



**SAMI Consulting**

robust decisions in uncertain times



ROBUST DECISIONS IN UNCERTAIN TIMES

**EXECUTIVE EDUCATION**

JANUARY — DECEMBER 2021

# ROBUST DECISIONS IN UNCERTAIN TIMES: PROGRAMMES FROM SAMI CONSULTING

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# EXECUTIVE EDUCATION FOR UNCERTAIN TIMES

The world is changing. Fast. You need to make decisions in the face of uncertainty. Political shocks, rapid technological advances, shifting generational attitudes and economic upheaval show that change is happening everywhere – and in complex interconnected ways.

Straight-line forecasting or assuming the status quo continues are no longer – if they ever were – a basis for sound strategic planning.

Fortunately, there are tools and techniques to help you deal with this complexity. And SAMI Consulting is a leading expert in them. Delivered by our professional futurists, who have years' of top-level experience in a wide range of organisations, our courses will equip you to take “robust decisions in uncertain times”.



## VENUE

We offer regular courses at the Worshipful Company of Information Technologists in Smithfield, central London. Small groups maximise the chance of effective learning and interaction. This light and attractive space is easily accessible by public transport (nearest Tube: Barbican). Lunch and other refreshments will be provided.

Reasonably priced accommodation is available nearby – contact us for suggestions.

## IN-HOUSE SKILLS DEVELOPMENT

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. Typically these courses would be in workshop format over two days, but can readily be adapted to meet clients' needs. Get in touch to find out more.

## COST EFFECTIVE

Our training programmes are highly cost effective, with a simple pricing structure: £450 per participant for one day courses, and £900 per participant for two day programmes. Discounts are available for bookings of three or more attendees.

# MAKING THE MOST OF SAMI PROGRAMMES: WHICH COURSES SHOULD I TAKE?

## MANAGING RISK, OPPORTUNITY AND CHANGE

### IN THE FUTURE

**Our flagship course:**  
Horizon Scanning, Scenario  
Planning and Futures Thinking 5

**Really get into the detail:**  
Residential futures thinking  
bootcamp at Wolfson College 7

**For a brief overview:**  
Futures Thinking Overview 9

**Understanding the drivers of  
tomorrow:**  
12 Global mega trends:  
how will they affect me? 10

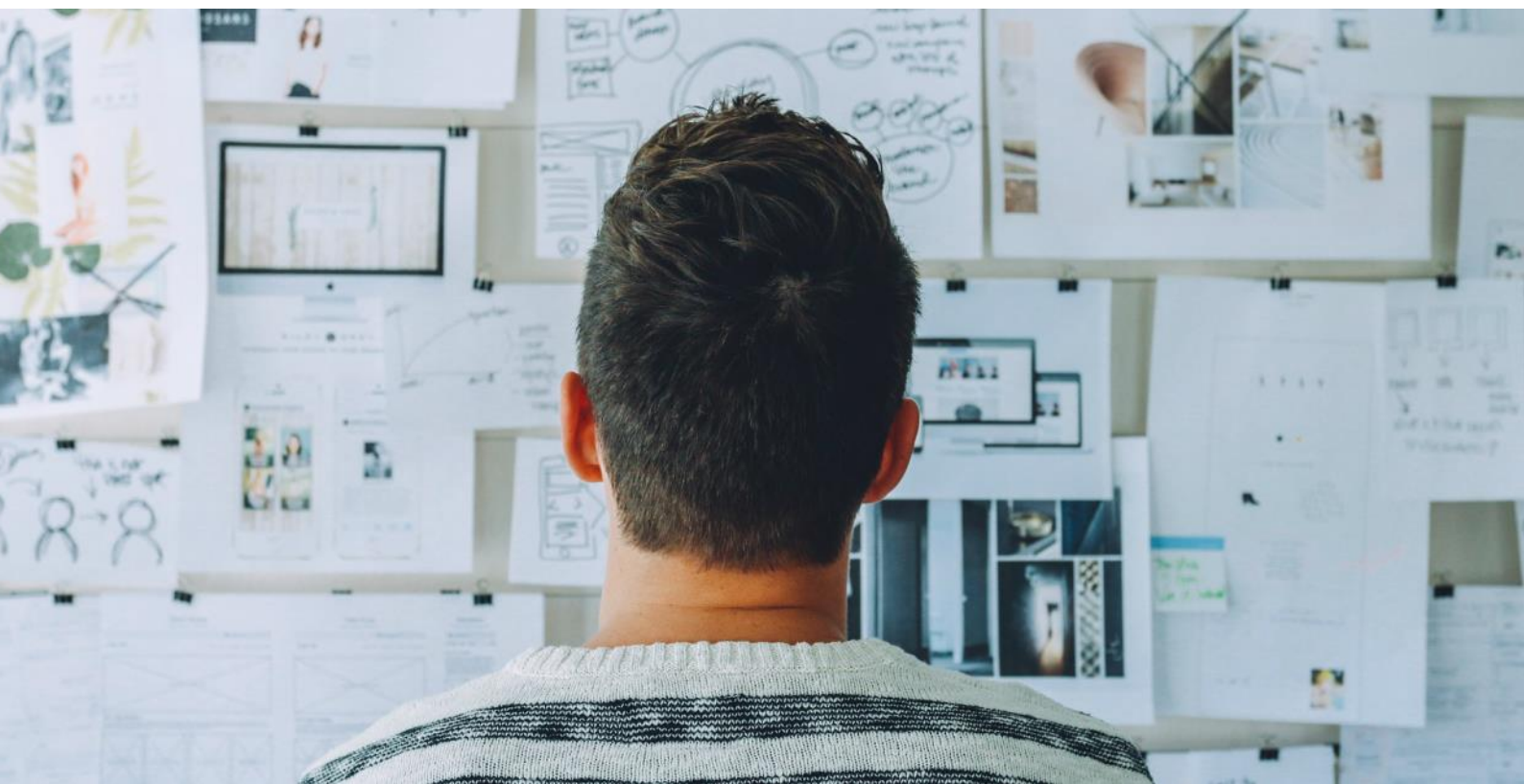
### IN THE ORGANISATION

**What risk management really means:**  
Risk Management and governance  
in the real world 12

**Improve your decision making:**  
Making Better Decisions –  
Removing Bias 14

**How to deal with constant change:**  
Managing Uncertainty 15

**What you need to know at  
board level:**  
Risk literacy for boards 17



# UNDERSTANDING THE FUTURE: HORIZON SCANNING, SCENARIO PLANNING AND FUTURES THINKING

The future is unknown. The one certainty is that it will not be the same as today. Most organisations produce forecasts of the future, based on models produced from data about the past. This is like driving by just looking in the rear-view mirror. In today's rapidly changing world, you need other ways of developing your plans.

SAMI Consulting is expert in a range of tools and techniques to help you think about the future. Whether this is simply tracking the way the world is changing, developing alternative images of the future or using more sophisticated approaches, there are many ways you can learn how reduce the future risks and identify opportunities.

## HOW WILL THIS COURSE BENEFIT YOU?

Attending this course will enable you to:

- Gain insights and make sense of today's world
- Understand the requirements and roles of futures analysis
- Learn about the most common futures techniques and gain experience of using them via exercises
- Discuss the application of the techniques via case studies and sharing experience
- Learn about the use of futures analysis to review opportunities and challenges; and to develop and test policy options
- Understand how to identify and manage risk
- Network with others engaged in futures analysis
- Have the confidence to apply the lessons learnt
- Become a better manager, alert to a changing environment.

## METHODOLOGY

The course is structured as:

- A series of inputs on various tools and techniques from the tutor; followed by
- Hands-on exercises, where participants practice using the tools; and
- Mutual discussion of practical issues.

## DAY 1

Introduction to futures thinking

Exercise 1: Changes to the world of Work since 1987

Introduction to Horizon Scanning

Exercise 2: Identifying Trends

Horizon scanning tools and techniques

Drivers of change

Exercise 3: Generating drivers of change

Exercise 4: Prioritisation of drivers of change

## DAY 2

Introduction to scenario methodologies

Introduction to scenario axes

Exercise 5: Constructing the axes

Exercise 6: Scenario selection

Exercise 7: Scenario and timeline generation

Scenario presentation and plenary discussion

Exercise 8: Policy development

Exercise 9: Wind tunnelling

Introduction to risk analysis

Commissioning and delivery of scenario planning projects

Conclusions and reflections

## WHO SHOULD ATTEND?

- Heads of Strategy
- Strategy analysts
- Horizon scanners
- Finance Directors
- Non-Executive Directors

## COURSE STYLE

- Two full days

## ALSO AVAILABLE IN HOUSE

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. Typically these courses would be in workshop format over two days, but can readily be adapted to meet clients' needs. Get in touch to find out more.

# UNDERSTANDING THE FUTURE: FUTURES THINKING BOOTCAMP

Getting nimble, amplifying innovation and upping your strategic game are critical to seizing opportunities and managing risk, especially in the dynamic world of today. Simple tools for collaborative innovation and strategic shift can help you and your organisation get ahead of the curve.

This residential, in-depth course will engage, challenge and enthuse you. With many hands-on exercises using sophisticated futures tools, it will develop your capabilities to make robust and valuable strategies. The evening will provide opportunities to discuss different approaches with your co-attendees.

## HOW WILL THIS COURSE BENEFIT ME?

Experiencing the use of interconnected futures thinking tools will help you:

- Identify the current state of play: what assumptions does my organisation take for granted? How do we map the current territory? Can we recognise the professional and cultural biases that limit our thinking?
- Track emerging change: how aware are we of changes in our environment? How do we hone our ability to identify emerging change? How can we reduce the likelihood of “black swans” landing on our patch?
- Become aware of vulnerabilities and challenges: how do developing changes affect your underlying assumptions? What do they challenge that you take for granted? What components of your business will become no longer fit for purpose?
- Seize opportunities and innovate: how does emerging change create new opportunities, new markets? How can you leverage emerging change to create value?

## METHODOLOGY

The course is structured as a series of inputs each followed by exercises and discussion. At the end of Day 1, dinner will be in Hall, followed by further informal discussion between participants over drinks in the Buttery.

Attendees will be provided with a full set of references and reading notes for all of the tools and techniques covered.

The event will be held under the Chatham House Rule, where statements may be quoted but not attributed to individuals. A summary of the event may appear on the SAMI website or blog.

## AGENDA

The course runs from 1pm on Day 1 until 5pm on Day 2.

### Day 1 – pm

Orientation: check-in, light lunch, introductions and objectives

Patterns of change - length: what has happened, what is happening?

Exercise: using the Three Horizons framework, Gartner Hype cycle, Shumpeter/Peters model and Age/Cohort Analysis.

Dinner in Hall.

Drinks in the Buttery.

## **Day 2 - am**

Patterns of change – depth: where are our blind spots? How can we address our biases and challenge our assumptions? Introduction to Causal Layered Analysis (CLA).

Exercise: Using CLA to add depth the Three Horizons analysis.

Patterns of change – width (part 1): what are the arenas of thought and action where people create change? Introduction to Verge (ethnographic perspectives).

Exercise: Using Verge to map broad implications of change.

Lunch in private dining rooms.

## **Day 2 – pm**

Patterns of change – width (part 2): how can we go beyond our blind spots to avoid swans of any colour? Anticipating implications of change, unintended consequences, backlash. Introduction to Futures Wheels.

Exercise: Mapping impact cascades to show how change itself changes.

Action: working pairs to apply these ideas to your own organisation. What quick wins can you see?

Final discussion - conclusions and reflections.

## **WHO SHOULD ATTEND?**

- Directors responsible for strategy
- Strategy team managers
- Risk Managers
- Strategy analysts

## **INSTRUCTOR**

The course will be delivered by Dr Wendy Schultz.

## **VENUE**

The course will be held at Wolfson College, Oxford, set in beautiful garden grounds on the banks of the River Cherwell, North Oxford. Accommodation is in single, en-suite bedrooms in Wolfson's newest block; parking is available. Registration fees include light lunch and dinner on day 1, breakfast and lunch on day 2, other refreshments at various breaks and WiFi.

**CALL:** +44 (0) 1635 36971 **EMAIL:** [training@samiconsulting.co.uk](mailto:training@samiconsulting.co.uk)



# UNDERSTANDING THE FUTURE: FUTURES THINKING OVERVIEW

How can you make sense of a rapidly changing world? Is there anything you and your team can do to manage your strategy in the face of uncertainty?

This short course will provide you with the seeds of a new approach to strategy – “strategy with a view of the future”. It will point you in the direction of tools and techniques that you can pick up and work on in depth to create a better future.

## HOW WILL THIS COURSE BENEFIT ME?

This intensive course aimed at those unable at those wanting a rapid introduction to the field will help you:

- Ask better questions about the development of your strategy
- Re-think how you structure and build your strategy function.
- Identify which of a range of tools is most suited to your circumstances
- Break out of rigid ways of forecasting

## METHODOLOGY

This half-day course will provide an intensive briefing on a many different approaches to futures thinking. It will address some of the philosophical underpinnings of a qualitative approach to strategy, contrasting it with more traditional forecasting and budgeting methodologies.

Attendees will be provided with a full set of references and reading notes for all of the tools and techniques covered.

## AGENDA

The course runs from 2pm to 5pm.

Horizon scanning – what and why?

- Gartner Hype cycle
- Shumpeter/Peters model
- Age/Cohort Analysis
- Three Horizons methodology

Scenarios – what and why?

- Different approaches to scenario building
- Causal Layered Analysis (CLA)
- Anticipating blind spots

- Cognitive bias
- Futures Wheels
- Building strategies – “wind-tunnelling”

## WHO SHOULD ATTEND?

- Directors responsible for strategy
- Strategy team managers
- Risk Managers
- Strategy analysts

## INSTRUCTORS

The course will be delivered by Martin Duckworth or Huw Williams

## ALSO AVAILABLE IN HOUSE

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. This half day course is suitable as a swift introduction to concepts, and can readily be adapted to meet clients' needs. Get in touch to find out more.

# 12 GLOBAL MEGA TRENDS: HOW WILL THEY AFFECT ME?

The future is uncertain. But there are some general trends we can identify: though their speed and impact may vary, it is important for organisations and businesses to consider their implications.

This course is delivered by Patricia Lustig, co-author of *Megatrends and How to Survive Them: Preparing for 2032*. It draws directly on the research undertaken in the course of the book's development. A copy of the book will be provided to take away.

## HOW WILL THIS COURSE BENEFIT ME?

Attending this course will enable you to:

- Recognise and anticipate the impact of global megatrends as they emerge
- Make sense of what we see today and gain insights into how the future might unfold
- Learn about the use of futures analysis to review opportunities and risks; and to develop and test your options
- Understand how to identify and manage risk
- Network with others engaged in futures analysis
- Have the confidence to apply the lessons learnt
- Become a better leader, make better decisions and be alert to a changing environment.

## METHODOLOGY

The course consists of:

- A series of inputs on megatrends
- Brief on futures analysis tools
- Hands-on exercises, where participants practice using the tools; and
- Mutual discussion of practical issues to gain insight and make sense of emerging trends.

## AGENDA

The course runs from 9.45am to 4.45pm for one day.

Introduction to futures thinking

Exercise 1: Three Horizons

Introduction to the Global Megatrends

Exercise 2: Using futures analysis to explore impact

Exercise 3: Strategy development using the Megatrends - explore and develop risks and opportunities

Exercise 4: Identify early indicators and weak signals

Using the megatrends in your workplace

Exercise 5: Sensemaking: What can change the timescale or direction of the megatrends?

Conclusions and reflections

#### WHO SHOULD ATTEND?

- New CEOs and Board Members
- Heads of Strategy or Planning
- Finance or Strategy Directors
- Non-Executive Directors

#### INSTRUCTOR

The course will be delivered by Patricia Lustig, co-author of *Megatrends and How to Survive Them: preparing for 2032*, Cambridge Scholars Publishing, 2018.

“We realized that our future depended on the health and characteristics of the economy, so that is what we focused on understanding and developing.”

*CEO, Professional Services firm*

“Our image of our clients was of a rural economy, the understanding that more than 50% of the world’s population live in cities and this is increasing made us rethink many of our approaches.”

*Strategy Director, International NGO*

“We used the scenarios for discussing business strategy with investors but the trends were used to rethink our people profile.”

*Finance Director, Corporate*

“We were able to agree on what we were talking about through using megatrends and discussing their implications and also what could modify their evolution.”

*Planning Manager, Central Government Department*

#### **ALSO AVAILABLE IN HOUSE**

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. Typically these courses would be in workshop format over two days, but can readily be adapted to meet clients' needs. Get in touch to find out more.

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# RISK MANAGEMENT AND GOVERNANCE IN THE REAL WORLD

Most boards have a risk management framework and processes that they use to manage their risks and they comply with generally accepted good governance practice. So how is it that we still see sensational failures such as Carillion or Kids Company?

Does your board really understand the risks that can challenge the organisation's existence and does the board own those risks – as in taking responsibility for them – or is it just following a process? Is the corporate culture itself an asset or a liability? How can you ensure your organisation achieves its objectives and avoid the pitfalls of an uncertain environment?

Boards need to grasp the uncertainty in the environment to build robust solutions. Identifiable “megatrends” will affect your risk profile. There is no one definite future, lightning can strike anywhere. We will help you consider several scenarios and prepare for and manage unexpected events.

## HOW WILL THIS COURSE BENEFIT ME?

Attending this course will enable you to:

- Understand your risk appetite – for opportunities as well as threats
- Align risk with your objectives
- Examine the risk culture in your organisation
- Identify blind spots caused by cognitive bias: illusion of invulnerability, collective rationalisation, belief in inherent morality, pressure on dissenters and self-censorship
- Deal with low likelihood, high impact and systemic, interacting risks
- Evaluate committee/board effectiveness
- Manage risks in subsidiaries.

We will help you explore and expose your assumptions and culture, asking key questions like “is there anything happening that if it became public would be a serious embarrassment?”

## METHODOLOGY

The course is structured as:

- A series of inputs on cognitive bias
- Role-play discussion of attendees' approaches
- Mutual discussion of practical issues.

## AGENDA

The course runs from 9.45am to 4.45pm.

### AM:

Introduction to cognitive bias, and examples of failures caused

Discussion of individual experience

Overview of key drivers of change – “megatrends”

Discussion of impact on risk profile

### PM:

Improving risk management - increasing your chances of detecting a ticking time bomb.

- Assessing your Board’s and organisation’s culture and answering the question ‘is it fit for purpose?’
- Challenging the robustness of your business model

### PM: (CONTINUED)

- Systematic challenge to risk register analyses
- Improved communication of risks across organisational silos
- Conscious balancing of risk and reward
- Risk radars and horizon scanning
- Embedded risk management using risk reports including interpretation/ examples of management dashboards
- Managing organisational issues – links with Internal Audit

Discussion - conclusions and reflections

## WHO SHOULD ATTEND?

- Board Chairs
- CEOs
- Other Board members, including Non-Executive Directors
- Senior Managers
- Risk Managers
- Strategy Analysts

## INSTRUCTORS

- The course will be delivered by either: Professor Paul Moxey or Garry Honey.

## ALSO AVAILABLE IN HOUSE

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# BETTER BOARDS 1: MAKING BETTER DECISIONS - REMOVING BIAS

This course is aimed at board directors and senior leadership teams. Collective decisions are influenced by the dynamics of the group, boards are susceptible to making unwise or hasty decisions due to pressure of personality, prejudice, misplaced certainty or limited time allocated to reach consensus. Cognitive bias at individual or group level is a recognised factor in poor or inappropriate decision making. However, knowing about it and neutralising it are two different things. Learn how to take practical steps towards better decision-making by your board through a workshop to examine de-biasing options.

## HOW WILL THIS COURSE BENEFIT YOU?

- Learn to recognise over twenty different types of cognitive bias
- Recognise which ones are most prevalent in your organisation
- Consider the psychology of group dynamics
- Understand the power of personality and internal politics
- Learn how to spot a hidden agenda in the boardroom
- Appreciate the merits of 'thinking fast & slow'
- Avoid the pitfalls of misplaced certainty
- Distinguish between the rational and irrational mind

## METHODOLOGY

- Presentations and discussion of best & worst practice
- Case study examples of effective and ineffective uncertainty management
- Workshop style format to ensure best value

## WHO SHOULD ATTEND

- Board Directors - exec & NED
- Strategy/Policy Directors
- Foresight & Business Development Directors
- Finance Directors
- Risk & Audit Committee members
- Senior Managers, HR, risk and compliance professionals

## COURSE STYLE

- Full-day workshop

## INSTRUCTOR

Professor Paul Moxey

*"The event was a most interesting and thought-provoking session. Very enjoyable. "*

## ALSO AVAILABLE IN HOUSE

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# BETTER BOARDS 2: MANAGING UNCERTAINTY

This course is aimed at board directors and senior leadership teams. Effective stewardship of an organisation requires some certainty about a future which is inevitably unknowable. Foresight and horizon scanning will get you only so far, some things must remain uncertain. How should you treat these when employees, shareholders and other stakeholders expect certainty from leaders. There are four types of uncertainty and each demands a different coping strategy. Learn to recognise them and how to respond. Separate risk from uncertainty, recognise misplaced certainty, bias, over-confidence and the wisdom of boards known as 'groupthink'.

## HOW WILL THIS COURSE BENEFIT YOU?

- Identify causes of uncertainty: knowledge gaps & domains of ignorance.
- Learn to distinguish uncertainty types: from unknown-knowns to known-unknowns.
- Separate risk from uncertainty: improve your risk register.
- Discover strategies to cope with different types of uncertainty.
- Examine common types of cognitive bias leading to misplaced certainty.
- Learn how to identify bias in your own organisation.
- Develop informed and robust decisions based on de-biasing.
- Confidence in reducing uncertainty for future strategy.

## METHODOLOGY

- Presentations and discussion of best & worst practice
- Case study examples of effective and ineffective uncertainty management
- Workshop style format to ensure best value

## WHO SHOULD ATTEND

- Board Directors - exec & NED
- Strategy/Policy Directors
- Foresight & Business Development Directors
- Finance Directors
- Risk & Audit Committee members

## COURSE STYLE

- Full-day workshop

## INSTRUCTOR

- Garry Honey

## ALSO AVAILABLE IN HOUSE

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. Typically these courses would be in workshop format over two days, but can readily be adapted to meet clients' needs. Get in touch to find out more.

# BETTER BOARDS 3: RISK LITERACY FOR BOARDS

This course is aimed at board directors and non-risk specialists. Risk is a business enabler, yet the default in many boardrooms is to view it as a control function to mitigate business interruption. It is sometimes forgotten that risk can also be opportunity: investment managers and entrepreneurs will engage with it for gain, so not everybody is risk averse. Why do so many boards treat risk as a threat to be managed? Learn how to see the positive side of risk: the future cannot be managed, but successful business depends on taking risk.

## HOW WILL THIS COURSE BENEFIT YOU?

- Higher confidence in addressing your fellow board members.
- Improve your own risk literacy in boardroom discussions.
- Challenge your risk experts and their risk-aversion mindset.
- Robust decisions come from informed debate.
- Collective responsibility for risk is a legal requirement.
- Recognise risk aligned with strategy, not governance or compliance.
- Improve investor confidence with a positive risk story.
- Foresight and future strategy demands risk appreciation.

## METHODOLOGY

- Presentations and discussion of best & worst practice
- Case study examples of effective and ineffective risk awareness
- Workshop style format to ensure best value

## WHO SHOULD ATTEND

- Board Directors - exec & NED
- Strategy/Policy Directors
- Foresight & Business Development Directors
- Finance Directors
- Risk & Audit Committee members

## COURSE STYLE

- Half-day workshop

## INSTRUCTOR

- Garry Honey

## ALSO AVAILABLE IN HOUSE

After years of supporting corporate and government clients, including HM Government's Foresight programme, with a range of courses, we offer bespoke or "off-the-peg" courses to in-house teams. The content of the exercises on these courses can be tailored to the specific environment of the organisation. Typically these courses would be in workshop format over two days, but can readily be adapted to meet clients' needs. Get in touch to find out more.



# TRAINERS

**MARTIN DUCKWORTH** is a strategist, with a proven ability to develop business solutions and the processes needed to move an organisation forward. He uses futures thinking and scenario planning to enhance the analysis of the external and competitor environment, and develop new business.

In ten years with The Boots Group PLC he was responsible for competitor analysis and developed an intranet to increase cross-company awareness. He took part in a number of strategic and innovation projects, taking the ideas through into generating new business.

His SAMI projects have included work for the National Trust at Avebury, future proofing CSR for BNFL, for the Environment Agency on emerging themes and creating scenarios for the Health and Safety Executive.

**GARRY HONEY** lectures at Henley School of Management and on the London Stock Exchange's Elite Programme. A strategy consultant specialising in risk decisions in governing bodies. He has worked in both private and public sector as a consultant, author and facilitator for over 25 years. Prior to that he held a variety of senior management roles: Marketing Director, Strategy Consultant, Head of Communications and Client Services Director.

He founded Chiron in 2000, a communication risk consultancy, designed to improve the handling of strategic risks: reputation, political and ethical.

**PATRICIA LUSTIG** is a recognised practitioner in foresight and strategy development, future thinking and innovation and she advises at all levels, working from factory floor to boardroom.. She has been an Executive Fellow at Henley School of Management; and a member of the OD Faculty at CIPD running their Scenario Planning courses. Her most recent corporate role was with BP where she was a Senior Advisor in OD and led a team of OD specialists. She has also worked for Motorola ECID, Logica and Management Centre Europe. She is the author of books which bring futures thinking into the domain of leaders: *Beyond Crisis* (with Gill Ringland and Oliver Sparrow), *Here be Dragons* (with Gill Ringland, Rob Phaal, Chris Yapp and Martin Duckworth), *Strategic Foresight*, and *Megatrends and How to Survive Them: preparing for 2032* (with Gill Ringland).

**PAUL MOXEY** is Visiting Professor of Corporate Governance at London South Bank University and Chairman of the Control and Risk Self Assessment Forum – a network of specialists interested in the behavioural aspects of governance and risk management. He is recognised as an innovator and thought leader on governance and risk in uncertain times. He now works with boards and teams in assessing and improving their culture and governance and risk management practices to improve organisational performance and resilience.

**WENDY SCHULTZ** has over 25 years of foresight practice around the world, including ten years at the Hawaii Research Center for Futures Studies, where she earned her PhD. While in Hawaii she worked for five years forecasting global natural gas markets and world LNG trade at the East-West Center, and for over ten years as a researcher, foresight process designer, and project manager at the Hawaii Research Center for Futures Studies. From 1996 to 2003 she served as visiting faculty with the Masters program in Studies of the Future at the University of Houston-Clear Lake. In 2001 she received a Fulbright award supporting six months foresight work as a lecturer and researcher with colleagues at the Finland Futures Research Centre.

**HUW WILLIAMS** has over 20 years experience of strategy development at the leading edge of change and new business development in the telecoms, internet and e-commerce arenas. He has excellent presentational and influencing skills developed over many years of working at Board level.

Since 2003, Huw has run his own telecoms strategy and regulation consultancy, with many leading industry players as clients; AOL, C&W, Cisco, Intel, HP. The consultancy provided an assessment of regulatory impact on the City's ICT infrastructure, and helped develop a scenario analysis of the future of communications.

More recently with SAMI, Huw has run workshops on the future of the internet for Nominet, and captured industry experts' views on the future of low carbon vehicles for IET. He has managed horizon scanning projects for Defra (in partnership with Natural England, Environment Agency, Food Standards Agency and Welsh Government), Dept for Transport and Scottish Water. He has been actively engaged with a major project for the EU Health and Safety Agency (EU-OSHA) building scenarios for the future of work and the implications for Health and Safety.



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