Meeting of the IEA Executive Committee

Minutes 25-26 April, 2026
Location: The Discovery Room – Ground Floor, The Orchard Hotel & Restaurant,
Beeston Lane, The University of Nottingham, UK

Executive Committee Attendees:
Andrew Thatcher, President (AT)
Thomas Alexander, Vice-President and Treasurer (TA)
Nancy Black, Vice-President Secretary General (NB)
Rosemary Seva, Science, Technology and Practice Chair (RS)
Martin Rodriguez, Communication and Public Relations Chair (MR)
Verena Nitsch, Professional Standards and Education Committee Chair (VN)
Anindya Kumar Ganguli, International Development Chair (AKG)
Wei Zhang, Development and Promotions Chair (WZ)
Ben Peachey, IEA2027 Congress Organizing Committee Chair (BP)
Masaaki Mochimaru – Advisory Group on standardization (MM)
Virtual: Takashi Kawai, Information and Communication Technology Ad Hoc Committee Chair (TK)
Jose Orlando Gomes, Past-President and Awards Chair (JOG)

Staff: Aleksandra Gamper, Administrator, IEA Office (AG)

Day 1. Saturday 25 April 2026

Agenda item	Resp	Discussion, Decisions and Action Items
09:00 1.Call to Order and Approval of Agenda	**AT/NB**	AT welcomed the attendees to the meeting. TA suggested amending the agenda to include updates on developments in everybody's professional lives. The agenda, as amended, was approved by unanimous consent.
09:05 2. Minutes of last EC meeting	**AT**	Minutes of the last Executive Committee meeting had previously been circulated for comment, revised in accordance with the comments received, and filed in the Executive Members' Area of the IEA website. The minutes were posted in the Executive Committee section. Members were encouraged to review them and report any omissions. Otherwise, the minutes would be deemed approved.
09:10 3. President's report	**AT**	AT delivered President's report. Ref. 1 The report covered three goals of the President: 1. Strengthening bonds with key international organisations AT clarified the IEA liaisons and planned activities: • ISO – Masaaki Mochimaru. • WHO – AT and Shanqing Yin from Singapore. AT informed the Committee about the World Health Assembly at the end of May, where the IEA will be represented by Shanqing Yin (HFES, HFESS) and Yuval Bitan (from the Israeli society), NB

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		(virtually), and AT (virtually). The connection is through the Patient Health and Safety and Healthcare Safety units of the WHO. - The WHO has been planning to move Occupational Health (OH) to the ILO. As a result, OSH federations and professional societies (such as NIOSH) are losing contact with the WHO. They have written a letter to the WHO Secretary-General, which the IEA supported. Although the decision has already been made, it was important to raise our voice on the matter. - The WHO/IEA guidance document on using HFE in Patient Safety is expected to be released by the end of May 2026. - A project for the next three years is to turn the document into training material for WHO healthcare symposia held with partners in Italy. • ILO – Shengli has been a valued colleague since 1997 and will retire in August 2027. AT pointed out to BP that Shengli should be honoured at the IEA Congress and suggested considering inviting him as a keynote speaker. - He has been the driving force behind the ILO International Convention on Ergonomics Hazards. The proposal went to a vote in April 2026, with the choice being between ergonomics hazards and supply chain management issues. AT noted the contribution of Carisa Harris's report to the successful outcome. The Convention should be considered in 2029. An additional step had been planned to reduce the original 160-page report to a 30–40-page document. However, the ILO Executive decided to skip this stage and is now drafting a 12-page ILO Convention document in consultation with the IEA. Shengli is currently addressing budgetary issues, after which a contract providing remuneration for this work will be signed. This is expected to be completed by November. The Convention will be translated into multiple languages before the *Meeting of Experts* (11–16 April or 12–17 April 2027). The *Meeting of Experts* consists of 8 representatives from industry, 8 from government, and 8 from labour, with the ILO managing the nomination process through its member states. - The nutshell document for labour, managed by RS, has recently been completed. It could be distributed through the International Trade Union Organization. Through this process, we may be possible to identify additional experts in the field. The IEA will have several representatives at the *Meeting of Experts*, although the exact number is not yet known (estimated to be between one and four). Once this information is available, it will be shared. - International Labour Conference (May 2026) – AT will attend during the first week and TA during the second week. AT and TA hope to deliver a statement on behalf of the IEA. Such statements are subsequently published as official conference documents. The IEA is awaiting confirmation of acceptance.

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		Discussion: • AG asked who the representatives in the 8-8-8 group would be. He noted that it would be beneficial to know who these individuals are on a personal level to connect with and influence them. • TA replied that the ILO has its own processes for communicating through governments, employers, and unions to identify representatives. He suggested that members with contacts to the three groups should reach out to them. • AT suggested raising this issue during the next Virtual Council Gathering on 7 May. He noted that if Council representatives have contacts within governments, they should encourage those individuals to nominate themselves. He added that there is no guarantee that the ILO will select them. Once the list of representatives is published, it can be circulated to the federated societies. ACTION: If members know any of the individuals personally, they should inform the IEA so that an engagement strategy can be developed. • TA noted that outreach should not be limited to government representatives but should also include employers and unions. • AT added that the Chinese delegation is likely to be one of the key partners and asked WZ whether he or other members had relevant contacts within that delegation. WZ confirmed that he was aware of the project. • BP praised these achievements, noting that they represent some of the most important work being undertaken by the IEA. He asked what is IEA trying to influence them with, what outcomes it is seeking to achieve, and how this information will be communicated to the federated societies, why it is important, and who will take the lead on these efforts. • AT confirmed that he is leading these projects and is responsible for communicating their goals and outcomes to the federated societies. Carisa Harris will assist him in this effort. The goals are: 1. To influence the selection of experts by encouraging the appointment of individuals who understand HFE. 2. To ensure that the selected experts understand HFE principles and their application. Carisa serves as one of the key experts, who will be an educational bridge in this process. The IEA communicates directly with Shengli and Grace Gouthier (spelling not confirmed), who are drafting the 12-page document. • BP asked where this information could be accessed. He noted that this is an area where the CPR Committee could provide support. - AT replied that the official announcements will be published in the NewsBriefs.

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		- TA noted that the ILO is leading the process and that all communication should be coordinated with the ILO. The IEA's role is to provide scientific expertise. - Regarding the result of the process, TA highlighted the long-term and politically complex nature of ILO productsbut stressed the significant opportunity to influence legislation through this process. TA also agreed on the importance of informing federated societies once the process is clear, seeking their feedback, and encouraging their support. - AT will share further information once it becomes available. • VN asked who Shengli's successor would be. • AT replied that the IEA has met with them both in person and online, and that Shengli is interested in ensuring continuity. • TA noted that the *right to a safe and healthy workplace* became one of the ILO's Fundamental Principles only three years ago. He emphasized the significance of this status by comparing it to other fundamental principles, including the right to collective bargaining, the abolition of child labour, the abolition of forced labour, and importance of non-discrimination. He explained that these principles operate at the highest international level and are subsequently incorporated into national legislation. TA suggested that, in the long term, a proposed result of the ILO process could contribute to establishing the right to ergonomic work as a similarly fundamental principle, although such a development would likely take decades. 2. The IEA strategy • AT reported that a committee chaired by Paul Salmon, with representatives from around the world, is preparing a paper and is currently working on a second draft, which is expected by the end of the following week. • Paul Salmon had originally planned to attend the CIEHF conference this week but was unable to do so. He had been scheduled to chair a special session on the future of HF/E, a part of the conference's closing panel discussion, which will now be chaired by Fiona Bird, President-Elect. Panel members include Fran Ives, the current President, Nicola Adams, and AT. The panel will continue discussions on the future of HFE, including reflections on where the current approach has been successful and where challenges remain. 3. ECR and Outreach • Videos project. AT reported on a project being undertaken in collaboration with the CPR Committee to produce videos featuring IEA Fellows. The videos are intended to serve as educational and career-development resources for individuals entering the profession and will be recorded in multiple languages to reach a wider audience.

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		- He also noted that the IEA has signed a new Memorandum of Understanding with the *Foundation for Professional Ergonomics*, which has agreed to provide funding to support the professional production and packaging of the videos. Andrew Todd will assist MR in leading this initiative. • Finally, AT highlighted his outreach activities and presentations to various societies around the world. The objective of these efforts is to strengthen societies' connection to the international HFE community. In addition to speaking at conferences, he has sought opportunities to engage with early-career professionals through activities such as presenting student awards and participating in dedicated sessions to discuss international involvement in the profession and career development opportunities. <u>Discussion</u>: • NB requested that AT share the PowerPoint presentation, noting that it contained information not included in the written report. • AT highlighted the outcomes of the Ambassador Programme and noted the significant support provided by host societies during in-person visits, including accommodation, transportation, and, in some cases, airfare. He emphasized the importance of acknowledging these contributions. • AT reported that he would be attending the Japanese Ergonomics Society conference and several university events in Japan, as well as conducting outreach activities in the United States. • AT asked whether the IEA2027 promotional video would be available for use at upcoming events. BP confirmed that it would be shared. • BP inquired about the new Ambassador report submission form. - NB confirmed that no reports had yet been submitted in 2026. Several were submitted in 2025. It has not been compiled into a single spreadsheet. reports are stored individually on the website as internal submissions. She agreed to consult with TK about the possibility of generating a consolidated report covering all submissions over a specified period. - AT noted that Ambassador activities have traditionally been reported in the triennial report and have not been compiled on an ongoing basis. There is no reason why this information could not be made available more regularly and suggested that outreach activities involving network outreach could also be included. - BP suggested making Ambassador reports available to Council members, noting that they could be useful for preparing for visits and understanding previous outreach activities. - AT clarified that the reports are primarily quantitative records of presentations and outreach activities.

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		- TA supported making the reports available for transparency and to provide context for related expenditures. AT noted that the reports indicate who covered the costs, but do not include expenditure amounts. • AT reminded the EC of BP's suggestion at the Beijing Executive Committee meeting regarding the tracking of action items. He noted that NB had included previously assigned action items in the reports and encouraged members to review them and ensure that they had been addressed in their presentations. ACTION: NB to make ambassador reports available to Council (in advance of Novembre meeting. NB to consult with TK about the possibility of generating a consolidated report covering all submissions over a specified period.
9:40 4. VPSG Report	**NB**	NB presented the VPSG report. Ref 2 This was a continuation of the VPSG report previously introduced in Beijing, focusing on internal and external stakeholder communications, process efficiency, and operating procedures. 1. Internal communications Following Council's request for more frequent engagement, three Virtual Council Gatherings had been scheduled for 2026. The first gatherings (3 March) attracted good participation, and recordings have been shared with attendees. Sustaining Members were also invited to participate and contributed actively to discussions. The next gathering was scheduled for 7 May and would focus on the outcomes of the Executive Committee's SWOT discussions. NB provided an update on the 2026 EC meeting (October 31- November 1) and Council meeting (November 2-3), which will be held in Florianópolis, Brazil. There was a venue change due to logistical constraints in São Paulo. ABERGO conference will follow on November 4-6. Everyone from the EC is invited to attend the conference. Official invitations will be circulated to EC and Council members. 2. External stakeholders: NB reported on activities involving key external partners and networks, including the WHO, ILO, and GOSH8. The IEA has renewed its WHO non-state actor status and is expected to participate in future World Health Assembly activities. Possibly deliver a one-minute presentation next year. <u>Discussion</u>: • AT reported that the IEA will chair the "Human-Centred Workplaces" working group as part of preparations for World Expo 2030. Last year MM was present, but they preferred a higher level representation.

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		• TA noted that the World Congress on Occupational Safety and Health may be of interest to the IEA. • AT reported that, in addition to the Human-Centred Workplaces working group, a proposal on Human-Centred Workplaces in the Context of AI was being developed in collaboration with relevant Technical Committees. Members discussed opportunities for TCs and FSs to contribute to these initiatives. IOSH and other partner organisations were identified as key collaborators. • BP highlighted related work being undertaken through the OSH Alliance in the UK and expressed interest in contributing to the initiative. AT to share relevant contact information (Mariana) and background materials.. • NB noted that the initiative was still at an early stage and emphasized the importance of involving a wider group of stakeholders. She suggested informing the TCs and communicating the opportunity through the NewsBriefs to encourage input and participation. ACTION: AT to share contact information for Mariana and GOSH and background materials with EC (? Council?). RS to inform TCs; AT to communicate through NewsBriefs 3. Improve process efficiency NB reported on progress in improving internal processes, including Ambassador reports, automated certificates, and communications. Members were encouraged to continue submitting Ambassador reports. 4. Enhancing OPs. NB introduced draft OP 21 (Code of Conduct), developed in response to an incident at a previous IEA event. She explained that the purpose of the Code is to provide a safe and respectful environment at IEA-organized events, establish reporting procedures, and clarify responsibilities. The EC was invited to review the document and provide feedback ahead of a vote the following day. <u>Discussion</u>: • VN asked for additional context regarding the incident. - NB explained that perceptions of communication and behaviour may differ across cultures and individuals and emphasized the importance of having a clear process for addressing concerns when they arise. • VN stressed the importance of clearly identifying the person to whom incidents should be reported. - NB confirmed that concerns should be reported either to the VPSG or to the responsible host or organizer of the event. • RS asked whether this information would be communicated before meetings.

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<tr><td></td><td></td><td>- TA noted that the Operating Procedure would be presented to Council for approval. He emphasized that having the Code at the officer level demonstrates the importance of the issue and helps raise awareness across the organisation.
• VN suggested that the VPSG should have the option of appointing a designated person to receive complaints when appropriate.
• BP recommended involving Council members in the development of the document to encourage broader engagement and buy-in. He also suggested reviewing relevant legal frameworks, including Swiss and Canadian requirements, and expressed concern about potential legal implications for volunteers and contractors under their respective national laws.
• TA noted that legal obligations vary across jurisdictions and that the purpose of the Code is to operate independently of national legal processes while providing guidance and a reporting mechanism within the IEA.
• MR asked whether the Code would apply to IEA-endorsed events.
- NB clarified that the proposed Code would apply only to IEA-organized events.

ACTION: once accepted by EC, NB to distribute new OP21 (Code of conduct) to Council in advance of November meeting.</td></tr>
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5. VP/Treasurer's Report</td><td>TA</td><td>TA presented Treasurers Interim Report 2025 and
Proposed revisions to OP 14: Funds Administered by the IEA. Ref. 3

TA introduced a new format of the report, which was inspired by other societies.
Looking ahead to 2026, he presented a less optimistic forecast, noting that expenditures are expected to increase due to planned activities, website improvements, and rising air travel costs. The IEA is willing to co-sponsor initiatives such as publications when another sponsor is also involved.
A deficit is expected in 2026; that is acceptable since maintaining a large surplus is generally not viewed favourably by tax authorities.
TA highlighted the following:
- Risk of loosing tax-exempt status of non-profit organization in 2026.
- High financial risks in 2026.
- Risk of smaller surplus in 2027 Congress.
- Financial deficit in 2026.
- Policy of co-funding needs to be continued

<u>Discussion</u>:
• AT noted that expenditures in 2025 were lower than expected, thanks to the generous support provided by CES. He also remarked that the meeting in Aachen had been relatively inexpensive.</td></tr>
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		• VN asked whether there was a reasonable expectation that HFES would resume paying full dues following the two-year reduction period. • AT replied that the issue was systemic and related to decisions made within the organisation. He further explained that any revision of membership dues is a Council decision and that a working group is planned to review the matter. • AG asked why the forecast combined meeting, representation, and outreach expenses, and which of these categories was expected to increase significantly. - TA replied that increases were anticipated in both meetings and representation/outreach activities due to rising air travel costs. • AG asked where financial support provided by the IEA to Council members for participating in the Congress was reflected in the report. - TA explained that there was no related expenditure in the report because there were no Congresses in 2025 or 2026. • Some committees showed zero expenditures. • Those committees had incurred no costs, with some activities conducted entirely virtually. • VN asked whether reducing in-person meetings to once per year had been considered. - TA replied that the impact of increasing meeting costs would need to be assessed and that the issue could be revisited in Brazil. - AT noted that it would be logistically difficult to have all participants attend remotely. - TA added that a hybrid meeting format could be considered. TA presented proposed revisions to OP14. The main change was to define IEA funds by purpose rather than by donating organisation, reflecting the requirements associated with donations to a non-profit organisation. The current fund supports outreach, representation, and participation by members from industrially developing, low- and middle-income countries. Future donations may be directed to existing purpose-based funds or to new funds established for other IEA-related purposes. Members requested additional time to review the proposal, and further discussion was deferred until the following day.
10:40		BREAK
11:00 11. (ONLINE) Report and discussion: Information &	**TK**	TK reported on ICT Ad Hoc Committee developments. Ref 4. TK highlighted the main projects of ICT: Access Analysis, which includes review of session trends, most visited pages, top referrals (i.e. chat.gpt and hfes.org), top countries (USA,

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Communication Technology (ICT)		India, the UK), Path Exploration. TK discussed key issue identified: user path. He then defined future tasks: - Technical evaluation of the website - IEA Website Redesign - Compliance with privacy regulations (GDPR) Discussion: • AT reported that Kian had agreed to reduce the annual website maintenance, backup, security, and support fee from USD 5,500 to USD 4,900. He noted that, as part of this agreement, several website improvements would also be implemented. • NB demonstrated the newly added GDPR compliance features and noted that Aleks Volosiuk had volunteered to implement them, helping to reduce costs. EC members were asked to verify that the cookie consent banner was functioning correctly on their devices. • VN raised the need for better collaboration tools. - TK explained that the Members' Area currently supports file sharing, but improvements are needed. TK indicated that enhancing file-sharing functionality and user permissions would be considered. - NB noted that Slack had recently been established for Work and AI TC and could serve as an interim solution. She also reported that a broader website redesign would not take place during the current academic year. • BP commented on the website analytics and suggested prioritizing improvements to the "What is Ergonomics?" page, as it is one of the most frequently visited pages. He proposed making the page more interactive and using existing IEA materials as source content (consider Carisa's presentation). BP also suggested distinguishing between the needs of public users and internal users such as TCs and governance groups. He further recommended periodically reviewing website suppliers and considering industry best practices. - AT noted that a review of website support arrangements had recently been completed and had resulted in reduced costs. Ho also mentioned that Carisa's report can't be shared now. • AG suggested translating selected pages into additional languages. - TK agreed to investigate whether language-switching functionality could be added. - JOG reported positive experiences using automated translation tools for Portuguese language. - MR noted that multilingual content could improve the visibility of IEA resources in non-English search results. • RS suggested using the "What is Ergonomics?" page as a gateway to related resources, including webinars, Technical Committees, and other educational materials. Members agreed that better integration of existing content could improve engagement and navigation.

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		ACTION: TK to investigate gateway function addition within website TK to investigate whether language-switching functionality could be added. BP will share the information about CIEHF experience with TK, NB for consideration.
11:30 6. Report and discussion: Science, Technology & Practice Committee (STP)	**RS**	RS presented the STP Committee report.. Ref. 5 Webinars: RS reported that 71 webinar videos are currently available through IEA channels. The most popular webinar has received over 1,000 views. She encouraged Technical Committees (TCs) to remain active in organizing webinars. Ergonomics in Nutshell The final version of Ergonomics in a Nutshell had been submitted to NB. She acknowledged the contributions of editors. RS suggested translating the document into multiple languages and inviting member societies to assist with translations, potentially using machine translation followed by local review. TCs RS reported progress in reactivating dormant TCs. The Aerospace TC has been successfully re-established and now has a Chair and Co-Chair. Efforts continue to recruit members and leadership for the Ergonomics and Manufacturing TC. The *AI and Work* TC is very active. She also reported that 25 TCs are currently listed, although only a subset are actively engaged. IEA2027 support RS reported that the STP Committee would discuss support for IEA2027 during its June meeting, including potential involvement of TCs in organizing sessions and identifying session chairs. She invited representatives from the IEA2027 Organizing Committee to attend and provide further information. BP reported that responses had been received from approximately nine highly active TCs and that outreach to less active groups would continue. He noted that some traditionally strong TCs had not yet responded.. Future projects The three originally planned Ergonomics in a Nutshell documents had now been completed. The next proposed project is an Ergonomics in a Nutshell for Children publication. Discussion:

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		• AT emphasized the importance of distributing the labour-related document to unions and considering translations, particularly into Chinese. • BP noted that Council members need clearer information when TCs seek participation. He suggested identifying the individuals leading initiatives, their objectives, and the types of expertise sought. Using the Aerospace TC as an example, he noted that the original call for participation lacked sufficient context to motivate promotion within member societies. • BP also observed that some TC webpages appear outdated and are therefore not viewed as reliable sources of information. - RS acknowledged the suggestion and indicated that more detailed information could be included in future NewsBriefs and TC communications.
12:00 7. Report and discussion: Professional Standards & Education (PSE)	**VN**	VN presented the PSE Committee report. Ref 6 VN reported that the number of PSE co-chairs continues to grow, although not all are actively involved. She welcomed Farzan Sasangohar as a new co-chair, noting his enthusiasm and willingness to lead work on mentoring initiatives. The committee is currently focused on three projects: 1. Endorsement and re-endorsement of certification systems. 2. Development of an international mentoring network connecting existing mentoring programs across member societies (led by Farzan Sasangohar). 3. Creation of a repository of educational resources (supported by Liang Ma). <u>Global Map of Ergonomics Programs</u> VN reported significant challenges with maintaining the IEA Global Map. The information is often outdated, difficult to update, and stored through a complex Google-based system that is rarely used. Many entries contain only university-level information rather than specific ergonomics programs. As an alternative, the committee has begun building a searchable database in Excel. VN's student conducted extensive research to update European program information. The committee sought feedback on whether to continue investing in the Global Map or move toward a database-based approach. <u>Discussion</u>: • NB offered to consult a data specialist regarding possible solutions. • TA asked who the primary users of such information would be. VN noted that the main interest often comes from institutions

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		wishing to promote their programs rather than prospective students. • BP noted that users increasingly rely on AI tools to find educational programs. NB cautioned that AI summaries can be inaccurate. AT and JOG confirmed that AI searches often return incomplete information about ergonomics programs. • TA emphasized the importance of making IEA information accessible to AI systems rather than competing with them. • BP suggested that the IEA website should emphasize the importance of selecting accredited programs. • RS asked whether the initiative would track entire programs or individual courses. VN clarified that the focus is on degree programs, certificates, and postgraduate qualifications rather than individual courses. • VN proposed maintaining a database that would be updated annually by the PSE Committee. • JOG suggested involving federated societies in validating information. VN confirmed the committee plans to build the database first and then circulate it to societies for review and correction. • NB suggested discussing the initiative at a future Virtual Council Gathering, potentially in August. ACTION: NB to consult a data specialist regarding possible solutions. <u>Certification Activities</u> VN reported on a recent meeting with certification bodies. One outcome was the preparation of a comparative document describing certification criteria used by different endorsed bodies. The document had been circulated for review, and no significant corrections had been received. She reviewed the status of upcoming re-endorsements, noting ongoing discussions and reviews with several certification bodies, including CREE, BCPE, ESSA, CCPE, and Japan. <u>Discussion</u>: • AT noted that internationally recognized certification systems can attract practitioners from countries without their own certification frameworks. • TA observed that, while IEA endorses certification systems rather than individual practitioners, mutual recognition between systems could be explored in the future. • VN noted that there is less commonality between certification systems than might be expected and that endorsement currently focuses primarily on process rather than content. • BP commented that there appears to be limited demand for formal mutual recognition among practitioners, as individuals seeking recognition in multiple jurisdictions often obtain multiple certifications. • AT noted that some certification bodies, such as CREE, have already implemented expedited pathways for practitioners

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<tr><td>12:30</td><td></td><td>LUNCH (on-site)</td></tr>
<tr><td>13:30
8. Report and discussion: International Development Committee (IDC)</td><td>AKG</td><td>AKG presented the IDC report. Ref. 7

AKG acknowledged the contributions of the committee co-chairs from China, the Philippines, Nigeria, Argentina, Brazil, and other regions.

AKG talked about three key projects:
1) Collaborative PhD
The program structure, modalities, and MOUs have been completed. Current activities focus on identifying faculty, developing the curriculum, and inviting applications. An advertisement for applications is expected to be issued by September 2026, with the program launch to follow.

2) HFE Course Based on IEA Core Competencies
Progress continues on the development of an HFE course aligned with the IEA Core Competencies to support education and certification needs. A working group has consulted with experts, educational institutions, federated societies, and regional networks. Discussions are ongoing regarding the delivery model, platform, governance, and fee structure. Two IITs (Mumbai and Guwahati) and a private institution in West Bengal have expressed interest in offering the course. The Indian Society's working group will oversee alignment with the IEA Core Competencies.

3) HFE training program in Vietnam
Initial activities included assessing the status of HFE in Vietnam and identifying local needs. Discussions are ongoing regarding a training program and collaboration with local stakeholders. The long-term objective is the establishment of a Vietnamese HFE Society and eventual membership in ACED and the IEA.

<u>Additional activities</u>
Registration of ACED has been completed.
ACED 2026 will be held in Singapore in August 2026 and will include a joint plenary session involving IEA-AGS and ISO TC159.
Translation of the IEA Core Competencies into Hindi and Bengali has been completed by Prof. Sumit Bandopadhyay and colleagues from the Indian Society of Ergonomics. AKG requested that the translations be uploaded to the IEA website.
ACTION: AG to upload translations to website.</td></tr>
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<u>Discussion</u>:
VN asked whether the European educational network activities were being conducted under FEES or as an IEA initiative.
- AKG suggested consulting Gyula Szabó for clarification.
AT asked for an update on the Vietnam conference and clarified that the event is planned for March 2027.
NB asked whether it was appropriate for some individuals to serve as co-chairs across multiple committees. AKG and VN indicated that, in this case, such overlap was beneficial because it facilitated coordination across related projects.
AT asked about developments in Bangladesh. AKG reported that political instability had slowed progress but that the situation was improving. Contacts with Bangladeshi colleagues continue through both the Indian Society and IDC networks, and further discussions are planned.</td></tr>
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9. Report and Discussion: Awards</td><td>JOG</td><td>JOG reported on Awards Committee activities. Ref. 8

JOG reported on Awards Committee activities, noting that the current awards strategy was introduced about 10 years ago when the IEA moved from primarily triennial awards to annual awards with monetary prizes. The change has increased participation, with approximately 23 submissions received across the three annual awards in the previous cycle. He noted that some of the five triennial awards continue to attract few or no nominations and that he is working with WZ to identify sponsors, although potential sponsors generally prefer annual awards that offer greater visibility. JOG emphasized the need to continue promoting the awards, particularly the IEA Fellow, Kingfar, Tsinghua, and triennial awards, through Federated Societies, Council members, and Virtual Gatherings. He also noted that, if participation remains low, the IEA may eventually need to consider reformulating, merging, or discontinuing some triennial awards.

<u>Additional activities</u>
MSc. Program in Central America and Caribbean region: He noted that the programme is being adapted by the Technical University of Costa Rica based on an earlier Master's curriculum developed through IEA-supported efforts. The University plans to host the Caribbean Human Factors and Ergonomics Society (CHFES), which is envisioned as a regional society representing multiple small countries in the Caribbean and Central America.
PHD Program in Latin America. It currently involves approximately 50 PhD students from several countries, including some from Africa. JOG described it as an example of</td></tr>
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1st International Conference on Informal Work 2026 (IEA/ICOH/IOHA) in November 2026.
<u>Discussion</u>:
AGK clarified that IDC and Awards reports refers to the same institution in Costa Rica (Technical University of Costa Rica / Universidad Técnica Nacional).
AT reported that the Global Coalition on Informal Work (GCIW) has been established as a separate entity. Noted that Maggie Graf serves as Treasurer of GCIW and that Clive D'Souza represents the IEA through his role in the Informal Work TC.
BP observed that other professional organizations are experiencing similar difficulties in attracting award nominations
AT suggested that stronger promotion may be needed, particularly for triennial awards leading up to IEA 2027.
NB asked whether any dossiers had been received for the IEA Fellow nominations and suggested tracking submission numbers in future years to determine whether additional reminders or promotional efforts are needed.
JOG and AG reported that no Fellow nomination dossiers had yet been received by them.
WZ informed that a nomination from Taiwan was being prepared for submission.</td></tr>
<tr><td>14:10
10. Report and discussion: Development and Promotion Committee</td><td>WZ</td><td>WZ reported on IDC activities. Ref. 9

Key priorities include: (1) promoting inter-society and inter-regional collaboration; (2) supporting the IEA Awards initiative; and (3) promoting major HFE platforms and events.
WZ reported that 36 of 56 Federated Societies participated in the HFE & AI 2025 Council Meeting. Approximately USD 100,000 in financial support was provided, and the conference is expected to generate a surplus due to university and industry sponsorship.
WZ proposed holding a meeting of IEA Technical Committee Chairs and Co-Chairs at the Beijing conference in October 2026 to strengthen TCs, engage regional leaders, and support preparations for IEA2027. WZ presented a list of approximately 40 TC Chairs and Co-Chairs and noted that leadership is concentrated in Europe, North America, and Japan. Upcoming meetings in Brazil and Beijing provide opportunities to engage leaders from developing regions.
WZ emphasized increasing nominations for the Kingfar and Tsinghua Awards, encouraging broader participation from Federated Societies.
WZ presented the IEA2027 Steering Committee and a regional promotion strategy focused on Europe, North America, and</td></tr>
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Agenda item	Resp	Discussion, Decisions and Action Items
		Asia. Key promotional opportunities include ACED 2026 (Singapore), the Beijing Conference in Oct 2026, the Brazil Council Meeting in Nov 2026, HWWE in Dec 2026 (India), and meetings of major societies (CES, JES, ESK, EST, and ISE). He encouraged leveraging these events to attract influential researchers, emerging leaders, and institutions to IEA2027. Discussion: • NB noted that Ambassador reports should be coordinated through the Development and Promotion Committee. She reported upcoming meetings with CNAM, which has a large ergonomics programme, and indicated that she would promote IEA2027 during these discussions. She also mentioned plans to review archival materials. • AT invited to think about the value of the Congress - WZ responded that, in China, the IEA Congress is viewed as a major international event held only once every three years. He also highlighted the opportunity to engage with leading HFE researchers and internationally recognized experts. - TA suggested organizing informal "*Meet the Experts*" events. - NB proposed a "*Meet the Fellows*" session as a way to increase engagement. - WZ suggested identifying approximately 100 high-impact professors and providing discounts or financial support to encourage attendance, noting that such individuals often attract additional participants and can help generate high-quality session proposals. - NB emphasized that Sustaining Members should receive special recognition and engagement opportunities. - BP raised the issue of information sharing and the need for effective communication channels to support promotion and engagement efforts.
14:30 Sharing of Personal Context		• TA reported increasing complexity and speed in research and policy work, particularly in AI regulation, where findings are often needed before they can be formally published. Key topics include Human Factors and AI, algorithmic management, robustness, evidence-based regulation, and climate change. He also noted budget and staffing reductions despite growing demands. • NB reported that reductions in international student visas in Canada have affected university programs, including some HFE programs. She described a study of HFE content in accredited engineering programs, noting that over 50% of engineering graduates receive no HFE exposure. She hopes to expand this work internationally. • BP noted that HFE is generally well represented at the master's level in the UK but less so in undergraduate education and offered to share relevant contacts

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		• VN reported major funding cuts in Germany. She expressed concern that HFE and OSH content is being removed from engineering curricula and replaced by computer science-related topics, reducing student exposure to the field. • MR reported on his recent election as President of ULAERGO and described efforts to strengthen HFE in Latin American industry, particularly through management metrics linked to safety, quality, and efficiency. • AT shared that IEA has been his main job. highlighted AI as a major concern, citing risks related to AI-generated scientific content, declining critical thinking, and potential impacts on employment. He noted South Africa's high unemployment rate and concerns that AI could worsen the situation. • TA agreed that AI offers easy solutions to complex issues. • JOG described AI as a major societal challenge, particularly when combined with the influence of large technology companies. • WZ reported strong support for AI development in China and argued that regulation can help manage risks while maximizing benefits. He provided examples of AI-supported anti-corruption initiatives and governance applications. • TA emphasized that AI should be designed with HFE principles from the outset and that humans should not be treated merely as variables in optimization systems. • AT and TA concluded that performance should not be measured solely by speed or short-term efficiency, and that sustainable performance is ultimately a consequence of good ergonomics.
15:00		BREAK
15:20 12. Report and discussion: Communications and Public Relations	**MR**	MR presented the IEA Communications Strategy and Policy Proposal. Ref. 10 Interview of IEA Fellows. IEA Communications Strategy and Policy Proposal. • The proposal addresses: what the IEA should communicate, who should communicate, how communication should be delivered, and how communication effectiveness should be measured. The proposed communication pillars are Amplification, Sharing, and Enabling. MR emphasized the need for a dedicated communications role to support day-to-day implementation, supported by a detailed communications policy, communication plan, and performance metrics. MR presented extimated costs for the services. He stressed that most large ergonomics societies already have dedicated communications support and that this role will become increasingly important for the IEA. <u>Discussion</u>:

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		• NB asked about the budget estimates and where the proposed cost figures originated. - AT explained that the figures had been provided by Barry and noted that the important question is first whether the IEA agrees that such a role is needed, after which implementation options can be explored. - TA expressed support for the concept but noted that an annual cost of approximately USD 15,000 would be difficult to sustain. He suggested that a student-based model may be more realistic and emphasized that any arrangement would need to be based on reimbursement rather than employment. He also distinguished between developing the strategy (which requires professional expertise) and implementing it (which could potentially be done by a student or lower-cost resource). - BP shared CIEHF's experience using a specialist consultancy (*Social for Good*) to conduct a communications audit and develop a social media strategy. He emphasized that success depends on a clear strategy, consistency, and audience engagement. CIEHF combines internal staff support with an external contractor and regularly highlights members' achievements through social media. - AG agreed that communications requires professional input and noted that similar concerns had been raised previously. She explained that the website currently lacks an overall communications strategy and posting schedule, resulting in outdated content and older posts reappearing on the site. - TA reiterated that strategic development should involve communications professionals, while implementation could potentially be handled by a student or another lower-cost resource. • JOG noted that the IEA communicates primarily with Federated Societies but has limited direct communication with the members of those societies. He questioned whether the IEA's communication efforts are intended for Federated Societies, their members, or both. - BP agreed that the IEA lacks sufficient clarity regarding its target audiences and strategic priorities. He noted that survey participation by Federated Societies remains limited (22 of 55 societies responded) and argued that existing communication channels, such as the News Briefs, are trying to serve multiple purposes simultaneously. He suggested that the relationship between the IEA and Federated Societies needs further discussion. - RS noted that individuals frequently contact the IEA seeking direct involvement. While the IEA currently directs them to their national societies, this may not work well when a society is inactive or does not exist. She suggested that the IEA should consider how individuals can engage with the organization more directly.

<table>
<tr><th>Agenda item</th><th>Resp</th><th>Discussion, Decisions and Action Items</th></tr>
<tr><td></td><td></td><td>- The EC generally agreed that a communications strategy and implementation plan are needed and that further work should proceed on identifying practical and affordable implementation options.

<u>ACTION</u>:
• NB to consult a communications professional to advise on strategy
• AGK to gather recommendations from Federated Societies and existing contacts
• reporting recommendations back to the Executive Committee
• proceed with the implementation</td></tr>
<tr><td>15:50
13. Report and discussion: Standardization</td><td>MM</td><td>MM presented the AGS report. Ref. 11

MM presented the AGS action plan and described the ISO–IEA liaison structure, defined objectives of AGS and outlined AGS activities and projects. Highlighted activities include:
• Monthly Standards Activity Reports published in the News briefs, including updates from TC159 leadership, subcommittees, and working groups.
• Planned webinars on standardization and ISO activities.
• Seminars and conference participation at regional and national events.
• Promotion of standards activities through Federated Societies and Regional Councils.
MM explained that AGS consists of ISO liaison members linked to TC 159 subcommittees and regional representatives who help communicate standards activities, collect feedback, and encourage engagement with standardization activities.
MM reported participation in several conferences and outlined plans for future webinars and seminars. AGS is currently focused on raising awareness and engagement, with limited direct feedback received so far from Federated Society members.

<u>Discussion</u>:
• TA asked about a planned plenary report
- AT clarified that no ISO plenary meeting will be held this year, so no plenary report is required.
- TA archiving the report for future use.
• TA asked about involving ISO in IEA2027 and whether an ISO-related session is planned.
- ISO will hold meetings at BSI during IEA2027 rather than at the Congress venue.
- AT Confirmed ongoing discussions about ISO-related content and sessions at IEA2027.
• TA raised concerns that standardization processes are often too slow and asked whether ISO is discussing ways to accelerate standards development.</td></tr>
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Agenda item	Resp	Discussion, Decisions and Action Items
		- MM explained that standards development typically requires about two years due to international consultation, translation, and consensus-building requirements. ISO currently does not allow the use of AI-based automatic translation in the formal standards process. MM reported ongoing efforts to streamline standards development through digital tools and improved procedures. • AT raised the status of a proposed joint work item between ISO TC 159 and the occupational safety management standards committee to integrate ergonomics into occupational safety management systems. He noted that progress appears to have stalled and emphasized the importance of the initiative. • BP praised the monthly standards reports in the NewsBriefs and suggested creating a dedicated section on the IEA website to consolidate all standards updates in one location for easier access and reference • MM described plans for a special session the Florianópolis meeting covering: the role and value of standardization; current ISO TC 159 activities; the functions of AGS and opportunities for participation. - JOG reminded to prepare and submit a formal proposal to the organizers through AT. • AT noted that AGS currently operates as an ad hoc committee and raised the question whether AGS should eventually become a Standing Committee - The Executive Committee agreed to continue the governance discussion the following day. ACTION: • Review IEA rules and bylaws regarding ad hoc committees and their duration. • Review the Seoul 2023 minutes to confirm the formal status and original mandate of AGS. • MM to consolidate all standards updates in one location for easier access and reference. • AG to create a dedicated section on the IEA website.
16:20 Summary of day	**AT**	AT noted that a large amount of productive work is underway across the IEA and thanked the EC for its hard volunteer work and dedication. AT outlined the agenda for the next day. The morning would focus on a SWOT analysis to help identify priorities and develop focused recommendations for future planning. The afternoon would focus on IEA2027 and the future of AGS.
17:00		CLOSE OF MEETING DAY 1

Day 2. Sunday 26 April 2026.

Agenda item	Resp	Discussion, Decisions and Action Items
9:00 Call to order. Reminder of plans for remainder of meeting	**AT**	AT outlined the agenda for the day. SWOT analysis formed the core of the first part of the discussion. The exercise was intended to ensure continuity of the Executive Committee's work and to inform strategic planning for the coming year.
9:05 14. SWOT review discussion	**AT/all**	AT presented SWOT analysis results. Ref. 12 AT explained the SWOT methodology. The exercise was intended to provide a holistic view of the Executive Committee by considering strengths, weaknesses, opportunities, and threats, rather than focusing only on positive or negative aspects. The process involved identifying themes emerging from the SWOT results and discussing their implications. AT noted that the categorization of short-term and long-term items reflected his own interpretation and invited the group to revise these classifications. <u>Discussion</u>: • BP asked what the group hoped to achieve during the session and what the ultimate purpose of the exercise would be. - AT stated that the immediate goal was to develop material to present to the Council for feedback and identify the themes that will allow long-term sustainability of the organization and the priorities for the remainder of the term. He also noted that the exercise could produce a document that would be handed over to the next Executive Committee. - NB viewed the exercise as a complement to the existing action-item process, providing an opportunity to step back from individual portfolios and examine the organization at a macro level. - BP noted that by Council 2027 there may be some proposals for change to vote on. • Several participants indicated that they had previously conducted SWOT analyses within their national societies. TA pointed out that some of the Council members may come out with some of their national themes. • NB stressed that some of the things in the SWOT analysis are from the first Council gathering. • MR noted that this analysis is to improve management issues, which is very important. • Slides used the following coding: weaknesses (red), threats (yellow) and opportunities (blue). Approximately three-quarters of the comments under the communication theme reflected problems or challenges rather than strengths. Theme 1: <u>Communication with Federated Societies and their members</u> • The group discussed communication between IEA, Federated Societies (FSs), and FS members.

Agenda item	Resp	Discussion, Decisions and Action Items

		• BP noted that communication between IEA and FS representatives should be distinguished from communication with FS members, as these are different issues.
		• TA questioned whether FSs want IEA to communicate directly with their members.
		• WZ suggested that some communication problems originate within the FSs themselves. He noted that some societies are inactive, have limited leadership succession processes, or do not consistently participate in Council activities.
		• Participants agreed that some issues can be addressed by IEA, while others must be addressed by the FSs themselves.
		• TA suggested that FSs should identify where they require support from IEA and communicate how IEA could help address their challenges.
		• NB noted that the upcoming Virtual Council Gathering would provide an opportunity to obtain Council input on these issues.
		• MR emphasized that SWOT analysis should focus on identifying root causes rather than symptoms, in order to develop meaningful action plans.
		• AT concluded that communication-related issues should be separated into:
		    ○ communication between IEA and Federated Societies; and
		    ○ communication between Federated Societies and their members.
		
		<u>Scope of the SWOT exercise</u>
		• BP described his experience leading an 18-month strategic planning process and asked the Executive Committee to clarify the scope of the exercise, including whether it concerned the strategic plan, management systems, or operational issues.
		- NB clarified that the exercise was not intended to revisit the IEA mission, goals, or strategic policies, but rather to focus on operational and management issues.
		• AT explained that the strategic policies originated during Yushi Fujita's presidency (2015-2018) and took two Executive Committee terms to develop.
		- BP suggested that one recommendation to the next Executive Committee could be a formal review of the strategic framework.
		- VN argued that the strategic policies remain relevant; the challenge is implementation rather than revision.
		- TA suggested assessing progress against the strategic policies and determining whether any adjustments are needed.
		- NB noted that it is difficult to assess progress because there is limited baseline information from when the policies were originally adopted.

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		- AT acknowledged that progress is difficult to measure precisely but stated that members have a general sense of where progress has been made and where resource constraints continue to limit implementation.
		- AGK suggested using a continuous review process similar to a PDCA cycle, emphasizing that review does not necessarily imply changing the strategy.
		- NB reminded the Executive Committee that periodic EC reports are already linked to the IEA Strategic Policies and suggested considering whether any important areas are missing from the current strategic framework.
		• AT revisited the communication theme and proposed distinguishing:
		  ○ communication to and between Federated Societies; and
		  ○ communication to and from Federated Society members.
		- AT noted that communication and collaboration among Federated Societies corresponds closely to Strategic Policy 1 and observed that, despite considerable effort, the Executive Committee does not feel current activities are achieving the desired impact.
		- AT highlighted initiatives such as Council Gatherings and other opportunities for Federated Societies to connect, and suggested that these may represent strengths or opportunities that were not sufficiently reflected in the SWOT results.
		- BP cautioned against directly equating the communication challenges being discussed with the “Engage Stakeholders” strategic policy, noting that the policy itself is primarily concerned with external stakeholders and promotion of HFE rather than communication among Federated Societies and their members.
		
		Theme 2:
		<u>IEA Congress: strengths and weaknesses.</u>
		• The SWOT discussion identified the IEA Congress as both a major strength and a source of ongoing challenges.
		• EC emphasized the unique value of the Congress in bringing together the global ergonomics community. NB noted that, although her first Congress experience was somewhat overwhelming due to the scale of activities, it was nevertheless highly valuable. She highlighted the importance of TCs in helping participants find their professional communities within the larger Congress.
		• AT noted that he had attended approximately ten IEA Congresses and valued all of them. Participants highlighted the Congress as an important venue for networking, collaboration, and fostering a sense of belonging to the international ergonomics community. VN commented that, as a PhD student, attending the Congress helped her feel

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		connected to a global community of researchers and practitioners. TA similarly emphasized the value of networking opportunities for both experienced professionals and early-career researchers. • Cost and accessibility were identified as significant challenges. NB noted that she had only attended Congresses when they were geographically close due to travel expenses. Participants acknowledged that attendance costs can be a barrier for many members. • RS stressed that maintaining high scientific quality is essential if institutions and universities are to continue supporting attendance. She noted that conference participation is increasingly scrutinized and that organizations expect conferences to provide high-quality presentations and scientific value. Concerns were raised regarding perceptions of paper quality at some past Congresses. NB cautioned against lowering quality standards in order to increase attendance. • The group also discussed the frequency of international conferences. WZ observed that many comparable organizations hold conferences annually or biennially and questioned whether a three-year interval is sufficient to maintain community engagement. Participants compared IEA with organizations such as HFES, HCI-related conferences, and AHFE, discussing differences in conference frequency, participation, and perceived quality standards. • AT summarized that both conference quality and conference frequency represent important long-term issues for the organization. Theme 3: <u>Webinars</u>. • EC discussed webinars as an established IEA activity that provides freely accessible professional content but has experienced declining attendance over time. • The discussion focused on whether webinar participation could be linked to continuing professional development (CPD) or certification systems. RS suggested exploring whether certification bodies could formally recognize webinar participation. • VN noted that recognition would depend on the requirements of individual certification systems and that not all webinars would necessarily meet certification criteria. • AT observed that previous discussions had explored ways of documenting participation and verifying attendance. Participants discussed the possibility of providing certificates or evidence of participation that could potentially be used for professional development purposes. • BP noted that formal certification is less relevant in some countries, including the UK, where CPD is often based on self-

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		reflection rather than attendance certificates. He suggested that webinars may provide the greatest value when driven by TCs and topic-specific communities. • AT noted that recognition by certification bodies could provide an additional incentive for participation and may help address declining attendance. Theme 4: Website: • EC briefly revisited issues discussed during the previous day's website presentation. • Participants discussed website analytics, including the growing influence of AI-generated traffic and search activity. It was noted that only a portion of website visits represent meaningful user engagement. • NB observed that many visitors appear to seek basic information about ergonomics, but that the website is not effectively converting those visitors into deeper engagement with IEA activities and resources. Participants agreed that future website development should focus not only on attracting visitors but also on encouraging further interaction beyond introductory content. Theme 5: Regional networks: • EC discussed the role and effectiveness of regional networks, noting significant variation in activity levels across regions. • TA questioned whether regional networks should remain a strategic focus of IEA and noted that their role within the organization is not always clear. • AT observed that regional networks exist within IEA but are not formally embedded within the organization's governance structure. He noted that their effectiveness is highly dependent on regional resources and local engagement. • BP pointed out that regional networks are explicitly referenced in the IEA Strategic Policies and noted that FEES had previously cited this recognition as evidence of their importance within the organization. • VN suggested that regional networks provide value by supporting regional representation within IEA activities and committees. As an example, she noted that networks could assist in identifying potential committee members and co-chairs from different geographic regions. • EC members noted that regional network coverage varies across the world and that not all regions currently have active networks. • MR compared the structure to international sporting organizations, describing a model in which a global organization is supported by regional networks and national societies. AT responded by noting that different international

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		organizations adopt different governance models and that there is no single approach. • The discussion highlighted continuing uncertainty regarding the role, function, and future development of regional networks within IEA. Theme 6: <u>Sustaining Members:</u> • EC discussed the strategic importance of sustaining members as a major source of revenue and organizational support. • BP observed that, despite several years of involvement with IEA, he had only a limited understanding of some sustaining-member relationships, including Kingfar. He noted that many Executive Committee members may not fully understand why specific organizations support IEA, the history of those relationships, or the mutual benefits involved. • VN emphasized that communication about sustaining members should extend beyond the EC and include FSs. She suggested that IEA should clearly articulate the value of sustaining membership, explain why organizations choose to support IEA, and provide guidance on identifying and approaching potential future sustaining members. • Several participants noted that IEA has never developed a formal policy governing sustaining-member relationships, recruitment, retention, or engagement. • Participants also noted that some information regarding sponsorship levels and sustaining-member contributions is available on the website but may be difficult to locate due to website usability issues. • NB noted that responsibility for sustaining-member relations currently falls within the Vice President. The EC members considered identifying an separate person for the task. VN emphasized that sustaining members are strategically important and often expect engagement with senior IEA officers rather than delegated representatives. • BP argued that topic-specific relationships with external organizations should be managed through Technical Committees where appropriate. However, information about those relationships should be communicated more effectively so that FSs can identify opportunities for involvement. • TA argued that retaining existing sustaining members may be more important than recruiting new ones. He noted that while large sustaining members are generally stable, smaller organizations may withdraw due to restructuring, financial constraints, or changing priorities. <u>Long-Term Themes:</u> • EC reviewed several long-term issues affecting the future development of IEA.

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		• A recurring theme was the importance of maintaining and strengthening the IEA brand as an international organization capable of addressing global ergonomics challenges and connecting practitioners, researchers, and societies across regions. • AT noted that increasing geopolitical fragmentation and resource constraints may make international engagement more difficult. As organizations face local pressures, some societies may become increasingly focused on domestic priorities rather than international collaboration. • Participants agreed that IEA continues to provide significant value by creating opportunities for international cooperation and exchange. • AT highlighted the ILO Convention initiative as an example of IEA's ability to unite Federated Societies around a common international objective. • BP suggested creating a dedicated project page on the IEA website containing: project background; current status updates; guidance for societies regarding future engagement. • All agreed that better communication and project documentation would support broader participation. • AT observed that the current triennial reporting process requires committees to identify which strategic policies their activities support. However, the organization has not systematically reviewed whether the strategic policies themselves are being effectively addressed. • Participants noted that the current exercise was effectively serving as a review of organizational activity against the strategic policies and helping identify areas requiring greater attention. • The discussion emphasized the importance of linking future activities, portfolios, and committee work more clearly to organizational priorities. <u>Relationships with International Organizations:</u> • AT noted that organizations such as ICOH, IOHA have significantly different governance structures, leadership models, and decision-making processes, making collaboration challenging. • Participants agreed that IEA is still learning how best to engage with these organizations and develop productive partnerships. • AT suggested that project-based collaboration may be more effective than attempting to align organizational structures directly. The Informal Work initiative was discussed as an example of an evolving collaborative project. • NB emphasized the importance of documenting: who is involved in collaborative initiatives; organizational structures; responsibilities and governance arrangements.

Agenda item	Resp	Discussion, Decisions and Action Items
		Congress Sustainability: • AT observed that congresses had historically generated surpluses for IEA, but the financial environment has changed significantly. • TA noted that some organizations have reduced costs by selecting less expensive venues, although this may reduce attractiveness to participants. • VN reported that a recent GfA congress generated a surplus due to substantial institutional support. • AT suggested that international congresses have increasingly attempted to serve both academic and practitioner audiences simultaneously, potentially weakening their identity and focus. • Participants reviewed recent congress outcomes, noting that: Melbourne incurred financial losses; the 2021 congress generated a surplus; the current model generally aims for a break-even result. • BP observed that companies in some regions (western countries) appear increasingly reluctant to provide sponsorship and that sponsorship efforts often lack a coordinated structure. • AT suggested that the Congress Model may no longer be fully fit for purpose and that alternative approaches may need to be explored. EC onboarding: • AT reflected on recent EC appointments and noted that the co-chair model had worked well in several cases. However, he expressed reluctance to formalize a pathway that would automatically promote co-chairs into EC positions, as this could exclude talented individuals who had not previously served in those roles. • RS suggested that experienced EC members should document their activities and responsibilities to support future successors. • The triennial report was discussed as one mechanism for capturing institutional knowledge. • RS and NB both volunteered to contribute to onboarding materials. • MR emphasized that onboarding should be viewed as an ongoing process rather than a one-time activity and recommended developing a toolkit for that. • BP also suggested conducting post-Council surveys to better understand participant experiences and identify areas for improvement. • MR noted that language is often a barrier for some representatives and societies. ACTION: NB and RS volunteered to contribute to onboarding materials.

Agenda item	Resp	Discussion, Decisions and Action Items
		<u>Emerging Professionals and Global Growth:</u> • Participants discussed differential growth patterns across regions and the need to engage emerging professionals. • AT noted that IEA has sought to expand into new areas and regions but lacks sufficient information to fully understand where growth opportunities exist. • NB suggested that TCs may provide an effective mechanism for engaging new researchers and professionals and argued that highly motivated early-career members should be given greater opportunities to contribute. • JOG noted that requests for stronger participation by younger professionals have emerged repeatedly over time and referenced earlier discussions dating back to the 2015 Congress in Australia. • TA suggested creating a more formal structure to give early-career professionals a stronger voice within IEA. <u>Education and Core Competencies</u> • Participants discussed IEA's role as a provider of educational guidance and resources. • AGK noted that ergonomics curricula vary significantly across institutions and countries and are not always fully aligned with IEA core competencies. Current efforts therefore focus on using the core competencies as a common framework while allowing institutions flexibility in determining specific course content. • AT observed that, at the undergraduate level, ergonomics is often offered as a single course rather than as a standalone program. As a result, comprehensive ergonomics education remains relatively uncommon. • AGK explained that current educational initiatives seek to address this gap by developing guidance and resources linked to the IEA core competencies. • AT emphasized that educational frameworks should identify core content associated with the competencies while recognizing that implementation must remain sensitive to local educational, professional, and cultural contexts. <u>Information Infrastructure and Knowledge Sharing:</u> • VN raised the issue of IT infrastructure and document management, noting the need for more effective mechanisms to share reports, project documentation, and survey results across the organization. • Participants agreed that access to organizational data and documentation would support evidence-based decision-making and improve continuity across committees and Executive Committee portfolios. • This discussion reinforced a broader theme that emerged throughout the meeting regarding knowledge management, documentation, and organizational memory.

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		<u>Data-driven decision-making</u>. • Participants emphasized the importance of evidence-based decision-making within IEA. • NB thanked contributors to the PSE survey and emphasized the multiple ways in which the results could inform decision-making. • BP cited TK's reports on "what is ergonomics" and educational map stats as examples of effective data-driven approaches. • The discussion also revisited the triennial reporting process and the importance of evaluating how activities align with strategic policies. ACTION: VN to share the PSE survey results with the EC.
11:35		BREAK
11:45 15. Council Gathering Planning for May 7	**AT/all**	• NB proposed a discussion topic for the Council Gathering: *"What was useful for you when onboarding as an IEA Council member?"* • AT emphasized the importance of sharing a summary of current discussions. He noted that much of the EC work is vertical (focused on reffering strategic policies), but less horizontal (not addressing what the strategic policy wants us to do). • AT also suggested discussing the PSE survey. VN had presented a preliminary report at the previous Council meeting, but could share new results. • VN to give a 10-minute presentation on further results of the PSE survey at the May Council Gathering. • NB noted that the SWOT analysis should be mentioned, as it is based on the results of the PSE survey. She also reminded that some of the things in the SWOT analysis are from the first Council Gathering. • VN asked how the breakout room discussions went at the previous gathering. AG noted that some participants were not prepared. NB added that while some participants were well prepared, others were not, and that group allocation could be improved. It was agreed that groups of four are optimal for discussion. • NB asked who would be available for the May gathering and for note-taking in breakout rooms: VN, AG (both meetings), MM (4 pm), JOG (4 pm), WZ (7 am), and TA. EC members were asked to inform NB about their availability. • NB suggested grouping participants by language, but previous attempts to separate by language were reconsidered. José recommended mixed groups, which was agreed. • AT suggested asking whether members receive the right information (e.g., Newsbriefs, website) and what they expect. NB noted that Constant Contact data (open and click rates)

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<tr><td></td><td></td><td>could be compiled for the introduction. AG pointed out that some emails may go to incorrect (inaccesible) addresses. NB clarified that the same mailing list is used for Council Gathering invitations.
NB raised the question of whether members read reports, including the Triennial Report. JOG asked how Council members distribute Newsbriefs within their societies. BP noted that the gathering should focus on VN's presentation and AT's summary, and that Newsbriefs are a separate issue. He emphasized the need for regular communication to Council members and clarity that representatives are expected to share it with their members. NB suggested conducting another survey to address these questions.
AT noted that member input on that is needed before investing further in communications. He asked who the Federated Societies' office bearers are. José observed that societies have various communication structures, most lack the technical capacity to distribute Newsbriefs effectively.
AT summarized the breakout room questions as focusing on communication channels: what information is important for members, whether they have the capacity to share it, and the role of language.
Mailing results were discussed. BP compared their figures with IEA's: over 50% open rate and ~6% click rate for members; 35% open rate and ~5–6% click rate for non-members – comparable to IEA results.
The IEA2024 mailing list was not shared due to privacy concerns.</td></tr>
<tr><td>12:30</td><td>AT/all</td><td>LUNCH (on-site)</td></tr>
<tr><td>13:40
17. Report and discussion: IEA2027</td><td>Ben Peachey (BP), Becky Charles (BC), Tina Worthy (TW)</td><td>Representatives of the IEA2027 Organizing Committee introduced themselves and provided an update on preparations for the Congress. Ref. 13

<u>Venue</u>
BP reported on the recent site visit to the ExCeL London venue. He highlighted the venue's excellent transport links, nearby accommodation options, and highly flexible room configurations, which would allow the event spaces to be adapted to programme requirements.

<u>Content planning</u>
BC talked about content planning and presented the proposed Congress themes: Beyond Automation, Inclusive Design, Navigating Complexity. She outlined the planned governance structure consisting of a Steering Committee, Programme Committee, and Scientific Committee.
The Programme Committee intends to work closely with the TCs. BC reported that responses had been received from nine TCs and noted the positive level of engagement. All responding TCs expressed</td></tr>
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Agenda item	Resp	Discussion, Decisions and Action Items
		willingness to contribute to session organization, paper reviewing, and programme development. BC shared results of the survey sent earlier that year and outlined plans for TC engagement and coordination improvements. The Organizing Committee plans to invite representatives from TCs to join the Programme Committee and have regular meetings. <u>Discussion</u>: • RS noted that, if broader diversity was desired, the EC could also suggest keynote speakers in addition to recommendations from TCs. - BP encouraged EC members to submit names and topics for consideration. • TA asked about publication and review timelines. He highlighted the importance of a true proceedings publication and publication for scientists, especially for PhD students. - AT emphasized the need for early planning of journal special issues and noted that publication activities related to IEA2024 were still ongoing. He also highlighted the need to consider different submission formats, including workshops, panels, and other session types in addition to traditional paper presentations. - The possibility of publishing conference proceedings was discussed. TW explained that the current proposal was to publish a volume of extended abstracts with an ISBN, while authors wishing to develop full papers would be invited to submit to journals. - Springer was identified as a possible publication partner. AT noted that the existing Springer agreement did not specifically require publication of Congress proceedings and commented on Springer's lengthy production timelines and limited administrative support. - WZ observed that relatively few submissions from the IEA2024 special issue had ultimately been accepted and noted that some authors attend conferences primarily to exchange ideas rather than to publish. AT added that, in some countries, conference participation funding is contingent on publication in indexed journals. - NB reflected on her experience serving on the Scientific Committee for IEA2021, noting that publication of proceedings before the conference required significant effort but was appreciated by participants. She stressed the importance of publishing outputs as early as possible. • NB reminded participants that TCs would be meeting with the STP in June and stressed the importance of involving IEA2027 representatives in that meeting, as TC members would be seeking information about the Congress. • WZ invited a representative of the Organizing Committee to attend a meeting of TC Chairs during a conference in Beijing in October.

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<u>Call for Submissions (Ref.)</u>
TW outlined plans for the Call for Submissions, which is expected to open on 1 July 2026 and close on 1 November 2026. The Organizing Committee intends to use the term “Call for Submissions” rather than “Call for Papers” in order to encourage a wider range of contributions, including research papers, case studies, workshops, and other presentation formats.
The proposed initial submission format is a two-page extended abstract. TW explained that this approach had worked well for previous CIEHF conferences, reducing reviewer workload and encouraging participation from practitioners and first-time contributors.
A double-blind peer-review process is planned. Reviews will be conducted online using a structured scoring system and written feedback. The Organizing Committee intends to use a conference management platform to manage submissions and reviews.

<u>Discussion</u>:

TA noted that TCs do not cover all emerging areas and cautioned against relying exclusively on TCs for reviewing submissions. TA raised concerns about publication opportunities for topics not represented by existing TCs and stressed that publication opportunities are important for many participants seeking institutional funding.
RS recommended considering deadline flexibility, noting that participants from some countries often expect submission deadlines to be extended.
AT pointed out that reviewer availability during the December–January holiday period would also need to be considered.

<u>Registration, Pricing and Accessibility</u>
TW presented preliminary registration plans. Registration was expected to open on 29 April 2027 and close shortly before the Congress.
Proposed registration fees would include attendance, lunch, and refreshments. Prices would have options for one-day, two-day, and three-day registrations. Accommodation would be booked separately.
The Organizing Committee proposed the following discounts:

10% discount for members of Federated Societies;
20% discount for students and participants from Industrially Developing Countries (IDCs);
Complimentary registration for VIPs, including IEA officers, EC members and keynote speakers.

<u>Discussion</u>:

NB asked whether an early-bird registration rate would be offered.

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Agenda item	Resp	Discussion, Decisions and Action Items
		• TW explained that CIEHF had previously discontinued early-bird pricing after observing no significant impact on registration patterns. • RS raised the issue of limiting the number of submissions per participant if publication opportunities were offered. - VN noted that some practitioner-focused conferences had experienced difficulties with participants promoting products through multiple presentations. • MR expressed concern that the proposed discounts might still be insufficient for many students and participants from IDC countries. - BP noted that further fee reductions would depend on sponsorship support. TW confirmed that the current pricing model already assumed some sponsorship income. - TA observed that travel costs would remain a major barrier to attendance even if registration fees were reduced. • The possibility of a hybrid conference was discussed. TW explained that live streaming and full hybrid delivery remained expensive, although recordings of selected sessions might be made available after the Congress. • Translation and accessibility options were also considered. TA stressed the importance of accessibility for participants with hearing impairments. • MR shared an example from IEA2024 of a conference application that integrated photos, videos, interviews, and communication tools. <u>IDC Support</u> • BP raised the issue of financial support for participants from developing countries. He noted that less than half of the available IDC support funding had been utilized for IEA2024 and expressed a desire to maximize the use of available funds for IEA2027. - AT cautioned that the IDC fund should not be viewed as a major source of support, noting that the current balance would only allow full sponsorship of a small number of participants. - Participants discussed possible approaches for distributing the funds. - It was agreed that a small working group involving Council representatives and representatives from IDC countries should be established to develop a proposal for consideration by IEA. ACTION: Establish a small working group, including Council and IDC representatives, to develop a proposal for the IEA2027 IDC support scheme. • MR asked about expected attendance.

Agenda item	Resp	Discussion, Decisions and Action Items
		- The Organizing Committee indicated that approximately 1,500 participants were anticipated. The 2026 CIEHF congress hosted 370 people. • JOG asked for a link to share with the Federated societies on their webpages. • BP reported on engagement with Federated Societies. A survey had been distributed, with 22 of 55 societies responding. The survey provided useful feedback on marketing needs and sponsorship opportunities. - TA suggested sending additional reminders, noting that response rates often improve following multiple follow-ups. - NB observed that several major societies, including GfA and ADEA, had not yet responded. ACTION: Send a reminder to Federated Societies that have not yet responded to the survey. <u>Partner engagement</u> • BP reported on engagement with potential partners, including INCOSE, ISO, Sustaining Members, WHO, and ILO. Discussions with INCOSE were progressing positively, with plans for collaboration through a shared submission and review process. • Sponsor engagement activities were ongoing. BP reported several promising leads and one tentative sponsorship commitment, although no major sponsorship agreements had yet been finalized. <u>Marketing and Promotion</u> TW reported that the conference website had been developed and would be launched shortly. A promotional video had also been prepared, with additional content under development. A communications plan is being developed using multiple channels, including direct mailing lists, LinkedIn, the IEA Newsbriefs, Technical Committees, and Federated Societies. <u>Discussion</u>: • NB suggested incorporating QR codes into Newsbrief communications and encouraged greater alignment of colours, fonts, and branding with IEA corporate identity guidelines. - BP noted that the branding guidelines had been received only recently. • RS suggested incorporating recognisable London landmarks into promotional materials to attract international attendees, while TA cautioned against placing excessive emphasis on tourism, which might discourage some employers from supporting attendance. • NB requested that conference registration include an explicit consent option allowing participants to receive communications about future IEA Congresses.

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<tr><td></td><td></td><td>ACTION: Ensure conference registration includes consent for future IEA communications.</td></tr>
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18. Dialogue CIEHF-IEA EC: Informal dialogue with CIEHF presidents (Martin Thody outgoing president) and Fran Ives (incoming president), including topics: 1) certification, 2) storytelling and 3) collaboration between federated societies). CIEHF and IEA respective priorities.
Fiona Bird.</td><td>All + CIEHF pres.</td><td>The session was intended to introduce the newly elected leadership of the Chartered Institute of Ergonomics and Human Factors (CIEHF) to the IEA Executive Committee. Participants introduced themselves.

BP presented an overview of CIEHF, including its leadership team, staff structure, and strategic framework.
CIEHF is a charitable organization and holds a Royal Charter in the UK. The Institute’s strategy is organized around four external-facing pillars: Membership; Learning; Engagement; Professional Standards. Supporting foundations include: Operations; Digital; Data and Insights.

BP described recent developments including:
Restructuring of membership categories.
Continued growth in professional accreditation applications.
Introduction of a new member discussion forum.
Development of sector-specific learning pathways (rail, construction, healthcare, defence, nuclear, energy and others).
Availability of short online learning modules, including the free “Discover” module introducing HFE.
Sector engagement initiatives, particularly in healthcare.
Improvements in digital systems, including deployment of an AI-powered chatbot and ongoing digitization of professional accreditation processes.
<u>Storytelling and Communicating the Value of HFE</u>

BP introduced an ongoing CIEHF storytelling initiative and invited discussion on how Human Factors professionals can better communicate the value of their work.

Martin Thody discussed the challenge of communicating the value of Human Factors at the profession, society, practitioner, and project levels. Referring to his article “Stop Selling Human Factors,” he argued that practitioners often focus on methods rather than outcomes, while clients are primarily interested in value and solutions to their problems. He emphasized the importance of understanding stakeholders’ needs and communicating Human Factors in terms that matter to them.

Fran Ives noted that healthcare Human Factors practitioners often work in isolation and benefit from sharing experiences and success stories through professional networks.

Fiona Bird emphasized that Human Factors should be communicated through clear, consistent messages focused on business value, compliance, and risk reduction.</td></tr>
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<tr><td></td><td></td><td>BP invited further collaboration and contributions from IEA members on the storytelling initiative.

<u>Discussion</u>:
• NB asked whether CIEHF would take a leading role in developing storytelling resources for the profession.
- In response, Martin Thody emphasized the importance of consistent messaging and shared examples of successful Human Factors promotion in industry.
- Fiona Bird suggested that the focus should not be on creating a single universal story, but on helping practitioners and sectors develop their own narratives by identifying their “why” and communicating value in a consistent way. The discussion highlighted collaboration and sharing of stories rather than a formal leadership role.
- RS and NB referred to the IEA Nutshell documents, particularly the first version developed in collaboration with CIEHF, noting that they contain numerous practical stories illustrating the benefits of ergonomics and human factors. She also mentioned a forthcoming publication focused on workers, which similarly relies on storytelling to communicate the value of the profession.

<u>Certification</u>
BP discussed certification and emphasized the value of strengthening collaboration and experience-sharing among certification bodies. While mutual recognition receives considerable attention, he noted that demand appears limited, as professionals often obtain multiple certifications when needed. He suggested that greater benefits may come from sharing successful approaches across sectors and countries, particularly regarding the integration of certification requirements into procurement processes and job descriptions.

• AT and VN discussed that certification arrangements vary across countries.

AT thanked the CIEHF leadership for sharing their experiences and initiatives. He acknowledged CIEHF’s longstanding contribution to the Human Factors and Ergonomics profession and expressed appreciation for its continued leadership and engagement within the international community.</td></tr>
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19. Wrap up.</td><td>AT</td><td><u>OP14 – Funds</u>
TA explained that the purpose of the proposed revisions was primarily to remove references to funds that no longer exist. The current operational fund structure consists of IDC fund with common purposes, including outreach, representation, and support for low- and middle-income countries. Consolidating these funds would avoid</td></tr>
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Agenda item	Resp	Discussion, Decisions and Action Items
		the need to amend the Operating Procedure each time a new fund is established. Discussion: • AKG noted that the OP should reference the document that contains the details and intended purposes of the funds. • JOG observed that, since 2012, the practice has been to allocate USD 10,000 to support travel for Council representatives attending Council meetings associated with the Triennial Congress. • BP noted that the current practice does not fully align with the Operating Procedure. He observed that the OP appears to require separate terms of reference for each new fund, whereas operationally there is currently a single IDC fund. He also noted that the OP states that details of funds should be published through IEA communications, which is not current practice. • TA agreed that the OP requires further revision to ensure consistency between the documented procedure and current practice. • AT asked whether a revised version could be circulated to the Executive Committee within the next one to two months for review. • BP emphasized the importance of transparency regarding agreements associated with funds and suggested that terms of reference for each fund should be documented and available. • TA noted that donations can be added to an existing fund, although this is not clearly reflected in the current procedure. ACTION: NB informed the EC that a revised version of OP14 will be prepared and circulated for further review. The revised document should be ready several weeks before the Council meeting. OP21 – Code of Conduct • AT noted that the ILO document previously circulated includes definitions of key terms and suggested that these could be included as an appendix. • TA recommended adding a statement clarifying that this procedure operates alongside any legal requirements or reporting obligations imposed by national laws. • The EC agreed to remove the wording in Section 4.1 encouraging the complainant to report matters to authorities, leaving such decisions to the complainant. • The EC agreed to add political affiliation to the list of protected characteristics. • RS suggested that Section 3.2 was too vague and recommended that event organizers develop a code of conduct and make it readily available to participants.

Agenda item	Resp	Discussion, Decisions and Action Items
		• The possibility of developing a separate best-practice guidance document to accompany the procedure was discussed. ACTION: VN will share the best-practice guidance document developed for her conference for consideration as a model. AGS (Ad Hoc Group on Standardization) • AT noted that the general sentiment was to formalize and regularize the AGS's position within the IEA structure. • TA explained that he had initially been cautious about establishing a permanent committee, believing it was too early to make a long-term commitment. However, after observing the group's work, he concluded that there is substantial overlap between IEA activities and ISO TC159, and that international standardization is increasingly important for the profession. He therefore supported proposing a permanent Standing Committee to Council. • AT noted that a new name would likely be required to avoid confusion with existing committees. • BP suggested including "ISO" in the title. NB recommended using a broader and more inclusive name, recognizing that collaboration may extend beyond ISO to other standardization organizations. • MM asked about the approval process for establishing a Standing Committee. • TA explained that ad hoc committees are created by the President, while Standing Committees require Council approval. MM noted that a permanent committee would provide a stable liaison structure for ISO. • JOG raised concerns about the financial implications and requested consideration of alternative options. • TA outlined possible alternatives, including continuing AGS as an ad hoc committee, adopting hybrid or virtual participation arrangements, or assigning liaison responsibilities elsewhere, although previous attempts had been unsuccessful. • TA noted that the IEA currently has sufficient reserves and could revisit the decision in the future if necessary. • AT emphasized the strategic importance of standardization, while NB suggested preparing a clear justification of benefits and costs for Council and potentially using the initiative to support future fundraising efforts. • TA noted that opportunities extend beyond ISO but expressed doubt that dedicated funding for standardization activities would be easy to secure. • MM noted that the group is still in its early stages and suggested that it may be premature to seek Council approval immediately.

Agenda item	Resp	Discussion, Decisions and Action Items
		• The possibility of postponing a decision until the Council meeting at IEA2027 was discussed, allowing additional time to demonstrate the value of the group's activities and promote standardization initiatives. ACTION: MM will prepare a proposal outlining the rationale, activities, and benefits of establishing a Standing Committee. The Officers will review the proposal and prepare it for Council consideration.
16:30 Adjourn		AT thanked the Executive Committee for its work and contributions. He noted that half of the current term has passed and outlined priorities and plans for the remaining 18 months. AT also expressed gratitude to BP for organizing the meeting. The meeting was adjourned at 16:30 local time.

References:
1. President's report
2. VP Secretary General report
3. Treasurer's report
4. ICT report
5. STP committee report
6. PSE committee report
7. IDC report
8. Awards committee report
9. DP committee report
10. CPR report
11. AGS report
12. SWOT analysis
13. IEA2027 report