

**Knowledge to promote
good working environments**
STRATEGY 2026–2035

STAMI's strategy 2026–2035

The National Institute of Occupational Health (STAMI) is Norway's national research institute for the working environment and occupational health. Our work is grounded in our role as a research institute and administrative agency under the Ministry of Labour and Social Inclusion. That is what provides the framework for our long-term strategy.

STAMI's societal mission is to produce, refine and disseminate research and knowledge about the working environment and occupational health, ensuring it reaches the full range of Norwegian workplaces.

If we are to maintain our welfare state in the future, we need more people to be in work. The authorities, trade unions, employers' associations and enterprises must be equipped with knowledge to enable more people to be included, fewer people to be made ill by their work and more people to have working environments that allow them to continue in work for longer. The challenges arising from an ageing population, growing competition for workers, rapid technological change and adaptation to the green transition, mean that the dynamics of working life are constantly changing. This is creating a growing need for new research and long-term knowledge development for Norwegian workplaces.

The goal is to help ensure that Norwegian workplaces are secure, inclusive and competitive. This requires STAMI to provide relevant, professionally independent research of a high scientific standard.

STAMI's strategy for the period 2026–2035 has been drawn up after a thorough and inclusive process. We have analysed future knowledge requirements, learnt from evaluations, worked with relevant international research communities and engaged in close dialogue with our target groups and stakeholders. Above all, we have drawn on the insight and suggestions of our own employees, whose expertise and experience constitute our most important strengths as an organisation and research institute. The strategy is grounded both in current conditions and the long-term future trends we see developing.

We know that knowledge must be shared, understood and used, and that workplaces are the key to ensuring good working conditions. Both Norway's national tripartite cooperation and the local bipartite cooperation at Norwegian workplaces play a vital role in implementing knowledge and that making sure that preventive measures result in a good working conditions for everyone. This strategy shall promote research that inspires people to get involved, cooperate and take joint action, and which generates **knowledge to promote good working environments** for everyone in Norway.

Oslo, 5 December 2025

Therese N. Hanvold

Director General, STAMI

Vision

Knowledge that creates good working environments

By producing, refining and disseminating research, we shall ensure that workplaces have the expertise required to prevent illness, promote good health and create value through productive and competitive jobs.

Core values

Relevance • Professional independence • Quality

Target groups

Decision-makers, working environment authorities, trade unions and employers' associations



Managers and employees at Norwegian workplaces

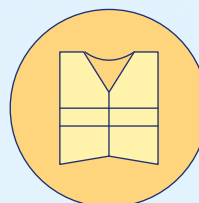
Research communities



Health care providers



STAMI

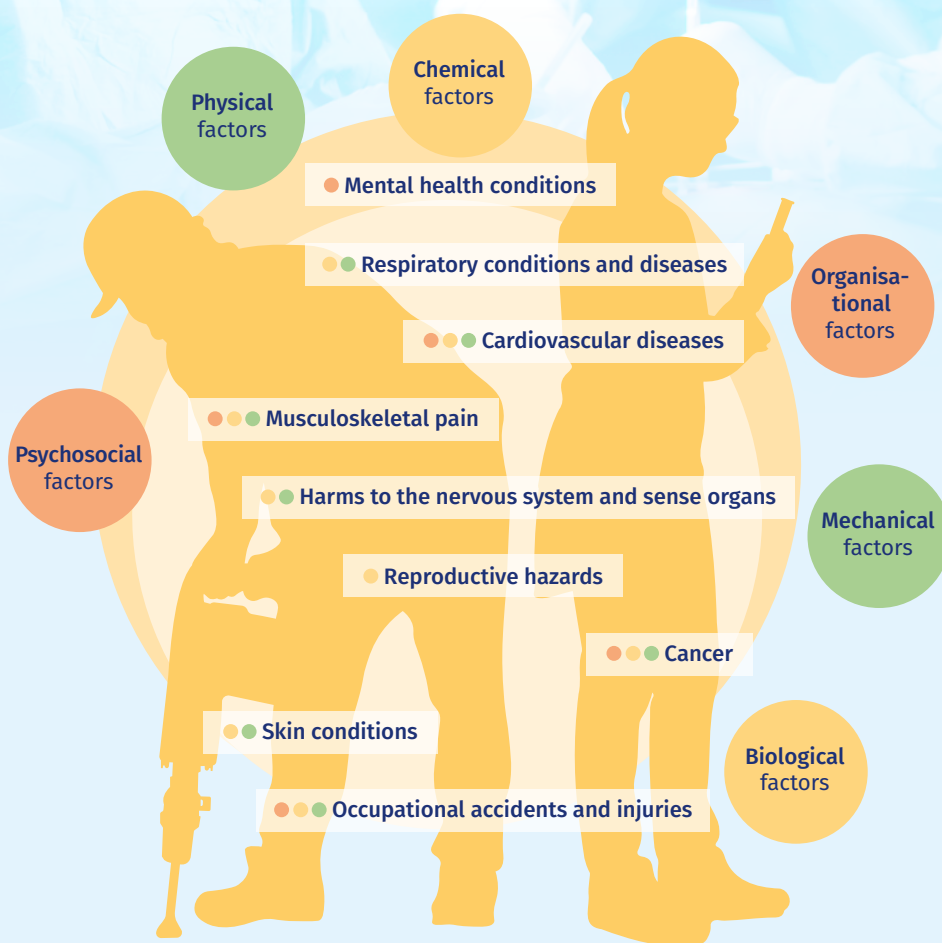


Occupational health services, HR and health and safety staff, safety representatives and employee representatives

Core competency

During this strategic planning period, STAMI will build on its strong interdisciplinary scientific expertise on all aspects of the working environment and occupational health.

STAMI's research covers working environments, relevant mechanisms and a variety of health outcomes, examples of which are illustrated in the figure below.



STAMI will prioritise its research based on established criteria and maintain its methodological breadth.

STAMI will prioritise research based on:

- knowledge gaps
- national importance
- scope and seriousness
- scientific originality and importance
- preventive potential
- implementability

STAMI will use research methods including:

- epidemiological studies
- field studies
- experimental studies
- interventional studies
- biological markers of exposure and health impacts
- psychosocial, organisational, physical and chemical studies

Goal Area - Research

STAMI shall play a leading role in research into the working environment and occupational health

STAMI shall continue to develop its position as Norway's national research institute for the working environment and occupational health. At the same time, we shall make a key contribution to international research in the field.

Goal 1: Improve our understanding of how the working environment affects labour market participation

A growing number of people are completely or partly outside the labour market. Meanwhile, demand for labour will continue to grow, particularly in the health and social care sector. STAMI shall improve our understanding of the working environment so as to enable greater inclusion, prevent individuals being made ill by their work and help more people to continue in work for longer.

STAMI shall strengthen its research focus on:

- ▶ working conditions to promote the inclusion of young people and enable long careers
- ▶ women's working conditions and occupational health
- ▶ effective tools and measures to promote sustainable working environments
- ▶ industry-specific knowledge that puts the spotlight on protective factors at work
- ▶ shift and rota plans that reduce health and safety risks
- ▶ working conditions that reduce sickness absence and labour market attrition

Goal 2: Improve our understanding of the impact of new technology and ways of working on the working environment and occupational health

New technology, digital communication and platforms, artificial intelligence and robotisation are all changing how work is organised and performed. This can increase productivity and create new industries but also alters the physical and psychosocial exposures at workplaces. These changes can in turn result in new risk factors for ill health, sickness absence and labour market attrition.

STAMI shall strengthen its research focus on:

- ▶ how organisational changes affect the working environment and health
- ▶ algorithmic management and remote management
- ▶ activity-based and/or location-independent jobs
- ▶ digital work tools, artificial intelligence and the use of robots and other technology

Goal Area - Research

Goal 3: Improve our understanding of the impacts of the green transition on the working environment and occupational health

The transition towards a society with a lower impact on the environment and climate is creating new challenges for workplaces. The associated changes may result in exposure to new materials and chemicals, as well as exposure to known chemicals in new contexts.

STAMI shall strengthen its research focus on:

- new chemicals and materials at workplaces, as well as new applications for them
- exposures and health impacts arising from renewable energy generation
- indoor climate and air quality at workplaces
- exposures and health impacts arising from recycling and reuse

Goal 4: Develop and implement new methods relating to the working environment and occupational health

The relationship between the working environment and health is complex and is affected by numerous factors, both individually and in combination. In order to stay at the forefront of research in this field, STAMI shall maintain and develop new methodological expertise.

STAMI shall increase its focus on:

- methods for identifying biological mechanisms and early markers of ill-health
- AI and machine learning for analysing large, complex datasets
- interdisciplinary methodologies to ensure that issues are considered within a broad and holistic perspective

Goal 5: Be a proactive and attractive partner

International research collaborations within our field are important to building up our knowledge base, comparing practices across countries and developing common methodologies and standards. By itself, a single national agency has limited capacity to cover the whole breadth of this complex field.

STAMI shall increase its focus on:

- international cooperation and networking
- scientific contributions to international conferences
- raising awareness of its researchers' specialist expertise and of its scientific infrastructure
- internships and research exchanges

Goal Area - **Knowledge to Support Workplaces**

STAMI shall be the leading institute for national monitoring and emergency preparedness covering the working environment and occupational health

STAMI shall monitor developments relating to known and new challenges concerning the working environment and offer forward-looking assessments and scenarios. Good data sources shall facilitate successful knowledge production, monitoring, risk assessment, risk prevention and rapid responses to new challenges. This shall give the authorities, trade unions and employers' associations a common knowledge base capable of informing both crisis management and long-term planning and prioritisation to promote sustainable work practices.

Goal 6: Manage national data sources relating to the working environment and occupational health

STAMI shall manage national, representative databases containing high-quality information. By doing so, STAMI shall ensure the availability at all times of reliable, objective and up-to-date data sources concerning the working environment. This ensures smooth access to knowledge, both for risk prevention and when dealing with the unexpected.

STAMI shall increase its efforts to:

- ▶ improve, develop and maintain existing and new databases
- ▶ generate forward-looking assessments of the working environment and occupational health
- ▶ reinforce STAMI's role as the national data bank for the working environment and occupational health

Goal 7: Increase knowledge resilience for current and future crisis management

With large quantities of research of variable quality being produced, research summaries are vital to offering decision-making support to the authorities, trade unions, employers' associations and enterprises. These summaries also provide a good basis for knowledge resilience and help to prioritise research activities.

STAMI shall prioritise:

- ▶ increasing the production of research summaries and expert opinions
- ▶ interpreting and disseminating international research summaries that are relevant to working life in Norway
- ▶ ensuring the availability of specialist expertise for responding to crises and emergencies

Goal Area - Social Utility

STAMI shall make a difference to Norwegian working life

In Norway, STAMI sets the terms for research into the working environment and occupational health. STAMI shall – through research, advice, training and dissemination – enable workplaces, trade unions and employers' associations, centrally and locally, to take evidence-based decisions that ensure sustainable working conditions.

Goal 8: Disseminate applicable knowledge

STAMI shall make a real difference to Norwegian working practices by disseminating our research-based knowledge to trade unions, employers' associations, decision-makers, senior managers and employees, so that they can implement it. This requires us to work on dissemination, set the agenda and actively contribute reliable, expert knowledge to the public debate.

STAMI shall increase its efforts to:

- ▶ engage with expert communities and raise its profile across various media platforms
- ▶ improve how it targets communication of its research-based knowledge and ensure it is applicable to our target groups

Goal 9: Increase our impact on society

It shall be possible to implement the knowledge developed by STAMI through specific, evidence-based prioritisations and interventions at Norwegian workplaces.

STAMI shall prioritise:

- ▶ improving its training activities and specialisation on the working environment
- ▶ developing evidence-based and user-specific tools relating to working conditions
- ▶ highlighting the social utility and profitability of occupational risk prevention

Goal Area - **STAMI's Organisation**

STAMI shall be an attractive place to work with good, efficient research processes and support functions

The working environment at STAMI shall be planned, organised and implemented in a logical and productive way. Individual employees working at STAMI shall have a sense of job satisfaction, mastery and mutual respect.

Goal 10: Simplifying and streamlining workflows

STAMI shall prioritise developing streamlined, innovative research processes and support functions that facilitate good cooperation, rapid access to data and high standards throughout the information chain. By using technology and simplifying work processes, STAMI shall enable more targeted and efficient knowledge production that meets the needs of workplaces.

STAMI shall:

- ▶ exploit digital technology and potential in its research, monitoring and support functions
- ▶ make collected data and databases available to researchers across its organisation
- ▶ provide user-friendly administrative tools and support functions for researchers

Goal 11: Create a robust organisation prepared for future challenges

Scientific work is resource-intensive and long-term. Both STAMI's research and its other core activities are largely based on high levels of specialist expertise. STAMI shall be a workplace that attracts, develops and retains committed and skilled employees. The institute shall be a workplace that promotes commitment, professional development and cooperation. Clear expectations, a high degree of professional autonomy and working conditions that stimulate innovation and job satisfaction shall make STAMI an attractive place to work.

STAMI shall:

- ▶ pursue targeted recruiting and retain key expertise at all times
- ▶ promote professional development and interdisciplinary cooperation across its organisation
- ▶ participate in national and international collaborations
- ▶ set clear expectations and roles; ensure good management practices
- ▶ allow great professional autonomy within the framework of STAMI's societal mission

