



Institute *for the*  
Future of Work

# Strategy

# 2021-2

Putting people first

A network diagram consisting of several dark blue circular nodes connected by thin, light blue lines. The nodes are arranged in a roughly triangular pattern, with the most connections occurring between nodes in the lower half of the diagram. The diagram is partially obscured by the blue background shape on the left.

## The mission

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The Institute for the Future of Work (IFOW) is an independent charitable trust with a mission to shape a fairer future through better work. We put people first, with a focus on those most vulnerable to the adverse effects of fast-paced change. We seek to advance understanding of the impacts of technology on work and develop practical solutions that will promote the wellbeing and prosperity of people across the country.

To deliver our mission, we:

- **Build evidence**  
on impacts of technology at work and the wider implications of these changes on society
- **Offer insight**  
and analysis for evidenced-based policy and decision-making including direct worker insight whenever we can
- **Connect people**  
with different perspectives to enrich understanding and ideas
- **Solve problems**  
by designing innovative and actionable solutions tailored to a project
- **Drive change**  
by engaging policy and decision-makers to share and scale transformative solutions.

## Our values

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The change we create is shaped by what we value. IFOW's values are:

- **Collaboration**  
We value working collaboratively with those who share our mission
- **Inclusivity**  
We include and empower the people experiencing the problems we are trying to solve
- **Diversity**  
We are committed to actively promoting equality and diversity within and beyond our organisation
- **Independence**  
We are politically neutral and work closely with actors across the political spectrum
- **Innovation**  
We combine traditional and new methods in innovative ways to advance our mission.

## The context

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Covid-19 has hit people, societies and the economy in the middle of the greatest technological transformation since industrialisation. This ‘double disruption’ is changing work at every level.

The pandemic has struck worst in communities that already suffered from poor health, social and economic conditions, exacerbating entrenched inequalities. Technology offers vast opportunities but the risks and rewards are not evenly shared: for instance automation affects different sectors and groups of people in different ways; workplace technology can strip people of their autonomy and dignity; and the irresponsible use of data-driven technologies can amplify existing gender, socio-economic and race inequalities.

Work is at the centre of people’s lives. It is the thread that connects people’s everyday experience with their communities, the economy and the state, public policy and private ventures. By orienting ourselves towards building a future of good work, we can enable people, communities, and our nation to flourish, promoting a happier, healthier and more innovative country, fuelling the post-pandemic recovery and building resilience to future shocks.

Good work is work that promotes dignity, autonomy and equality; work that has fair pay and conditions; work where people are properly supported to develop their talents and have a sense of community. Our principles of good work are set in the Good Work Charter.

### The Good Work Charter

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- 1 Access**  
Everyone should have access to good work

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- 2 Fair pay**  
Everyone should be fairly paid

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- 3 Fair conditions**  
Everyone should work on fair conditions set out on fair terms

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- 4 Equality**  
Everyone should be treated equally and without discrimination

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- 5 Dignity**  
Work should promote dignity

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- 6 Autonomy**  
Work should promote autonomy

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- 7 Wellbeing**  
Work should promote physical and mental wellbeing

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- 8 Support**  
Everyone should have access to institutions and people who can represent their interests

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- 9 Participation**  
Everyone should be able to take part in determining and improving working conditions

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- 10 Learning**  
Everyone should have access to lifelong learning and career guidance

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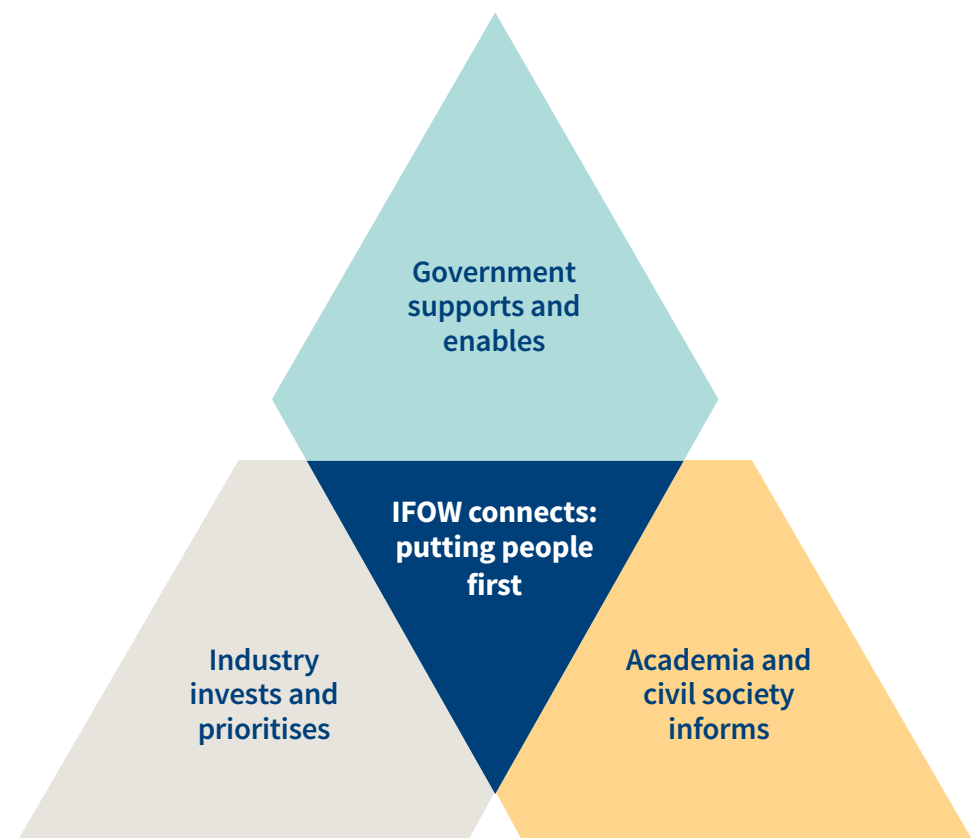
## Our theory of change

Work is central to the wellbeing and prosperity of people and communities as they face the double disruption of technological transformation and the pandemic. Our research shows that good work builds resilience to economic and health shocks; and that creating and improving future work is the most effective way to spread the benefits and mitigate the risks of the technological change. A future of good work must therefore be central to meeting both of these challenges.

IFOW works at the intersection of government, industry and civil society to create the systemic change needed to transform the future of work. We practise and support partnership working to shape a fairer future through better work.

A fairer future through better work can be achieved when:

- Government supports and enables good work
- Regulators steer and intervene to create good work
- Industry chooses and models good work
- Civil society sets the agenda for good work
- Investors prioritise and require good work
- Academia researches and informs good work.



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## Our theory of change *continued*

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IFOW's current focus and strengths are on building an evidence base through practice-focused research and designing practical solutions to drive action from decision-makers at a national and local level.

We've pioneered a social policy innovation accelerator to convene diverse voices, working in partnership, to tackle challenges in ways that keep pace with the speed of technological change.



## Programmes

### Changing Work

We will shape a fairer future through better work by ensuring decision makers understand and value the role of good work to promote wellbeing and prosperity across the country. We will work to ensure that the creation of sustainable, good work is integrated into plans for the post-pandemic rebuild.



#### Target outcomes to August 2023:

- Build a robust evidence base of the immediate and wider impacts of technological disruption on work and welfare for decision makers to draw on
- The social, economic and health case for creating good work is clearly articulated and widely understood
- Policy makers and business leaders understand and address growing inequalities at work as it transforms
- National and local government build embed good work as a central cross-cutting objective in their recovery plans and the Cabinet Office initiates Work 5.0 Strategy
- Policy makers and business leaders' value and reward retail, caring and human 'service' work more highly.

### Power

We will shape a fairer future through better work by ensuring the changes brought by technological transformation reduce rather than exacerbate structural inequalities. We will work to ensure that new technologies are deployed in ways that promote people's equality, dignity and autonomy at work.

#### Target outcomes to August 2023:

- Build a robust evidence base of the immediate and wider impacts of technological disruption on equality, dignity and autonomy
- Policy and business leaders have a better understanding of the impacts of data-driven technologies on equality, dignity and autonomy
- Policy makers and business leaders recognise their responsibility for these impacts and address the risk of 'automating' inequalities through the pandemic
- Law, statutory and advisory guidance is improved to advance accountability for 'automated' inequality
- Decision-makers undertake and disclose impact assessments of algorithmic systems, including impacts on equality; and practise inclusive dialogue about the introduction and use of data-driven technologies at work
- The benefits of social partnership are recognised and adopted more widely.

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## Programmes *continued*

### People

We will shape a fairer future through better work by embedding people's experience into our research and responses to technological disruption to ensure a transition that puts people first. We will promote our partnership approach and work to see it adopted in the design and deployment of new technologies, and to support workers through transition more widely.



#### Target outcomes to August 2023:

- Policy and decision-makers have a better understanding of workers' experience and perspective of technological disruption
- New approaches to hearing and magnifying workers' voice, and to participation, are developed and practiced
- IFOW's social policy innovation accelerator ('SPIA') is used, improved and shared more widely to achieve this outcome
- Policy and business leaders appreciate the human and business case to involve workers in decision-making and better engage workers when introducing and using technology at work
- Business leaders, technology developers and institutions have access to guidance and tools to help them achieve this goal.

## Our uniqueness

Our strategy is the foundation of our uniqueness:

- **Working at the intersection of policy, academia and business**  
Our uniqueness comes from connecting and sharing different perspectives to enrich understanding and build bridges
- **Setting a vision for the future of good work**  
Our uniqueness comes from sharing cross-disciplinary, world-class thought-leadership via our Board, Founder Circle and specialist network
- **Giving people at the sharp end of transition a voice**  
Our uniqueness comes from accessing, understanding and integrating worker insight and perspective throughout our work, putting people first in practice
- **Shining a light on key challenges, risks and opportunities**  
Our uniqueness comes from its ability to identify, unpick and respond to new and complex problems
- **Taking our practical research and solutions to the front line of British politics**  
Our uniqueness comes from the depth and level of connections to Parliament and policy-makers.

## Our leaders

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### **Naomi Climer CBE** **Co-Founder and Co-Chair**

Naomi is an engineer and leader who was the first female President of the Institution of Engineering and Technology. Previously, she was chair of the Government's Future Communications Challenge Group and President of Sony's Media Cloud Services.

### **Sir Christopher Pissarides** **Co-Founder and Co-Chair**

Sir Christopher Pissarides is the Regius Professor of Economics at the London School of Economics. He was awarded the 2010 Nobel Prize in Economics for his work on unemployment, and leads research for the Employment in Europe programme.

### **Anna Thomas** **Co-Founder and Director**

Anna was formerly a barrister from Devereux Chambers, specialising in employment law and appointed a Counsel to the Equality and Human Rights Commission. Anna was Head of Future of Work Policy for the Future of Work Commission and is a Fellow of IPR and RSA.

### **Anne-Marie Imafidon MBE** **Trustee**

Anne-Marie is Head Stemette and co-founder of Stemettes – an award-winning social enterprise inspiring girls and young women into Science, Technology, Engineering and Mathematics roles.

### **Helen Mountfield QC** **Trustee**

Helen is a barrister and former head of Matrix Chambers, now Principal of Mansfield College, Oxford. Previously, Helen was Co-Chair of the Future of Work Commission with Tom Watson MP.

### **Dr Nadia Danhash** **Trustee**

Nadia is an investment manager and business developer who has led the Royal College of Art's enterprise and entrepreneurship centre, InnovationRCA, for a decade.

### **Graeme Nuttall OBE** **Trustee**

Graeme is a partner at Fieldfisher. He was the Government's independent adviser on employee ownership and authored 'Sharing Success: The Nuttall Review of Employee Ownership'.

### **Martha Dalton** **Trustee**

Martha is a Co-founder and Managing Director of Lodestone Communications. Martha has worked on numerous national political campaigns and set up RegistHERtoVote, which engages and amplifies the voices of women in politics.

### **Mohammad Chowdhury** **Treasurer**

Mohammad Chowdhury is a Partner at PwC. He has deep industry experience in 4.0 and related tech, having worked in 86 countries advising operators, the World Bank, UN Broadband Commission and the WEF, among others.





**Institute** *for the*  
**Future of Work**

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