



issa

EXCELLENCE IN SOCIAL SECURITY

Annual *review* 2025



Social security
for a world in
transition



Promoting social security worldwide

Mission

The International Social Security Association (ISSA) is the world's leading international organization for social security institutions and government departments, and it aims to advance the social and economic conditions of people based on social justice.

The ISSA promotes excellence in social security through professional guidelines and capacity building, proposing innovative solutions, sharing knowledge and data, organizing high-level regional and global events, and engaging with international partners.

A unique global community of social security leaders and professionals, the ISSA was founded in 1927 under the auspices of the International Labour Organization (ILO).



Contents

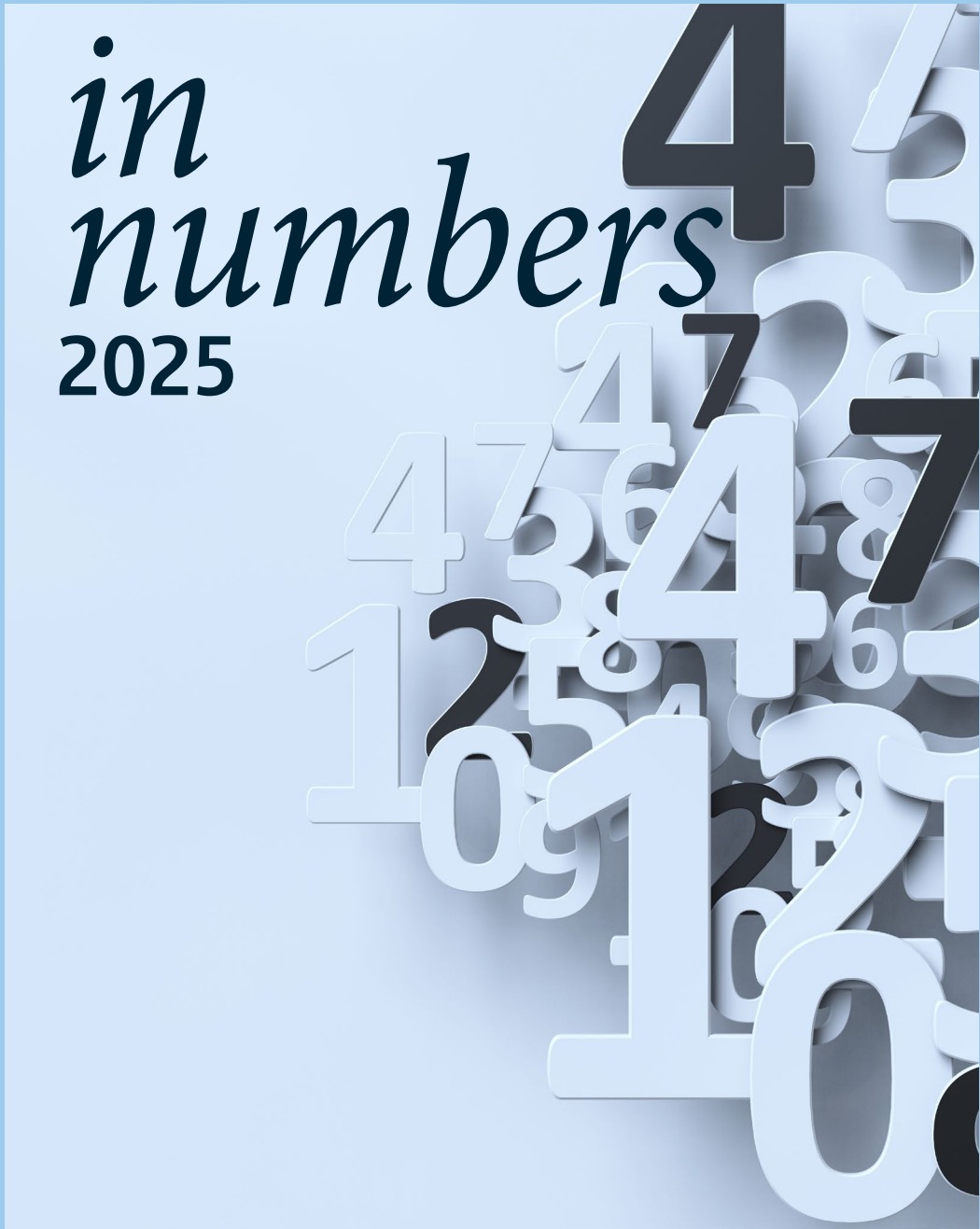
Chapters

01. Interview with the ISSA Secretary General	17
02. World Social Security Forum 2025	19
03. 2025 and the triennium in numbers	23
04. The ISSA Constitution modernized	26
05. Management 2025: Shaping the future of social security leadership and innovation	28
06. Advancing knowledge and standards with the technical commissions	30
07. International knowledge partnerships	33
08. Expanded capacity-building offers for ISSA members	36
09. Occupational safety and health: Prevention and Vision Zero	38
10. Driving excellence through the ISSA Recognition programme	41
11. Collaborative innovation projects with ISSA members	44
12. Spotlight on contribution subsidies	47

About ISSA

– Mission	2
– The ISSA in numbers	4
– Message from the President	6
– ISSA priorities 2026–2028	7
– The ISSA around the world	10
– The ISSA on the global stage	11
– ISSA products and services	13
– Engage with the ISSA	14
– ISSA structure and governance	15

issa



340

member organizations

16

technical commissions
and working groups

165

countries and territories

14

prevention sections

19

regional and
linguistic structures

Message from the President

Dear members, partners and friends,

Welcome to this Annual Review for the International Social Security Association (ISSA).

ISSA members are part of a diverse and dynamic network of leaders and professionals dedicated to promoting excellence in social security administration worldwide. We bring together around 340 social security organizations and government departments from over 160 countries, all working towards the common goal of enhancing social security systems for the benefit of all.

At ISSA, we believe in the power of collaboration and knowledge sharing. Through our conferences, seminars, workshops, trainings and other events, you have numerous opportunities to connect with peers, exchange ideas, and learn from good practices and innovations in the field.

We offer a wealth of resources, including cutting-edge research, practical guidelines, and innovative tools designed to support your work and help you navigate the complexities of social security administration.

The ISSA works with governments, international and regional organizations to promote social security for all. Our unique role lies in promoting the institutional perspective – demonstrating the key importance of institutional capacities in delivering social security.

I encourage you to actively participate in our events, contribute to our discussions, and take full advantage of the opportunities available to you.

Together, our institutions are making a significant impact on the lives of billions of people around the world. Your expertise and commitment are invaluable to our mission, and I am confident that your contributions will help us achieve even greater success.

Thank you.



A stylized, handwritten signature in black ink, consisting of a large 'A' followed by a sweeping curve.

Dr Mohammed Azman
ISSA President

**Video message from the
ISSA President**

www.issa.int/ar-2025-president

ISSA priorities 2026–2028

The 2026–2028 ISSA programme and budget was adopted by the ISSA Council at the World Social Security Forum (WSSF) in October 2025. ISSA priorities have been defined by ISSA members through a global member survey and are aligned with the United Nation’s Sustainable Development Goals (SDG) and the global agenda on social justice.

Topical priorities

Four topical priorities will guide the ISSA’s knowledge production, event agendas and the activities of technical commissions and regional structures during this triennium:

Management and innovation for a more effective social security	Social security coverage for a changing labour market
– Support the accessible, data-driven, pro-active and high-quality delivery of people-centred social security benefits and services – Strategies for effective communication and outreach – Reinforce institutional resilience and capacity to respond to shocks and extreme events	– Innovations and strategies to extend contributory social security approaches – Strategies and implementation solutions for extending unemployment and health coverage – Integrating workers in new types of work including platform work in existing schemes – Accessibility to social security for all
Social security for changing life-courses and ageing societies	Social security financing and sustainability
– How social security systems can meet the needs of ageing societies – Support people through an increasing number of transitions, due to increasingly flexible and atypical work careers and diverse family models – Forward-looking approaches of active ageing, and tailored people-centred solution	– Take stock and identify trends – Strengthening the cost-effectiveness of social security systems – Focus on social security sustainability – Link with crisis preparedness for social security institutions – Enhance the formalization approach

Products and services

In the 2026–2028 triennium, the ISSA will consolidate its strong focus on knowledge and analysis and further innovate to respond to member needs for networking, capacity-building and exchanges. New product and service developments will focus on facilitating and strengthening member collaboration, training and co-creation of innovation in social security administration.

ISSA Guidelines and ISSA Recognition – Develop new guidelines on a priority set by the technical commissions of the ISSA – Review and update six sets of guidelines – Enhance access to and classification of good practices to support the guidelines – Review and expand the ISSA Recognition programme to new and updated guidelines	Social security analysis and development – Flagship reports for the four Regional Forums and the World Social Security Forum – Studies and analysis related to the topical priorities, and reports by the ISSA Technical Commissions – Special issues of the <i>International Social Security Review</i>, linked to the topical priorities, in addition to regular issues
Collaborative Innovation Hub – Support member institutions develop innovative projects and strengthen their permanent innovation capacity – Focus on outputs that provide innovative, immediate, and practical solutions	Country profiles – Regular updates of the online database with social security profiles for over 190 countries and territories – Improved access to information and data on the ISSA web portal
Events – Actuaries, Statisticians and Investment Specialists 2026 – Information and Communication Technology 2027 – Management and Innovation 2028 – Regional Forums: Africa 2026, Americas 2026, Asia and the Pacific 2027, Europe 2027 – World Social Security Forum 2028 – Co-organized with the ILO: World Congress on Safety and Health at Work 2027 – Technical seminars, webinars and workshops	Capacity-building – Diploma training courses on the ISSA Guidelines in partnership with the EN3S, ITCILO, Muhanna Foundation, CIESS and others – ISSA virtual short courses on topics of demand, including on social security and good governance for members of the board – Executive Master's in Public Performance Management and International Social Security – Self-learning courses on key aspects of social security administration

Technical commissions and their workplans

The ISSA Technical Commissions in many ways represent both the brains and the engine in producing new knowledge and outputs of the Association.

The technical commissions will play a key role in updating and developing new ISSA Guidelines during the 2026–2028 triennium. They will also produce technical reports linked to the priority

topics of the Association, contribute to studies and analysis, to innovation projects, and to the organization of conferences, webinars and other events. In addition, working groups cover cross-cutting priority topics and the international prevention sections support the Special Commission on Prevention.

ISSA technical commissions and working groups

- Contribution Collection and Compliance
- Employment Policies and Unemployment Insurance
- Family Benefits
- Information and Communication Technology
- Insurance against Employment Accidents and Occupational Diseases
- Investment of Social Security Funds
- Medical Care and Sickness Insurance
- Mutual Benefit Societies
- Old-age, Invalidity and Survivors' Insurance
- Organization, Management and Innovation
- Policy Analysis and Research
- Rehabilitation
- Statistical, Actuarial and Financial Studies
- Special Commission on Prevention
- Working Group on the Extension of Social Security Coverage
- Working Group on International Social Security Agreements and Data Exchange

ISSA international prevention sections

- Agriculture
- Chemical Industry
- Construction Industry
- Culture of Prevention
- Education and Training
- Electricity, Gas and Water
- Health Services
- Information
- Iron and Metal Industry
- Machine and System Safety
- Mining Industry
- Research
- Trade
- Transportation

The ISSA around the world

The General Secretariat of the International Social Security Association (ISSA) is based in the headquarters of the International Labour Organization, Geneva, Switzerland. The ISSA is supported by a network of 19 Focal Points and Liaison Offices across the world.

Each one is hosted by a member organization and contributes to the implementation of the Association’s programme of activities by promoting regional knowledge exchange, facilitating networking and supporting ISSA activities through outreach to members in a region or within a language community.

[More information](#)

Figures per 31 December 2025

ISSA General Secretariat
Geneva, Switzerland

340 member organizations
in
165 countries and territories

Americas

Liaison Office for the Andean Countries
Hosted by the Pension Standardization Office – Lima, Peru

Liaison Office for the English-speaking Caribbean
Hosted by the National Insurance Services – Kingstown, Saint Vincent and the Grenadines

Liaison Office for North and Central America
Hosted by the State Employees’ Social Security and Social Services Institute – Mexico City, Mexico

Liaison Office for the Southern Cone of the Americas
Hosted by the Natioal Social Security Administration – Buenos Aires, Argentina

Europe

ISSA European Network
Hosted by the Social Insurance Institution – Warsaw, Poland

Liaison Office for Eurasia
Hosted by the Pension and Social Insurance Fund of the Russian Federation – Moscow, Russian Federation

Language communities

Focal Point for French-speaking countries
Hosted by the Coordination committee of French ISSA member institutions – Paris, France

Focal Point for Portuguese-speaking countries
Hosted by the National Social Security Institute – Brasilia, Brazil

Asia and the Pacific

Liaison Office for the Arab Countries
Hosted by The Public Institution for Social Security – Kuwait City, Kuwait

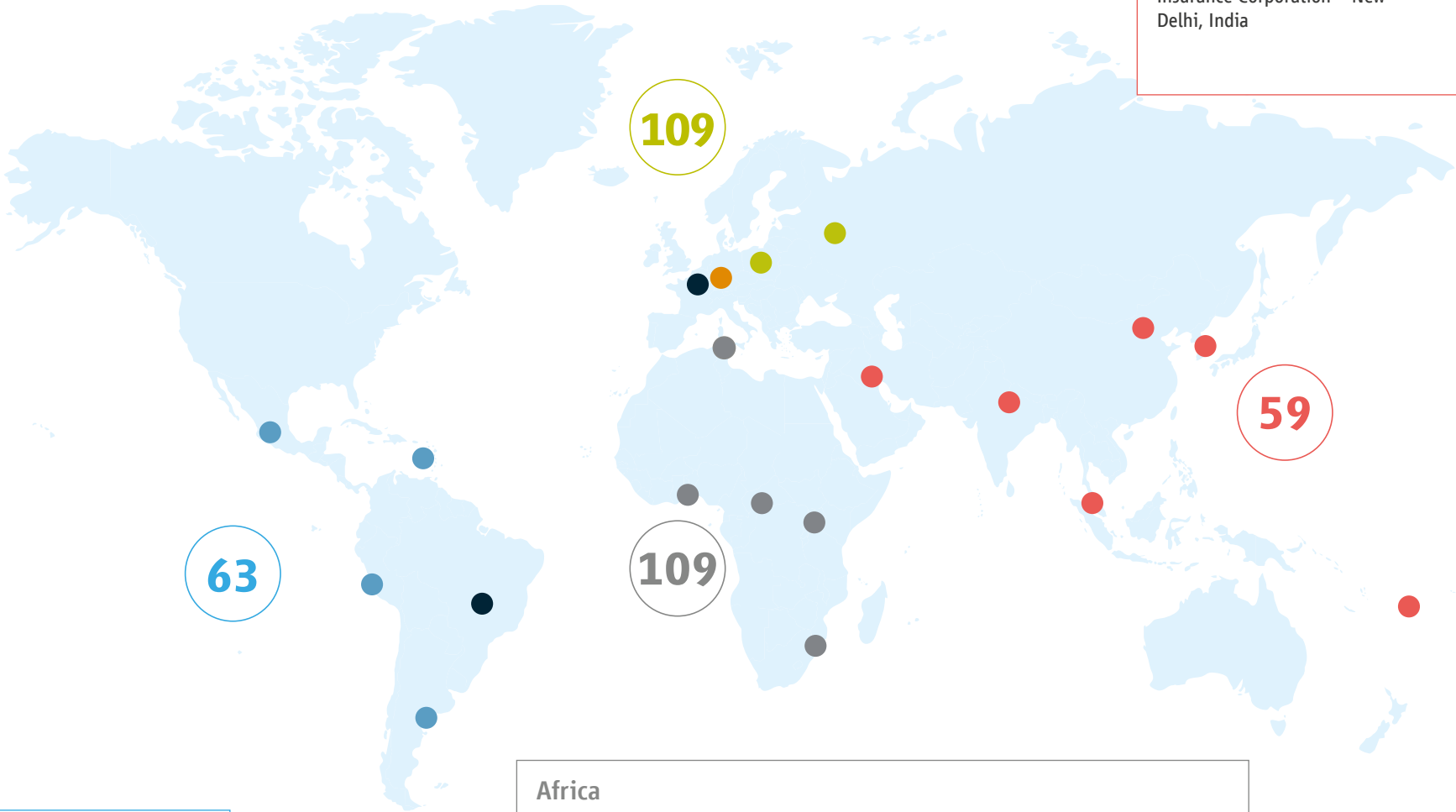
Liaison Office for East Asia
Hosted by the National Health Insurance Service – Seoul, Republic of Korea

Liaison Office for South Asia
Hosted by the Employees’ State Insurance Corporation – New Delhi, India

Liaison Office for South East Asia
Hosted by the Social Security Organisation – Kuala Lumpur, Malaysia

Focal Point for Chinese Members
Hosted by the Social Insurance Administration of the Ministry of Human Resources and Social Security – Beijing, China

Focal Point for the Pacific Island Countries
Hosted by the Fiji National Provident Fund – Suva, Fiji



Africa

Liaison Office for Central Africa
Hosted by the National Social Security Fund – Bangui, Central African Republic

Liaison Office for East Africa
Hosted by the National Social Security Fund – Kampala, Uganda

Liaison Office for North Africa
Hosted by the National Social Security Fund – Tunis, Tunisia

Liaison Office for Southern Africa
Hosted by the Eswatini National Provident Fund – Manzini, Eswatini

Liaison Office for West Africa
Hosted by the Social Security and National Insurance Trust – Accra, Ghana

The ISSA on the global stage

A global voice

The International Social Security Association (ISSA) is the voice of social security organizations on the global stage, working closely with the ILO and cooperating with international and regional organizations. The ISSA delivers the institutional perspective to international discussions on how to expand, improve and deliver social security to citizens around the world.

Long-term partnership with the ILO

The ISSA was established under the auspices of the ILO in 1927 and the two organizations have been close partners ever since. Together, the ISSA and ILO organize events, produce research, data and publications, provide services, and promote social security in international and regional fora.

International platforms

G20: The ISSA supports the G20 Employment Working Group and the G20 Employment and Labour Ministers. Together with the International Labour Organization (ILO), the ISSA hosts the G20 Social Policy Portal, containing key documents and resources in various social policy areas for the G20.

BRICS: The BRICS countries are forging closer ties on social security. Together with the ILO, the ISSA hosts a virtual liaison office on social security and contributes to the BRICS Employment Working Group and the Labour and Employment Ministers' Meeting.

Global Coalition for Social Justice: The ISSA is a partner in the ILO's Global Coalition for Social Justice, an initiative to promote strong, sustainable and inclusive development, including through universal social protection.



ISSA Secretary General Marcelo Abi-Ramia Caetano speaking at the International Labour Conference in Geneva, Switzerland, 4 June 2025.

USP2030: The Universal Social Protection 2030 Global Alliance (USP2030) aims to ensure that all people have a minimum level of social protection by the beginning of the next decade, and the ISSA contributes from the perspective of social security administrations into this alliance.

SPIAC-B: The Social Protection Inter-agency Cooperation Board (SPIAC-B) is a coordination body for agencies under the United Nations, other international organizations and bilateral partners. The ISSA is the voice of social security organizations on this board.

International organizations

ITU: The International Telecommunication Union (ITU) and the ISSA are partners when it comes to the role of information and communication technologies (ICT) for social security.

UNU-EGOV: The ISSA works closely with the United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV), especially on building and spreading knowledge covering various aspects of digitalization in social security.

WHO: The World Health Organization (WHO) is a close partner and contributes to ISSA activities related to health, long-term care and rehabilitation, topics at the centre of the Association's priorities. The ISSA is an active member of the WHO World Rehabilitation Alliance (WRA).

OECD: The ISSA cooperates closely with the Organization for Co-Operation and Development (OECD) in connection with the G20 and participates in its Working Groups on Social Policy and on Health. The OECD and ISSA also regularly contribute to each other's events.

IAA: The International Actuarial Association (IAA) and the ISSA cooperate on research, publications and events, with the ISSA Technical Commission on Statistical, Actuarial and Financial Studies playing a key role.



Regional organizations

Africa: The African Union is strengthening its focus and cooperation on social security, and the ISSA works closely with the African Union Commission (AUC) and the African Social Security Institutions Coordination and Cooperation Forum (ASSCCF). The ISSA also cooperates with regional organizations including the Interafrican Conference on Social Security (C.I.PRE.S), the African Social Security Association (ASSA) and the Arab Social Security Association (ASSA).

Americas: The ISSA works with the Inter-American Social Security Conference (CISS), the Ibero-American Social Security Organization (OISS), the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the Caribbean Community (CARICOM) and the Inter-American Development Bank (IDB).

Asia and the Pacific: The ISSA has close contact with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the Asian Development Bank (ADB), and a cooperation agreement with the ASEAN Social Security Association (ASSA).

Europe: The ISSA partners closely with the European Commission and the European Union's Mutual Information System on Social Protection (MISSOC), including through policy discussions, participation in events and meetings, sharing data and knowledge. It also collaborates with the Association of Pension and Social Funds of the CIS (APSF).

Language communities: The ISSA cooperates with the International Organisation of La Francophonie (OIF) and the Community of Portuguese Language Countries (CPLP), and partners with these through the Focal Points for these language communities within the ISSA.

ISSA products and services

Knowledge

- **Practical** – The ISSA Guidelines are offered on a variety of topics aimed at delivering excellence in social security.
- **Analysis** – The ISSA produces high-quality publications and articles based on unique knowledge and data on social security administration.
- **Innovation** – Innovation in social security is promoted through the Collaborative Innovation Hub, the Special Distinction for Innovation as part of the Good Practice Awards, and the Innovation Zone at selected international events.
- **Databases** – The ISSA offers access to country profiles on social security in over 190 countries and territories, and good practices from all over the world. Databases on international social security agreements and on administrative data are in development.

Communities

- **Technical** – ISSA member organizations can engage in the work of 15 technical commissions and working groups covering the core branches and cross-cutting issues in social security.
- **Regional** – The ISSA offers activities, events and awards at the regional level, and its extensive network of regional and linguistic offices bring the ISSA closer to its members all around the world.
- **International** – ISSA members are part of a unique global community of social security leaders and professionals, that gives access to international events and networking opportunities.

Events

- **World and regional forums** – In every triennium, the ISSA organizes regional forums for its members in Africa, the Americas, Asia and the Pacific and Europe, culminating in the final World Social Security Forum.
- **International conferences** – The ISSA offers three leading international conferences in specific fields of social security: Actuaries, Statisticians and Investment Specialists; Information and Communication Technology; Management and Innovation.
- **Onsite and online events** – The ISSA offers a range of onsite and online events, often in partnership with its regional structures, technical commissions and working groups, and partner organizations. This includes technical seminars, workshops and webinars.

Capacity-building

- **Diploma training** – The Diploma training courses provide member organizations and their staff capacity building opportunities through knowledge about the practical use of the ISSA Guidelines.
- **Virtual short courses** – These courses are based on the ISSA Guidelines, but take a broader and more flexible approach. Topics are decided in close collaboration with member organizations in a region.
- **Masters** – The Executive Masters in Public Performance Management and International Social Security focuses on building advanced leadership, management and technical capacity in social security organizations.
- **Self-learning courses** – The ISSA is establishing online self-learning courses in key areas of social security.

Recognizing excellence

- **Recognition** – The Recognition programme offers formal evaluation and recognition of the implementation of the ISSA Guidelines, issuing Certificates of Excellence for successful member institutions.
- **ISSA Awards** – The Good Practice Award is held in Africa, the Americas, Asia and the Pacific, and Europe. The Award for Outstanding Achievement in Social Security is awarded to a country. The ISSA also organized the International Social Security Video Awards.

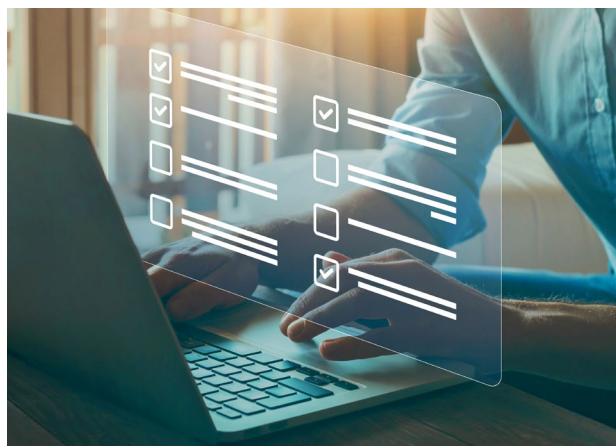
Promoting social security

- **International and regional platforms** – The ISSA promotes social security and the key role of institutional capacities through its work within the United Nations framework, with global and regional groupings like the G20, the BRICS, the European Union and the African Union.
- **International organizations** – The ISSA partners with international organizations and UN specialized agencies, in particular the ILO, to promote social security and the crucial role of social security administration.
- **Podcasts** – The “Social Security Voices” podcast shares global insights through interviews with ISSA members and partners.

Engage with the ISSA

If you work for a member organization of the International Social Security Association (ISSA), you are entitled to your personal My ISSA account with exclusive access all the Association's knowledge, resources, events and activities.

- If you have a My ISSA account: [Log in to My ISSA](#)
- If you don't, you can register here: [Request a My ISSA account](#)



Here are some of the advantages from registering your My ISSA account:

Events	Newsletters
Receive invitations to events in your region and your area of interests, and access presentations and recordings from past events on the ISSA website.	Receive monthly newsletters with a summary of the news, announcements and upcoming events.
Webinars	Publications
Join ISSA webinars or access the video recordings and presentations from all past webinars on the ISSA website.	Receive exclusive access to all ISSA publications and reports.
Guidelines	Good practices
Take advantage of the unique ISSA Guidelines, the only international standards on social security administration.	Consult the rich global database of good practices covering a vast range of topics.
Diploma training	My ISSA dashboard
Sign up for one of the ISSA Diploma training courses (there is a course fee) for a unique learning experience.	My ISSA gives access to a personal dashboard with your events, bookmarks, preferences and more.

[International Social Security Review](#)

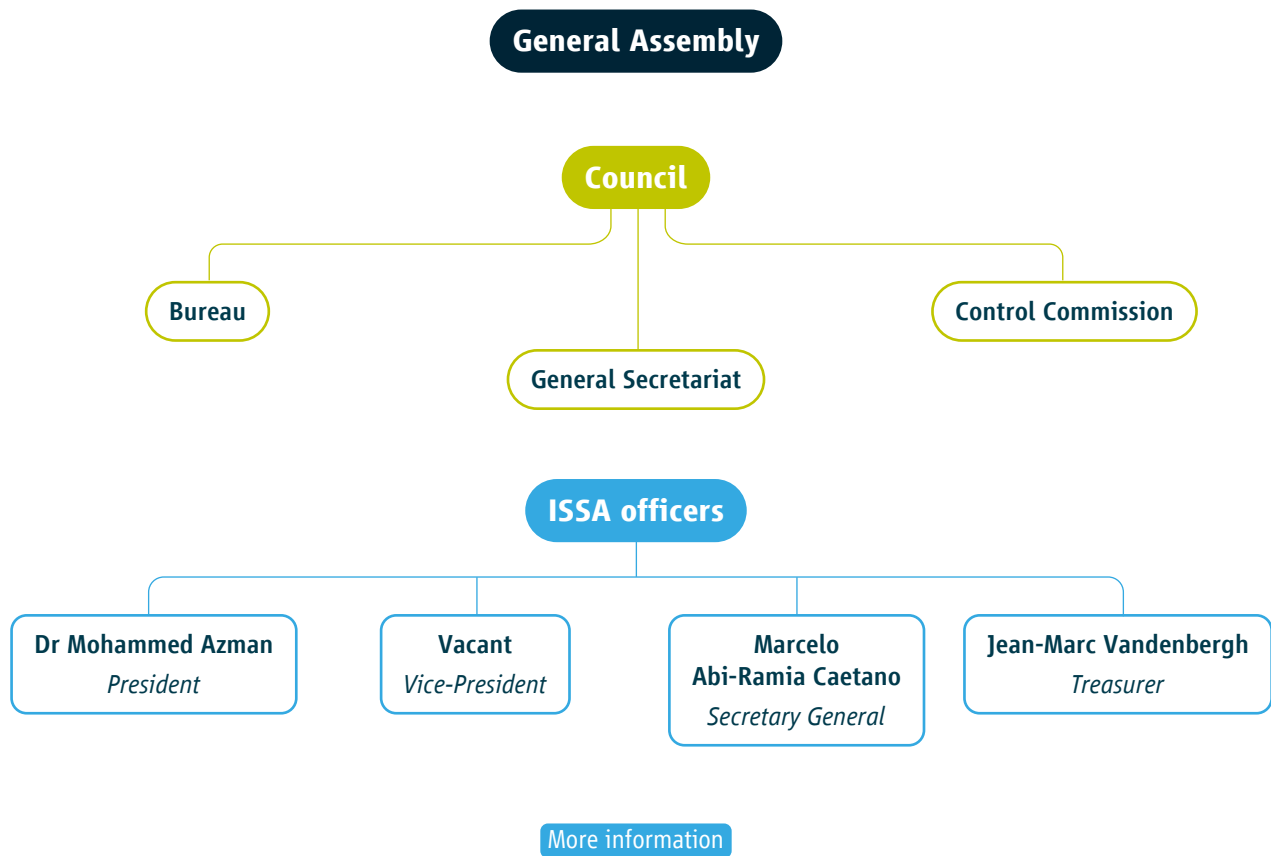
Enjoy free access to the *International Social Security Review*, the principal international quarterly publication in the field of social security.

Engage in the activities of our technical commissions and regional structures.

- [Technical commissions](#)
- [Regional structures](#)

For any questions and to engage further in the ISSA activities, please [contact us](#).

ISSA structure and governance



Marcelo Abi-Ramia Caetano

Jean-Marc Vandenberg

Dr. Mohammed Azman

Technical commissions and working groups	Prevention sections
Branches – Employment Policies and Unemployment Insurance – Family Benefits – Insurance against Employment Accidents and Occupational Diseases – Medical Care and Sickness Insurance – Old-age, Invalidity and Survivors' Insurance – Special Commission on Prevention Topics – Contribution Collection and Compliance – Information and Communication Technology – Investment of Social Security Funds – Mutual Benefit Societies – Organization, Management and Innovation – Policy Analysis and Research – Rehabilitation – Statistical, Actuarial and Financial Studies – Working Group on the Extension of Social Security Coverage – Working Group on International Social Security Agreements and Data Exchange More information	– Agriculture – Chemical Industry – Construction Industry – Culture of Prevention – Education and Training – Electricity, Gas and Water – Health Services – Information – Iron and Metal Industry – Machine and System Safety – Mining Industry – Research – Trade – Transportation More information

Regional and linguistic structures	
Africa – Central Africa – East Africa – North Africa – Southern Africa – West Africa	Americas – Andean Countries – English-speaking Caribbean Countries – North and Central America – Southern Cone of the Americas
Asia and the Pacific – Arab Countries – Chinese members – East Asia – Pacific Islands – South Asia – South East Asia	Europe – European Network – Eurasia Linguistic structures – French-speaking Countries – Portuguese-speaking Countries

[More information](#)

01 Interview with the ISSA Secretary General

The Secretary General, Marcelo Abi-Ramia Caetano, reflects on an exceptional year for the International Social Security Association (ISSA) and its role in promoting social security worldwide. He shares insights on the Association's achievements in 2025, its position at the close of the triennium, and its perspectives for the future in a rapidly changing global context.

How has 2025 been for the ISSA?

2025 has been an exceptional year for the ISSA. It was a year full of energy, achievements and milestones that truly reflect the dynamism of our global community. We started the year with Management 2025 in Cairo, the first international conference dedicated to management and innovation in social security and closed the 2023–2025 triennium with the World Social Security Forum in Kuala Lumpur, which brought together more than 2,000 leaders and experts from around the world.

These were the peaks of 2025, but all in all we organized over 90 events, meetings and trainings during the year and around 270 during the triennium, including webinars, technical seminars, workshops, diploma training and online courses. These are valuable knowledge sharing, networking and capacity building opportunities for the global ISSA membership, without whom none of this would have been possible.

What were some new developments and highlights of the year?

I already mentioned the Management 2025 conference, a great experience that will continue in the new triennium. The ISSA Collaborative Innovation Hub was highlighted at the conference, and at the World Social Security Forum outputs were presented from four innovation projects.



Marcelo Abi-Ramia Caetano
Secretary General

The ISSA Guidelines remain the gold standard in social security administration, and in 2025 we launched a new set of guidelines on long-term care services – an important milestone given the growing relevance of this topic. Additionally, the working group on rehabilitation was approved as a technical commission, recognizing its valuable work.

On capacity building, the first class of the ISSA's international Executive Master's programme completed two years of study, and a new cycle begins in 2026. We have also piloted on-demand self-learning courses, soon available to all ISSA members.

In communication and promotion, we organized a video festival and awards competition at the World Forum for the first time. 261 videos from 96 member organizations in 69 countries participated, showcasing impressive creativity. Furthermore, ISSA launched its own podcast, "Social Security Voices", sharing stories and insights from members and partners worldwide.

How do you see the ISSA's position today?

We close 2025 in a very strong position. The ISSA has 340 member institutions from a record 165 countries and membership engagement is at an all-time high. Participation in ISSA events, certifications, competitions and capacity-building activities continues to grow.

The World Forum marked the end of a successful 2023–2025 triennium and set the stage for the future. The programme and budget for 2026–2028 was passed, and important constitutional amendments that strengthen the governance and resilience of our Association were adopted by the General Assembly. Also, the Council re-elected Dr Mohammed Azman as ISSA President.

International organizations face growing complexity and uncertainty, but the ISSA sees this as an opportunity to innovate and strengthen resilience. We strive to be more relevant, connected, and equipped to help members tackle global challenges, while deepening partnerships with the ILO, which is our closest historic partner, and key platforms such as the G20 and BRICS.

What are the ISSA's perspectives for the future?

Looking ahead we have four topical priorities, a broad range of activities and events, and one major celebration – the ISSA Centenary in 2027.

Topically, we will prioritize management and innovation to make social security more effective and people-centred, extending coverage for self-employed, migrant, and platform workers, addressing the impact of demographic ageing on social security over the life-course, and strategies to ensure financing and sustainability. These priorities will be reflected in our regional forums, international conferences, technical seminars, capacity building activities, webinars and more throughout the triennium.

And mark your calendars for 2027 – the year of the ISSA Centenary. What started as an association of 17 European mutual benefit societies from nine countries in 1927 is today a unique global community of social security institutions that are instrumental in delivering of the global ambition of social security for all. The centenary will be marked throughout this triennium, and particularly in 2027. This will be an opportunity not only to honour our past but to reflect on the future of social security in a world of transition.

02 World Social Security Forum 2025

Under the theme *Shaping social security for a world in transition*, the World Social Security Forum (WSSF 2025), held from 29 September to 3 October 2025 in Kuala Lumpur, Malaysia, reaffirmed its position as the biggest and most important global event in this field.

WSSF 2025 in figures

>2000 **288** **137**
participants organizations countries

The WSSF was hosted by the Social Security Organisation (PERKESO) and the Employees Provident Fund (EPF), with support from the Retirement Fund (Incorporated) (KWAP) and the Implementation Coordination Unit, Prime Minister's Department (ICU JPM) as the secretariat of the Malaysia Social Protection Council (MySPC).



Hosted by:



With support from





Shaping social security for a world in transition

The World Forum featured an **extensive and dynamic programme** with more than 80 sessions, ranging from high-level plenaries and parallel discussions to innovation workshops, practical tutorials, and 64 interactive demonstrations in the Innovation Zone. Over 200 speakers and moderators contributed their expertise, representing a broad spectrum of ISSA members and global stakeholders.

The theme ***Shaping social security for a world in transition*** reflects the profound demographic, labour market, green and technological transformations reshaping societies. In this context, social security plays a vital role in providing protection,

empowerment, and resilience throughout the life course. The Forum underscored that strong, resilient, and innovative social security organizations are essential to building systems that can meet these challenges effectively.

By participating in WSSF 2025, ISSA member institutions had the opportunity to **connect with leaders and experts** from other countries to discuss these key dimensions with, share experiences and solutions, learn from good practices and innovations, and celebrate achievements that advance social security worldwide.

Launch of new guidelines and reports

The ISSA released **a series of reports**, including the flagship report *Social security developments and trends – Global 2025*, and 32 reports from technical commissions and working groups. Additional reports were published under the ISSA Collaborative Innovation Hub, including an innovation toolkit and study on the Internet of Medical Things, studies on research capacity for policy innovation and on leveraging cross-boundary innovation, and a behavioural insights toolkit.

An important milestone was the launch of the new **ISSA Guidelines on Administrative Solutions for Long-Term Care**, addressing one of the fastest-growing social security challenges worldwide. In addition, nine revised sets of guidelines were introduced.

Celebrating excellence and creativity

The Forum honoured institutions that exemplify excellence through outstanding implementation of the ISSA Guidelines. **34 Certificates of Excellence** were given to 19 social security institutions from 14 countries across all regions, with first-time recognition for members in Colombia, Guinea, Oman and the Philippines – highlighting the growing reach of the ISSA Recognition Programme. Following the Forum, 57 certificates are valid for 23 institutions in 18 countries.

Creative communication was in the spotlight in the International Social Security **Video Awards**, which honoured high-quality audiovisual approaches to promoting social security. ISSA members from Belgium, the Dominican Republic, Greece, and Uganda received the awards, selected from an impressive pool of 261 videos submitted by 96 organizations across 69 countries. This strong participation reflects the commitment of ISSA members to promote social security through impactful and creative storytelling. All submitted videos can be viewed on the ISSA website.

WSSF 2025 – Summary video



[More information](#)

Set for the future

During the World Forum, **the Council re-elected Dr Mohammed Azman**, Chief Executive Officer of Malaysia's Social Security Organization (PERKESO), as ISSA President.

The Council also voted through **the ISSA Programme and budget 2026–2028**. The Association will prioritize management and innovation for effective social security, extending coverage in changing labour markets, adapting systems to ageing societies and life-course needs, and ensuring sustainable financing for resilient social security systems. The strategic objectives will be to provide relevant knowledge, offer networks and events, international promotion of social security, and ensuring high levels of service, programme delivery and governance.

The General Assembly approved important **constitutional amendments** that will strengthen the governance, transparency and resilience of the Association. Virtual meetings and electronic decision-making by statutory bodies can now be allowed in specific circumstances, the renewal process for the Secretary General has been adjusted, and there can be vote delegation at Bureau meetings.

Looking forward

With this, the ISSA is set for the future. After the acceptance of new members by the Bureau at the World Forum, the Association has 340 member institutions from a record 165 countries. In 2027, the ISSA will celebrate its Centenary – 100 after years after it was established under the auspices of the International Labour Organization. In 2028, all ISSA members are invited to the next World Forum, this time in Mexico.

The Malaysian hosts

Malaysia was not only a great host for the World Forum. The country demonstrated some of the bold social security reforms it is implementing.

[More information](#)

New and revised guidelines

Brand new ISSA Guidelines on long-term care, and nine sets of revised guidelines, were presented at the World Forum.

[More information](#)

Constitutional amendments

Important constitutional amendments were adopted by the Council, which will strengthen the governance, transparency and resilience of the ISSA.

[More information](#)

Certificates of Excellence

Under the Recognition programme, ISSA members from all regions were given Certificates of Excellence for their implementation of ISSA Guidelines.

[More information](#)

Elections

The Council re-elected Dr Mohammed Azman's as President and Jean-Marc Vandenberghe as Treasurer, and elected the Control Commission members.

[More information](#)

Video awards

ISSA members from Belgium, the Dominican Republic, Greece and Uganda, won the first ever ISSA Video Awards. All 261 videos can be viewed on the ISSA website.

[More information](#)

Flagship report

The *Social security developments and trends – Global 2025* set the scene for discussions during the World Forum. The report is available both as an e-publication and in pdf format.

[More information](#)

Innovation in focus

Through the Innovation Zone and the Collaborative Innovation Hub, ISSA members showcased how to transform bold ideas into impactful innovations.

[More information](#)

Series of reports

A long range of reports by the ISSA technical commissions and working groups, and the Collaborative Innovation Hub, were published in connection with the WSSF.

[More information](#)

03 2025 and the triennium in numbers

The 2023–2025 triennium was marked by growth and engagement for the ISSA. Membership rose to 340 organizations in 165 countries, member satisfaction remained high, and participation in ISSA events and activities increased.

Member organizations

The ISSA had a positive membership development over the triennium, with an increase in member organizations and the countries and territories they represent. The figures from 2023 and 2024 are from mid-year, while the figures from 2025 are from the end of the year.

	2023	2024	2025
Member organizations	324	338	340
Countries and territories	163	163	165

Member and partner contacts

Staff of all member organizations can request a My ISSA account on the website. By recruiting new members and expanding outreach to existing and partner organizations, the ISSA increased individual contacts in its CRM each year of the triennium.

	2023	2024	2025	2023–2025
New My ISSA accounts	3581	4004	4122	11 707

Member satisfaction

The triennial member survey confirmed that the ISSA's work is highly valued and showed increased familiarity and usage of several products and services.

- 89% see the ISSA as a key promoter of social security at the international level
- 89% feel part of a global network that provides unique opportunities to meet and exchange with peers
- 85% see the ISSA as an important source of relevant analytical knowledge

Events

32,000 participants registered to ISSA onsite and online events during the triennium. This includes international conferences, Regional and World Forums, technical seminars, technical commissions, statutory meetings, webinars, etc.

Participants' general impression of the major ISSA events scored 93% over the triennium. This includes the ISSA international conferences, Regional and World Forums, for which participants on average rated the events 3.7 on a scale from 1 to 4.

	2023	2024	2025	2023–2025
Registered participants	8608	10 980	12 418	32 006

The figures cover events with registrations through the ISSA website.

Webinars

Webinar registrations, attendance, and satisfaction remained strong throughout the triennium, and increased significantly in 2025. ISSA members can also view webinar recordings on the website.

	2023	2024	2025	2023–2025
Webinars	45	49	48	142
Registered participants	8780	8916	11 296	28 992
Satisfaction rate	96.8%	97.0%	97.2%	97.0%

The figures cover webinars with registrations through the ISSA website and directly in Zoom.

Recognition

There was a growth in interest in the Recognition programme over the triennium. Certificates are valid for three years and there 57 certificates were valid certificates at the end of 2025. The table shows the number of certificates issued per year over the triennium.

	2023	2024	2025
Certificates	13	8	35
Institutions	8	5	19
Countries	7	5	14

Knowledge and guidelines

There was a rich production of articles, reports and guidelines during the 2023–2025 triennium.

- 18 ISSA reports, including joint publications
- 36 reports from technical commissions and working groups
- 9 revised ISSA Guidelines
- 1 new set of ISSA Guidelines
- 41 analysis articles
- 12 issues of the *International Social Security Review*

Good practices

Submissions to the regional Good Practice Award competitions have consistently increased. 606 good practices from 155 member organizations across 94 countries were submitted to the four competitions during the 2023–2025 triennium.

Good practices	2017–2019	2020–2022	2023–2025
Africa	70	97	138
Americas	62	138	162
Asia-Pacific	76	168	187
Europe	76	96	119
Total	284	499	606

Video awards

96 member organizations across 69 countries participated with 261 videos to the first ever International Social Security Video Festival and Awards competition at the World Social Security Forum 2025.

[More information](#)

Podcasts

At the end of the triennium, the ISSA launched the podcast series “Social Security Voices” with the three first episodes released in November-December 2025. The series is available on the ISSA website and on the main podcast streaming platforms.

[More information](#)

04 The ISSA Constitution modernized

At its 35th Session during the World Social Security Forum in Kuala Lumpur, the General Assembly adopted key amendments to the ISSA Constitution to strengthen governance, resilience and operational efficiency.

Developed through an inclusive and consultative process over the 2023–2025 triennium, and proposed by the ISSA Bureau, the amendments address critical governance challenges and reflect the evolving needs of the global social security community.





Governance and strategic alignment

One aspect of the amendments introduces important flexibility in scheduling the Secretary General's first term, and it also formalizes the renewal process.

- The Secretary General's first term normally lasts six years. However, the Bureau can now shorten the first term so that the renewal decision takes place during the second triennial Council meeting after the election.
- The renewal process is formalized through the definition of the role of the Nominations Committee and a written statement of vision and objectives from the Secretary General.

Resilience and operational efficiency

A second aspect of the amendments formalizes possibilities for virtual meetings and electronic voting procedures for statutory bodies.

- ISSA statutory bodies can now hold virtual meetings and make decisions electronically when needed. In-person meetings remain the norm, but virtual options will now ensure continuity during crises. Specific approaches were defined for each statutory body (Bureau, Council and General Assembly)
- The amendments also establish specific deadlines and voting procedures for virtual sessions.

Broader participation in decision making

A third aspect are meant to ensure broader participation and effective decision making at Bureau meetings.

- Bureau members may delegate their vote to a colleague from the same organization or region
- To ensure adequate presence and discussions at Bureau meetings, a maximum of three assignments can be received per Bureau member.

A milestone for the ISSA community

The revised Constitution entered into force on 30 September 2025. These amendments reaffirm ISSA's commitment to modern, transparent and resilient governance, enabling the Association to better serve its global membership and respond effectively to future challenges.

05 Management 2025: Shaping the future of social security leadership and innovation

The first International Conference on Management and Innovation in Social Security (Management 2025) brought together senior leaders and experts to explore how management practices and innovation can strengthen social security systems in a changing global landscape.

Management 2025 in figures

400	151	81
participants	organizations	countries

Management 2025 was hosted in Cairo from 11 to 13 February, by Egypt's National Organization for Social Insurance (NOSI). Held under the theme of **Leadership and innovation for sustainable social security**, discussions focused on how management excellence and innovation are not optional but essential for delivering inclusive, resilient, and efficient social security.



Hosted by:



A global agenda for transformation

Around 120 moderators, speakers and panellists contributed to the 18 plenary and parallel sessions, along with four workshops and tutorials. The programme featured sessions on strategic leadership, organizational agility, digital transformation and innovation capacity. Participants examined international trends and shared practical experiences on topics such as:

- **What works and what doesn't** – Insights from leaders and exploration of practical innovations.
- **Essentials of new management practices** – Key trends in human resource management, organizational efficiency, change management, digital services, and workers' mobility.
- **Institutional resilience** – How to build agile, risk-aware organizations that can respond effectively to unforeseen events while ensuring quality and security.
- **Building innovative institutions** – Strengthen innovation capacity through collaborative leadership, behavioural insights, data-driven policy analysis and new business models.
- **Leading change** – Understand how to guide transformation and innovation. Join the CEO Roundtable for global perspectives on leadership in social security.

The conference highlighted that innovation is about rethinking processes, fostering collaboration, and building a culture of continuous improvement, something that is fundamental to achieving social security's long-term sustainability.

Innovation Zone and Hub

The Innovation Zone showcased practical solutions in an interactive format that proved highly popular. Designed to foster close exchange, it allowed members and experts to present tangible innovations to small groups of participants. Participants rotated among ten booths, each featuring a distinct technological or organizational breakthrough, creating a dynamic space for learning and dialogue.

Management 2025 was also an important opportunity to discuss perspectives topics covered by projects in the Collaborative Innovation, such as behavioural insights, innovation capacity and policy innovation. Projects results were presented at the World Social Security Forum later in the year. [See more in chapter 11.](#)

Looking ahead

The insights shared will inform ISSA's work and inspire member organizations to strengthen their management strategies in the years ahead. The success of this first Management 2025 conference means that the concept will be continued in the 2026–2028 triennium.

Management 2025

The first International Conference on Management and Innovation in Social Security (Management 2025) took place in Cairo, Egypt, 11–13 February 2025. The presentations and video recordings are available online for ISSA members.

[More information](#)

Interview

Interview with Gamal Awad Mahmoud, Chairman of the Board of Directors at NOSI, Egypt on how national authorities and institutions can take inspiration from international trends in digital transformation, management and innovation.

[More information](#)

Collaborative Innovation Hub

The ISSA Collaborative Innovation Hub promotes collaboration between member institutions on high-impact, directly applicable and innovative developments in social security administration.

[More information](#)



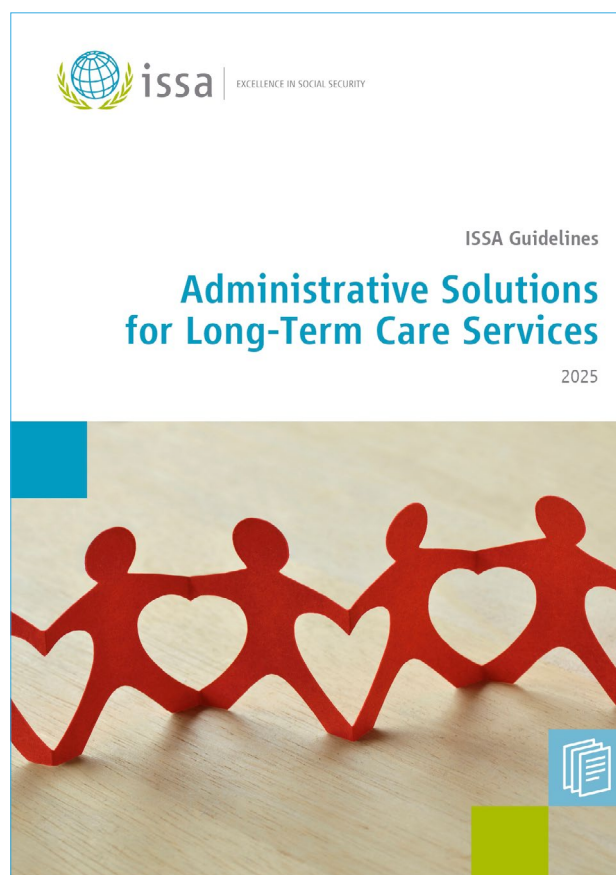
06 Advancing knowledge and standards with the technical commissions

2025 marked the culmination of the efforts of the 15 ISSA Technical Commissions and Working Groups, whose commitment during the 2023–2025 triennium drove exceptional development and sharing of knowledge and standards for social security institutions worldwide.

Knowledge and standards: Reports and ISSA Guidelines

At the heart of the technical commissions' mandate is the development of authoritative knowledge and guidelines. During the triennium, and particularly in 2025, the technical commissions and working groups produced a remarkable series of outputs.

- **The ISSA Guidelines** represent the gold standard in social security administration, and the technical commissions are the heart of developing them. In 2025, new guidelines on long-term care services and nine revised sets of guidelines were prepared for the World Social Security Forum 2025.
- **32 technical reports** were produced for the World Forum, covering topics such as good governance, technological methodologies, data exchange, social protection for platform workers, family benefits, health and rehabilitation, occupational health and safety, pensions and retirement age, life-course protection and more.
- **Flagship reports** were also produced with the help of the technical commissions and working groups. In 2025, new reports explored the use of artificial intelligence, mapped innovation trends and contribution subsidy schemes, and introduced toolkits on behavioural insights and the Internet of Medical Things. These came in addition to reports in 2024 on actuarial considerations related to climate risks, policy responses to labour shortages, and COVID-19 rehabilitation strategies.



These knowledge outputs reflect the commitment of the technical commissions and working groups to support ISSA members with actionable, evidence-based resources that respond to real-world challenges and opportunities.

Knowledge sharing: Online and onsite events

While knowledge production was the centrepiece of the triennium, technical commissions and working groups also played a vital role in fostering knowledge sharing and capacity building through international, technical and virtual events.

- **Webinars** is an important knowledge sharing platform for ISSA members, and the technical commissions and working groups were directly or indirectly involved in around half of the 48 webinars organized in 2025. Health, long-term care, rehabilitation, protection for migrants, contribution subsidies, pensions, ICT and data exchange were among the topics covered in these webinars.
- **E-workshop:** The Technical Commission on Medical Care and Sickness Insurance contributed to an e-Workshop in French on extending health coverage, and this is followed up with a similar workshop in English early in 2026.
- **Technical seminar:** The Technical Commission on Employment Policies and Unemployment Insurance co-organized a technical seminar on employment promotion and unemployment protection in a digital world in China, in May 2025.
- **International conferences:** The Technical Commission on Organization, Management and Innovation played a key role in the first International Conference on Management and Innovation in Social Security, organized in Egypt in February 2025. Earlier in the triennium, relevant technical commissions and working groups contributed to ACT 2023, ICT 2024, Management 2025, the World Congress on Safety and Health at Work 2023 and the World Congress on Rehabilitation 2024.

This combination of flagship conferences, online and onsite events ensured continuous engagement and knowledge transfer throughout the triennium.

Collaborative work and innovation

The technical commissions and working groups don't work in isolation and silos. They gather yearly for the **Forum for Technical Commissions** (TC Forum), where they in the first year of the triennium develop and align their work plans with the ISSA's strategic priorities and with each other. A lot of the work on reports, guidelines and events are born from collaboration between different technical commissions and working groups.

New in the 2023–2025 triennium was the **Collaborative Innovation Hub**, which was partly linked to the TC Forum and with several technical commissions involved in the different innovation projects. The reports on innovation practices, behavioural insights and the Internet of Medical Things were all outputs of these projects, produced with the help of the relevant technical commissions.

Looking ahead

As the ISSA moves into the 2026–2028 triennium and prepares for its centenary in 2027, the technical commissions and working groups will continue to shape the future of social security. Their work is fundamental for building the ISSA's knowledge base, which empowers social security institutions to learn, develop, innovate and adapt in an era of rapid change.

Technical commissions and Working groups

The ISSA has 14 technical commissions and 1 working group. The previous working group on rehabilitation was turned into a technical commission at the end of 2025. A new working group on extension of coverage is foreseen in 2026.

[More information](#)

Toolkits

Toolkits on behavioural insights and on the Internet of Medical Things were produced under the Collaborative Innovation Hub, with the involvement of the Technical Commission on Organization, Management and Innovation, and on Medical Care and Sickness Insurance.

[More information](#)

New guidelines on long-term care

The new *ISSA Guidelines on Administrative Solutions for Long-Term Care Services* were launched at the World Social Security Forum 2025.

[More information](#)

Artificial intelligence

A survey report on the adoption and use of artificial intelligence (AI) applications by social security institutions was developed with the Technical Commissions on Information and Communication Technology, and on Organization, Management and Innovation.

[More information](#)

Nine guidelines revised

Each set of ISSA Guidelines is revised every six years to take into account new developments. Nine sets were revised during the triennium and launched in 2025.

[More information](#)

Contribution subsidies

The Technical Commission on Policy Analysis and Research took part in a groundbreaking project with the ILO on social security contribution subsidies. [See chapter 12.](#)

[More information](#)

32 technical reports

The technical commissions and working groups prepared 32 technical reports that were published during the World Social Security Forum 2025.

[More information](#)

International agreements and data exchange

The working group aims to help members manage international social security agreements by developing standardized, technology-based solutions for efficient cross-border data exchange.

[More information](#)

Innovation projects

Technical commissions were involved in projects under the ISSA Collaborative Innovation Hub, and the results and outputs were presented at the World Social Security Forum 2025.

[More information](#)

07 International knowledge partnerships

The ISSA has established collaborations with strategic knowledge partners with the aim to translate global expertise into actionable insights for its member organizations facing evolving social security challenges.

ISSA and ILO: Topical, regional and global perspectives

The ISSA and the International Labour Organization (ILO) are close partners and the ISSA complements the policy mandate of the ILO with its broad focus on institutional capacities. Throughout 2025, the ISSA and ILO have worked together on multiple knowledge projects, including:

- **Studying contribution subsidies:** In a project initiated by Jordan's Social Security Corporation (SSC), the ISSA and ILO mapped social security contribution subsidies across 26 countries, including eight in-depth studies. Two reports were produced, and project results were discussed at a joint workshop in Amman. [Read more in chapter 12.](#)
- **Regional knowledge sharing:** Technical seminars with the ILO were held in China, Gabon, India and Oman, covering employment, actuarial governance, formalization strategies and innovative reforms. Joint webinars addressed contribution subsidies, health insurance, occupational health, and social protection for migrants, and also the Arab Social Protection Compass series.
- **Global policy dialogue:** Joint inputs informed global policy discussions on social protection, contributing to G20 commitments on youth empowerment and gender equality, and BRICS conclusions on social security, artificial intelligence and climate change. They jointly host the BRICS Virtual Liaison Office on Social Security, which was expanded to new BRICS member states in 2025.

This section highlights some of the key partnerships that have produced tangible outputs in 2025, and throughout the past triennium:

- International Labour Organization (ILO)
- United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV)
- Royal Holloway, University of London
- German Agency for International Cooperation (GIZ)
- Digital Convergence Unit (DCI)

[More information](#)

ISSA and UNU-EGOV: Digitalization, usability and blockchain

Collaboration with UNU-EGOV focuses on leveraging digital technologies to enhance service delivery and governance. Digital inclusion and artificial intelligence (AI) have been key priorities, and in 2025 new insights on blockchain technologies was released.

- **Blockchain and AI in social security:** A major milestone in 2025 was the publication of a joint report exploring how blockchain technologies can enhance trust, transparency, and efficiency in social security, offering a strategic roadmap for institutions. The report was presented and discussed in a joint webinar. In 2024, a report on AI in social security organizations was released.

- **Conference contributions:** UNU-EGOV enriched sessions at the International Conference on Management and Innovation in Social Security (Management 2025) in Cairo and the World Social Security Forum (WSSF 2025) in Kuala Lumpur, focusing on customer-centric service design and delivery, usability standards and digital transformation in small jurisdictions.
- **Focus on digital inclusion:** Since the start, the partnership emphasizes digital inclusion through enhanced usability and accessible service design, aiming for more equitable social security systems.

ISSA and GIZ: Platform workers extension of coverage

Collaboration between the ISSA and GIZ focussed on the extension of coverage – for platform workers, and for difficult-to-cover groups in Arab countries.

- **Social security for platform workers:** The ISSA and GIZ continued its joint webinar series on extending social security to platform workers, focussing on regulatory approaches.
- **Social security in Arab countries:** Through its representation in Egypt, GIZ contributed to webinars on extending social protection to women in the informal sector, and on social assistance and social insurance in the Middle East and North Africa, including in the Arab Social Protection Compass series.

ISSA and Royal Holloway: Advancing resilience and agility

The partnership with Royal Holloway, University of London, has centred on organizational resilience and agility, crucial themes in times of uncertainty.

- **Article and survey:** A dedicated survey of ISSA members on crisis preparedness fed into an article in the *International Social Security Review* on organizational dynamism and fostering creativity and agility for resilience in social security institutions.

- **Conference contributions:** Royal Holloway contributed significantly to Management 2025 and the World Social Security Forum, through sessions and workshops on adaptive leadership, creativity and strategic thinking during crises.
- **Webinars:** Royal Holloway provided ISSA members with access to cutting-edge research and practical frameworks for strategic planning, risk management and decision making to strengthen resilience and crisis response.

ISSA and DCI: Artificial intelligence

The DCI is a collaborative platform that brings together governments, international organizations, development partners, and technical experts, and where the ISSA is a strategic partner. In 2025, this partnership resulted in important new insights into the use of artificial intelligence in social security.

- **“Techbyte” and artificial intelligence:** A report on practical applications of artificial intelligence by social security institutions was a major output in 2025. A joint webinar was organized to present the report.



Partnerships for the future

The ISSA remains committed to further developing partnerships to leverage new knowledge and equip its members with the tools and strategies needed to build resilient, adaptive, and future-ready social security systems. Looking ahead, projects will be shaped in line with the priorities set in the ISSA Programme and budget for 2026–2028.

G20 Social Policy Portal

To support the G20 Employment and Labour Ministers, the ISSA and ILO jointly host the G20 Social Policy Portal, with documents and key resources across different social policy fields.

[More information](#)

“Techbyte” and AI report

The ISSA and Digital Convergence Initiative launched a “Techbyte” report with unique insights into the adoption and use of artificial intelligence (AI) applications by social security institutions.

[More information](#)

BRICS Virtual Liaison Office

The ISSA and ILO jointly host the BRICS Virtual Liaison Office on Social Security and support the BRICS Employment Working Group and the meeting of Labour and Employment Ministers.

[More information](#)

Platform workers webinars

The ISSA and GIZ ran a webinar series on social security for platform workers. In 2025, the webinars focused on exploring regulatory approaches.

[More information](#)

Contribution subsidies project

The ISSA and ILO implemented the project: “Bridging the coverage gap – Supporting workers through subsidized social security contributions”, delivering two groundbreaking reports.

[More information](#)

Article on organizational dynamism

The ISSA and Royal Holloway co-authored an article on understanding organizational dynamism and fostering creativity and agility for resilience in social security institutions for the *International Social Security Review*.

[More information](#)

Blockchain report

The ISSA and UNU-EGOV published a report on how blockchain can make social security systems more connected, secure, and efficient by reducing data silos and improving coordination.

[More information](#)

Arab Social Protection Compass

The webinar series led by ILO and ISSA with support from socialprotection.org, promotes integrated approaches to universal social protection in Arab States.

[More information](#)

08 Expanded capacity-building offers for ISSA members

The triennium 2023–2025 marked a period of expansion and innovation in the ISSA's capacity-building programme. Important milestones were met in 2025, underscoring the long-term commitment and new developments in this field.

A decade of Diploma training

In 2025, the ISSA celebrated the **10th anniversary of the Diploma training programme**, a pillar for professional development in social security administration. Delivered in cooperation with specialized training partners, these courses provide in-depth training on the ISSA Guidelines – internationally recognized standards for social security institutions. In 2025, 13 diploma courses were organized in English, Arabic, French and Spanish, adding up to 37 in total over the triennium.

Executive Master: The first class completed

Another achievement was that **the first Executive Master's class completed its two-year programme**. The international Master's programme in French was launched by the ISSA in partnership with Sciences Po Bordeaux and Forhom (Egis Conseil) in 2023. It equips senior professionals with advanced skills in leadership, governance and strategic management of social security systems. The inaugural class of 13 professionals successfully completed four modules covering policy, results-based management, comparative analysis, and institutional governance.

Registrations for the **Master's programme 2026–2028** opened in November 2025, and plans are underway to explore expansion into additional languages.

Virtual learning: Short and self-learning courses

Responding to evolving member needs, the ISSA diversified its training modalities during the triennium. **Six virtual short courses** were delivered on priority topics such as continuity and resilience, coverage extension, and human resource management. These courses provided flexible learning opportunities for institutions seeking rapid capacity enhancement. Additional courses on digital transformation were provided yearly with the ILO and its International Training Centre – ITCILO.

In 2025, the ISSA also **piloted online self-learning courses**, a new service designed to offer on-demand access to learning based on knowledge from the ISSA and complementary sources. The self-service modules will be rolled out to the membership in the coming triennium, complementing traditional and virtual training formats.



Looking ahead: Further expanding the offer

The next 2026–2028 triennium will build on these achievements with a focus on broadening language coverage, building the catalogue of virtual and self-learning courses, and strengthening partnerships with academic and training institutions. The feasibility of offering the Executive Master's programme in English and other languages will be explored.

Diploma training

The Diploma training programme aims to develop staff competencies on international professional standards in social security administration based on the ISSA Guidelines.

[More information](#)

Academy on Social Security

The ISSA contributes to the Academy on Social Security, organized at the ILO's International Training Centre in Turin, Italy. In 2025, 159 experts from 33 countries participated in two weeks of learning and exchange.

[More information](#)

Executive Masters

The Executive Masters in Public Performance Management and International Social Security focuses on building leadership and management capacity in social security institutions. The programme is currently available in French.

[More information](#)

Digital transformation

Every year, the ISSA co-organizes an e-learning course on digital transformation in social protection with ITCILO and ILO.

[More information](#)



09 Occupational safety and health: Prevention and Vision Zero

2025 marked a significant year for occupational safety and health, driven by the ISSA Special Commission on Prevention and its network of specialized prevention sections. They advanced the Vision Zero campaign and reinforced the global commitment to safe and healthy workplaces.

Throughout the year, occupational safety and health (OSH), prevention activities and the Vision Zero strategy featured prominently in international events. Important new guidelines

and publications were produced, and promotion activities enhanced. Advanced discussions were held and work produced on the link between OSH and climate-resilient workplaces.



Key events

- **World Social Security Forum:** The World Forum in Kuala Lumpur, Malaysia featured sessions on OSH and prevention trends, innovative approaches in accident insurance, services and rehabilitation, and updates to ISSA Guidelines on occupational risks, workplace health promotion, and return to work.
- **World Day for Safety and Health at Work:** In connection with the yearly “Safe Day” on 28 April, the ISSA explored the growing role of artificial intelligence in OSH, underlining both opportunities and challenges for prevention strategies.
- **Technical seminar:** The ISSA European Network organized a technical seminar in London to explore the role of social security systems for supporting health for longer working lives, through a holistic approach.
- **A+A 2025:** The world’s leading safety and health trade fair in Düsseldorf, Germany showcased the Vision Zero strategy and prevention initiatives, including practical tools and success stories.
- **BRICS Ministerial meeting:** The ISSA contributed to discussions on social security, AI, and climate change, reinforcing the link between prevention and global resilience.

Strengthening the Vision Zero Movement



The Vision Zero campaign continued to inspire organizations worldwide to adopt a proactive approach to workplace safety, health, and well-being. Through targeted outreach and innovative tools, Vision Zero expanded its reach, emphasizing the 7 Golden Rules as a practical framework for reducing accidents and promoting a culture of prevention.

In 2025, a **new Vision Zero guide** was released on preventing and dealing with violence in health services. With this, 19 different guides in multiple languages are available on the Vision Zero website.

Furthermore, the Vision Zero approach was solidified by a new scientific book *“Vision Zero at Work: Strategies for Sustainable Excellence in Safety, Health and Wellbeing”*. Authored by Professor Gerard I.J.M. Zwetsloot, it introduces Vision Zero as a transformative commitment to creating workplaces free from serious accidents, harm, and work-related diseases. It emphasizes that a safe and healthy working environment is not only a goal but a fundamental labour right.

[More information](#)

Updated ISSA Guidelines

An important achievement in 2025 was the release of updates to the **ISSA Guidelines** on occupational risks, on workplace health promotion, and on return to work. These updates reflect the latest insights and best practices, offering social security institutions actionable strategies to foster safer and healthier work environments.

Expanding knowledge and dialogue

The **“Let’s Talk About OSH” webinar series** from the Special Commission continued to serve as a dynamic platform for knowledge exchange focussed on prevention.

Additionally, the **prevention newsletters** provided a comprehensive overview of activities, from technical innovations to policy developments, reflecting the breadth of the engagement of the Special Commission and Prevention Sections.

Climate change: Building resilience workplaces

In connection with the World Forum, the ISSA published a report emphasizing the need for **climate-resilient workplaces**. The report by the ISSA Technical Commission on Insurance against Employment Accidents and Occupational Diseases calls for integrated prevention strategies that address heat stress, extreme weather events, and other climate impacts on occupational health and safety.

This report builds on discussions at the ISSA technical seminar in Senegal in December 2024, as reported on in the [Annual review 2023–2024](#). It links to G20 Ministerial discussions in 2024 and BRICS Ministerial discussions in 2025, where the ISSA has contributed. Climate change and the environment is also dealt with in the updated *ISSA Guidelines on Prevention of Occupational Risks* and in the 2024 Vision Zero guide *The 7 Golden Rules – To Protect the Environment and our future*.

The ISSA Working Group on Rehabilitation has also looked at the environmental and climate impact of rehabilitation services, and how to establish sustainable practices by fostering eco- and climate friendly health care systems.

Looking ahead

The achievements of 2025 underscore the ISSA's leadership in promoting prevention as an integral part of social security, based on the firm belief that prevention should not be seen as a cost but as an investment. The ISSA Special Commission for Prevention and its international sections, and the Vision

Zero community will continue this work in the 2026–2028 triennium. A new ISSA publication to look forward to in 2026 will be the Vision Zero Leadership Guide, which will describe positive leadership principles to promote safety, health and well-being at work.

New ISSA Guidelines

Updated ISSA Guidelines on occupational risks, on workplace health promotion, and on return to work were released and discussed at the World Social Security Forum 2025. The Guidelines form part of ISSA's recognition programme, allowing ISSA members to measure their organizational performance in Prevention against the principles set out in the ISSA Guidelines.

[More information](#)

Vision Zero: Colombian Awards

The first Vision Zero awards in Colombia were handed out at the XI International Congress on Occupational Health and Safety (OSH) in Cartagena de Indias.

[More information](#)

Report: Climate resilient workplaces

The 2025 report *Challenges for occupational safety and health in the context of climate change* outlines strategies for building climate-resilient work environments.

[More information](#)

Vision Zero: New guide

A new Vision Zero guide was released on preventing and dealing with violence in health services.

[More information](#)

Vision Zero: New book

A new book introduced Vision Zero as a transformative commitment to creating workplaces free from serious accidents, harm, and work-related diseases.

[More information](#)

Let's talk about OSH

Since 2023, the "Let's talk about OSH" webinar series has addressed various occupational hazards and how to work to prevent them. Two new episodes were produced in 2025.

[More information](#)

Technical Commission on Rehabilitation

Rehabilitation and return to work are closely linked to workplace health. At the end of 2025, the ISSA Working Group on Rehabilitation was turned into a Technical Commission, strengthening its role in the 2026–2028 triennium.

[More information](#)

Vision Zero: Senegal's strategy

The official launch of the Senegal Vision Zero Strategy was launched, setting 11 objectives with accompanying concrete measures for 2032.

[More information](#)

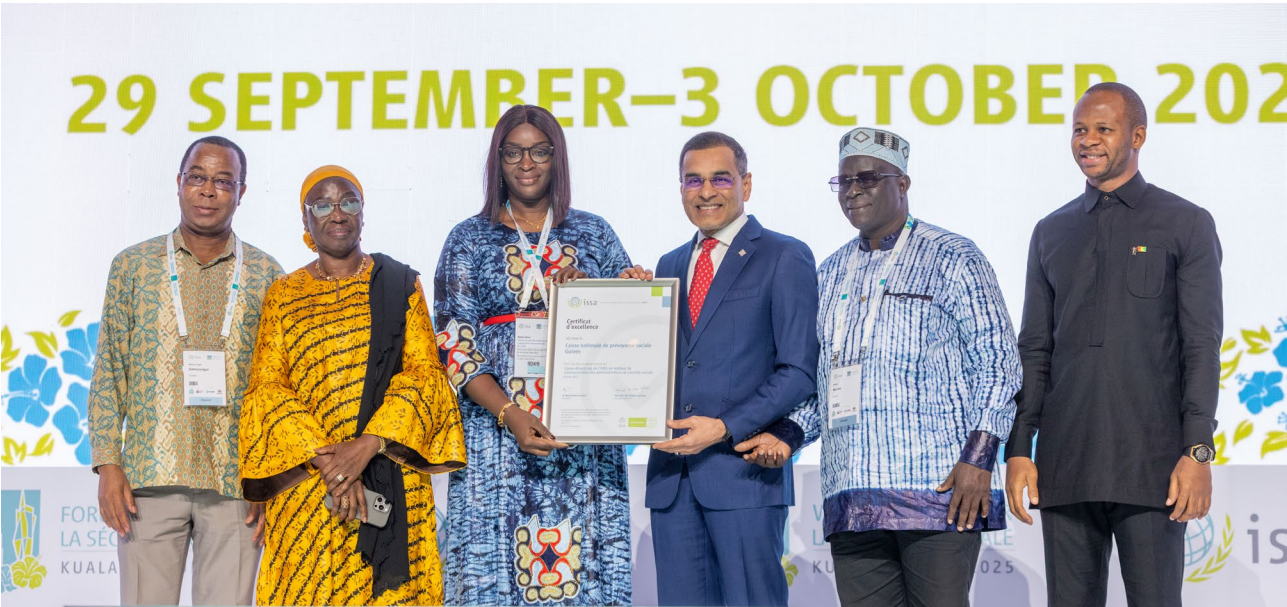
10 Driving excellence through the ISSA Recognition programme

In 2025, participation in the ISSA Recognition Programme grew significantly among member organizations. The programme continues as an important acknowledgement of excellence in social security administration.

Designed to acknowledge institutions that successfully implement a set of the ISSA Guidelines on Social Security Administration, the programme provides a clear pathway for members to benchmark their practices against international standards and demonstrate their commitment to excellence in social

security administration. An increasing number of ISSA member organizations are embracing the opportunity to validate their administrative policies and procedures.





A framework for continuous improvement

At the heart of the Recognition Programme are the ISSA Guidelines – international professional standards in social security administration. By aligning their operations with these guidelines, social security institutions not only enhance efficiency and governance but also strengthen trust among beneficiaries and stakeholders.

Recognition is granted through a comprehensive evaluation process. Institutions submit evidence of guideline implementation, which is assessed by independent experts. Successful applicants receive a **Certificate of Excellence**, valid for three years, as a mark of quality.

Looking ahead

Looking ahead, the ISSA Recognition Programme will incorporate new and updated ISSA Guidelines, ensuring that recognition remains aligned with the latest professional standards in social security administration. In addition, the ISSA will review the programme to enhance relevance and accessibility for more members worldwide.

Recognition programme

The ISSA Recognition programme offers formal evaluation and recognition of the implementation of ISSA Guidelines through a seven-phased process.

[More information](#)

Global momentum in 2025

During the World Social Security Forum in Kuala Lumpur, 34 Certificates of Excellence were presented to 19 institutions in 14 countries across Africa, the Americas, Asia and the Pacific and Europe. There were first time certifications to members in Colombia, Guinea, Oman and the Philippines.

Today, 57 certificates are valid across 23 institutions in 18 countries. This growing participation reflects a shared ambition: to deliver social security that is efficient, transparent and responsive to the needs of people. Recognition is not an end point but part of a broader journey toward continuous improvement.

Excellence at the World Forum

At the World Social Security Forum 2025, 34 Certificates of Excellence were presented to 19 social security institutions from 14 countries.

[More information](#)

ISSA Guidelines

The ISSA Guidelines – the only international standards specifically made for social security institutions – are the basis for the Recognition programme.

[More information](#)

Current certifications

The list of current certifications can be found on an interactive map and searchable list on the ISSA website.

[More information](#)

11 Collaborative innovation projects with ISSA members

The Collaborative Innovation Hub is as an international platform for co-creation among ISSA member organizations. In 2025, the Hub delivered concrete outputs from four flagship projects.

The Hub was established for the 2023–2025 triennium to support ISSA members in strengthening their innovation capacity and developing innovative, high-impact projects in social security administration through collaboration.

As technology, labour markets and societies evolve rapidly, social security institutions must become more agile, and optimize human resources, digital technologies, governance and leadership. To achieve transformative, innovative strategies, organizations need visionary leadership, diverse expertise, and new ways of working.

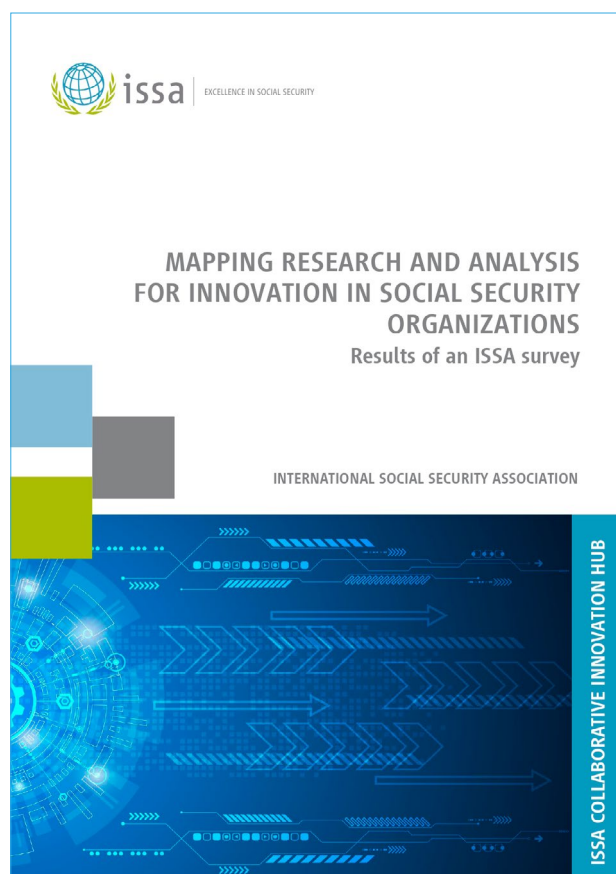
Yet innovation can be resource-intensive and uncertain, and social security institutions need to develop the capacity to apply and govern innovation. The Hub addresses this by creating a structured environment where ISSA members collaborate, share lessons, and co-develop scalable, adaptable solutions. This way, innovation becomes a collective effort.

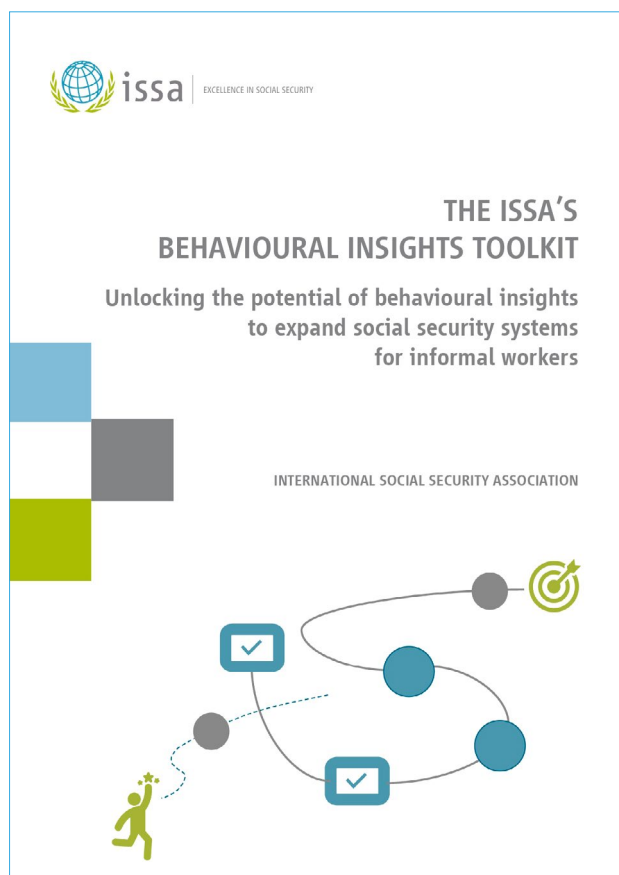
The approach

The ISSA Collaborative Innovation Hub aims at supporting member institutions in developing innovative projects and strengthening their permanent innovation capacity. By addressing issues that require out-of-the-box thinking, the Hub focuses on topics not yet covered by ISSA products that present proven solutions, such as the ISSA Guidelines, manuals and related knowledge.

The projects developed have been member-led with support from the ISSA Secretariat and appointed experts. They followed a structured process: define the problem, co-design solutions, test prototypes and package results for replication. This approach ensures that outputs are practical, evidence-based, and ready for adoption.

In 2025, preliminary findings and outputs were discussed at the International Conference on Management and Innovation in Social Security in Egypt, before being finalised for the World Social Security Forum in Malaysia.

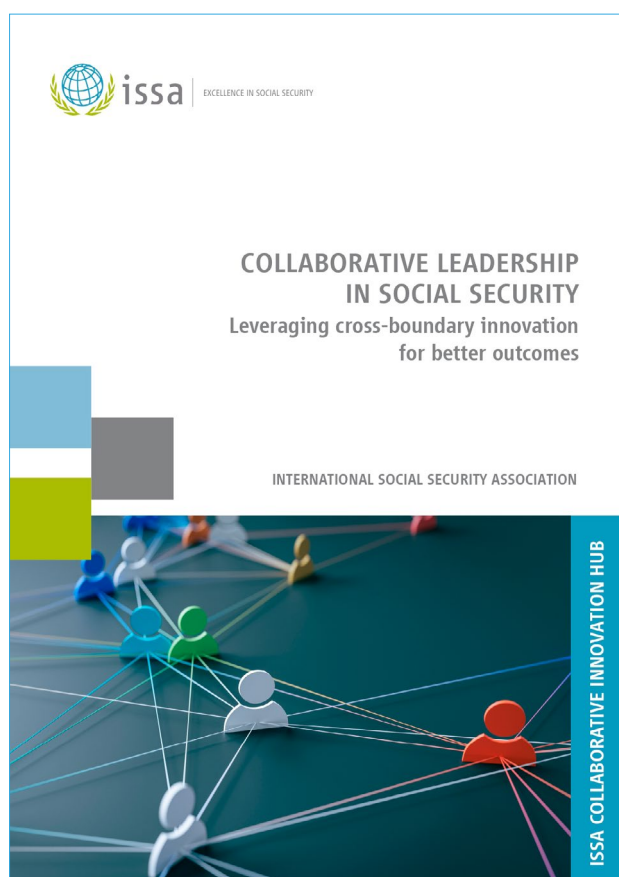




The projects and their results

- **Internet of Medical Things (IoMT)** – The project developed innovative business models for remote care, addressing sustainability and accessibility. Prototypes and a replicability guide demonstrate how connected devices can transform patient monitoring and reduce pressure on health systems.
- **Behavioural insights** – The project produced a toolkit that helps institutions integrate behavioural approaches focused on promoting social security for informal workers. These tools were refined through real-world pilots and shared among members for adaptation.
- **Policy analysis and research** – The project advanced the design of a member platform to facilitate knowledge exchange and accelerate policy innovation. Through collaborative workshops and interviews, participants defined its concept, layout, and core functions.
- **Strengthening innovation capabilities** – The project delivered a resource pack based on member case studies, equipping institutions with practical methods to institutionalize innovation skills, processes and governance.

The projects and their outcomes were demonstrated and discussed at the World Social Security Forum, including showcasing in the **Innovation Zone**.



Looking forward

Innovation projects on international data exchange tools, innovation governance within social security institutions, and collaborative open-source solutions will continue into the 2026–2028 triennium. In addition, new collaborative innovation projects will be developed in partnership with ISSA Technical Commissions and member institutions.

Collaborative Innovation Hub

The ISSA Collaborative Innovation Hub promotes collaboration between member organizations to develop innovative projects and strengthen their innovation capacity.

[More information](#)

Internet of Medical Things Toolkit

The toolkit brings together a wide range of resources designed to help social security organizations navigate IoMT implementation.

[More information](#)

Research and analysis for innovation

A report summarizes a mapping of research, analytical and knowledge management structures and processes linked to innovation in social security organizations.

[More information](#)

Innovation conference

The first International Conference on Management and Innovation in Social Security was hosted in Cairo from 11 to 13 February 2025.

[See chapter 5](#)

Behavioural Insights Toolkit

The new toolkit is designed to help social security institutions address behavioural barriers and extend social security coverage to workers in the informal sector.

[More information](#)

Innovation at the World Forum

The Collaborative Innovation Hub and the Innovation Zone were central features of the World Social Security Forum 2025.

[More information](#)

12

Spotlight on contribution subsidies

In 2025, the ISSA and ILO successfully concluded an innovative cooperation with the Social Security Corporation (SSC) of Jordan, addressing a critical knowledge gap on the use of social security contribution subsidies around the world to promote coverage extension, formalization and other policy objectives.



From a national need to a global initiative

Since 2020, **the SSC of Jordan** has implemented a set of measures to facilitate workers' transition to the formal economy, with **technical support from ILO**. Subsidies for vulnerable workers' social security contributions have been a central component of the programme.

“Contribution subsidies are financial mechanisms that reduce the cost of social contributions for workers and employers, particularly for those operating in informal or vulnerable employment condition.”

The **collaborative project with the ISSA** was born out of a request from the SSC to the ILO for information on the design and effectiveness of social security contribution subsidy schemes worldwide, which was lacking. While contribution subsidies can play a vital role in encouraging coverage extension, formalization and other policy objectives, information on global experiences was not systematic and was limited to a handful of well-documented cases.

The ILO and ISSA partnered in 2023 to explore how to respond to the SSC's request, while also generating new knowledge that would be of global relevance. While the ISSA Country Profiles database presented information on government subsidies for statutory schemes, they lacked more nuanced information about scheme design and excluded non-statutory and voluntary programmes. These gaps prompted the design of a global survey to understand the policy choices, key design features and potential effectiveness of different contribution subsidy schemes around the world. The survey was distributed to the ISSA Country Profiles network in 2024.

Collecting and sharing knowledge

The ISSA led and implemented the survey and compiled the first **global compendium of cases**, comprising 41 schemes in 26 countries, produced with support from the ISSA Technical Commission on Policy Analysis and Research. In parallel, the ILO commissioned a review of eight **in-depth country studies**. Together, these efforts produced two joint ISSA-ILO reports that shed light on diverse subsidy mechanisms across statutory, non-statutory and voluntary schemes.

To ensure wide dissemination and dialogue, the ISSA and ILO organized **webinars** with experts and practitioners from across regions. The project culminated in a national **workshop** in Amman, Jordan, in November 2025, where ISSA members from multiple countries contributed with insights and practical experiences, while results were also featured in a **session** at the World Social Security Forum in Kuala Lumpur.

Why contribution subsidies matter

Contribution subsidies can offer more than just financial support. When effectively designed and implemented, they can be an important policy tool to promote broader goals such as **social and economic inclusion** and sustainable economies and societies. Their effectiveness depends on a delicate balance between financial sustainability, administrative feasibility and capacity, as well as their ability to promote sustained participation in social insurance or higher degrees of formalization.

By mapping and analysing concrete global practices, this project provides **actionable knowledge** for countries considering introducing or refining subsidy mechanisms. The findings can therefore inform broader strategies to extend coverage, particularly for vulnerable workers and employers in challenging economic contexts.

A model of effective partnership

The **triangular partnership** between national authorities – including an ISSA member institution – the ISSA Secretariat and the ILO leveraged the comparative advantages of each institution and bridged policy and administrative perspectives. This member-driven initiative was rooted in real country needs and motivations, while delivering global knowledge with impact at both national international levels. It benefited from financial support from international donors (the Netherlands, Norway and the United Kingdom) under the Estidama ++ Fund.

While the contribution subsidies collaboration concluded in 2025, the data, analysis, and case studies provide a solid knowledge base that will continue to serve as a reference for policymakers and administrators worldwide. By addressing a critical knowledge gap, ISSA and its partners have advanced understanding of contribution subsidies, strengthening social security systems for the benefit of all.

Project description

The project “Bridging the coverage gap – Supporting workers through subsidized social security contributions” was implemented with the ILO Regional Office for Arab Countries and the ISSA Technical Commission on Social Security Policy Analysis and Research.

[More information](#)

Compendium

In June 2025, the ISSA and ILO published a global compendium with 41 contribution subsidy scheme descriptions from 26 countries.

[More information](#)

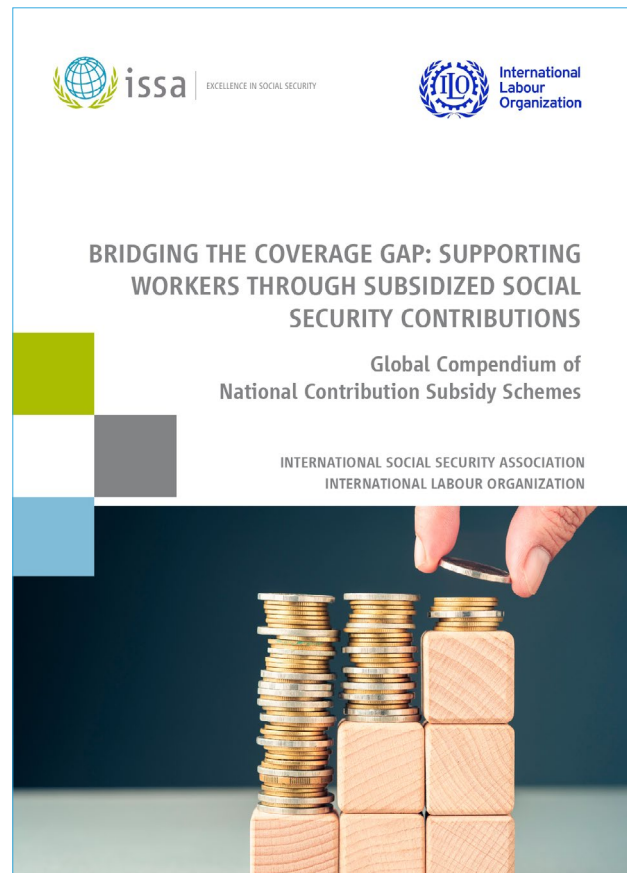
Report – in-depth case studies

In November 2025, the ILO and ISSA published a joint study with in-depth analysis of contribution subsidy schemes in Brazil, Jordan, Malaysia, the Philippines, Tunisia, Türkiye and Uruguay.

[More information](#)

Webinars

The ISSA and the ILO organized webinars to present the project and reports, and to share national experiences on social security contribution subsidies. The webinar recordings are available.

[More information](#)

Workshop in Jordan

A two-day workshop in Jordan took place in November 2025 to conclude the project and to share experiences among social security institutions from different countries.

[More information](#)

Country profiles

The ISSA country profiles contain data on government contributions to statutory social security schemes.

[More information](#)



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