, and Latin

America, supporting ILO constituents in addressing both emerging and persistent OSH challenges at global, national, and workplace levels.

The challenges ahead remain significant, and partnerships will be more critical than ever to accelerate progress and uphold the fundamental right to a safe and healthy working environment for all. We call on all stakeholders to join these efforts to achieve lasting results and meaningful impact for workers worldwide.



Real progress happens when different stakeholders work hand in hand toward a shared goal. This is exactly what we have experienced in our collaboration with the Vision Zero Fund.

JOIN OUR GLOBAL EFFORT!





VISION ZERO FUND

Vision Zero Fund brings together governments, employers' and workers' organizations, companies, and other stakeholders to advance towards the vision of achieving zero severe and fatal work-related accidents, injuries and diseases in global supply chains.

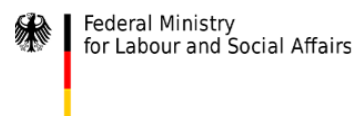
The Fund works at global, country and workplace levels, and currently focuses on the agriculture, construction, and garment supply chains. It is an initiative of the G7, and has been endorsed by the G20. The International Labour Organization (ILO) administers the Fund and implements its projects.

Occupational Safety and Health and Working Environment Branch (OSHE)

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