



Governing Body

352nd Session, Geneva, 28 October–7 November 2024

Programme, Financial and Administrative Section

PFA

Programme, Financial and Administrative Segment

Date: 7 October 2024

Original: English

Second item on the agenda

Preview of the Programme and Budget proposals for 2026–27

Purpose of the document

The Governing Body is invited to comment on the preliminary information concerning the Programme and Budget proposals for 2026–27 and to provide guidance to the Office for the submission of proposals at its 353rd Session (March 2025).

Relevant strategic objective: All.

Main relevant outcome: All.

Policy implications: Guidance from the Governing Body will inform the preparation of the Director-General's Programme and Budget proposals for 2026–27.

Legal implications: None.

Financial implications: Programme and Budget for 2026–27.

Follow-up action required: At its session in March 2025, the Governing Body will examine the Director-General's Programme and Budget proposals for 2026–27.

Author unit: Strategic Programming and Management Department (PROGRAM).

Related documents: [Programme and budget for 2024–25](#); [GB.350/PFA/1\(Rev.1\)](#); GB.352/INS/21/1; GB.352/INS/3/1; GB.352/INS/3/2; GB.352/INS/4; GB.352/PFA/1; GB.352/PFA/3; GB.352/PFA/9.

► Contents

	Page
Abbreviations	5
I. Introduction	7
II. A programme to accelerate the delivery of social justice through decent work.....	8
Development of the policy outcomes	10
Consolidation and adaptation.....	10
Stronger focus on digitalization.....	10
Development of the policy coherence outcomes	10
Development of the enabling outcomes.....	11
III. Policy outcomes.....	12
Outcome 1. Strong, modernized normative action for social justice	12
Strategy.....	12
ILO focus in 2026–27.....	13
Outcome 2. Strong, representative and influential tripartite constituents, effective social dialogue and good governance of labour markets	18
Strategy.....	18
ILO focus in 2026–27.....	20
Outcome 3. Full and productive employment as a pathway for social justice	24
Strategy.....	24
ILO focus in 2026–27.....	26
Outcome 4. Sustainable enterprises, competitiveness and productivity growth for decent work	31
Strategy.....	31
ILO focus in 2026–27.....	32
Outcome 5. Gender equality and equality of treatment and opportunities for all	36
Strategy.....	36
ILO focus in 2026–27.....	38
Outcome 6. Protection at work for all.....	41
Strategy.....	41
ILO focus in 2026–27.....	43

Outcome 7. Universal social protection	47
Strategy.....	47
ILO focus in 2026–27.....	48
Outcome 8. Digitalization for decent work and social justice	51
Strategy.....	51
ILO focus in 2026–27.....	52
IV. Policy coherence outcomes	56
Outcome 9. Integrated and coherent action for achieving decent work through formalization, just transition, supply chains and crisis management	56
Strategy.....	56
ILO focus in 2026–27.....	57
Outcome 10. Enhanced policy coherence and amplified action for social justice	61
Strategy.....	61
ILO focus in 2026–27.....	62
V. Enabling outcomes.....	66
Outcome A. Enhanced knowledge, communication, partnerships and platforms for innovation and capacity development.....	66
Strategy.....	66
ILO focus in 2026–27.....	67
Outcome B. Improved governance and oversight.....	70
Strategy.....	70
ILO focus in 2026–27.....	71
Outcome C. Effective, efficient, results-oriented and transparent management.....	73
Strategy.....	73
ILO focus in 2026–27.....	74
VI. Next steps.....	76

► Abbreviations

AI	artificial intelligence
BRICS	Brazil, Russian Federation, India, China and South Africa
DWCP	Decent Work Country Programme
EBMOs	employer and business membership organizations
ICLS	International Conference of Labour Statisticians
ILO-CINTERFOR	Inter-American Centre for Knowledge Development in Vocational Training of the ILO
ILOSTAT	ILO database on labour statistics
ITU	International Telecommunication Union
MNE Declaration	Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
MSMEs	micro, small and medium-sized enterprises
OSH	occupational safety and health
SDG	Sustainable Development Goal
SRM TWG	Standards Review Mechanism Tripartite Working Group
Turin Centre	International Training Centre of the ILO
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization

► I. Introduction

1. The proposed programme for 2026–27 is designed to accelerate transformative action for social justice, driving productive employment and ensuring decent work for all in a world characterized by both remarkable progress and enduring challenges. While, globally, labour markets and employment have rebounded to pre-COVID-19 levels, billions of people – particularly in developing countries – continue to struggle for adequate livelihoods and decent working conditions.
2. Changing patterns of globalization, geopolitical competition, technological advancements, climate change and demographic shifts present unprecedented opportunities for growth and innovation, as well as the potential to deepen inequalities. These transformations could either improve lives or exacerbate poverty, discrimination and exclusion. The global commitment to achieve the Sustainable Development Goals (SDGs) by 2030 remains resolute, yet progress has stalled. Now, more than ever, accelerated action is critical. The pursuit of social justice is a universal aspiration, championed by the Global Coalition for Social Justice (“the Coalition”), which unites countries and partners across the multilateral system. Fulfilling this aspiration is vital to restoring public confidence in global and national institutions and ensuring equitable and sustainable development for all.
3. The proposals are shaped by and aim to operationalize the ILO’s Strategic Plan for 2026–29,¹ which charts the Organization’s path towards the pivotal 2030 milestone. Grounded in the ILO’s Constitution and its four landmark declarations,² the Strategic Plan envisions the ILO as a beacon of renewal for a social contract founded on social justice and decent work for all, by empowering its constituents and its partners to:
 - reinforce institutions for the inclusive and effective governance of work based on international labour standards, social dialogue and tripartism;
 - strengthen strategies for full, productive and freely chosen employment and sustainable enterprises for decent work;
 - enhance equality and protection at work;
 - ensure policy coherence and fair transitions for enterprises and workers as they navigate structural transformations in the world of work.
4. The Strategic Plan highlights the levers of change that are necessary to make progress in respect of these priorities, including: stronger ILO leadership and partnerships on social justice and decent work; reinforced knowledge management, outreach and capacity development; and improved management of resources to maximize results.
5. Aligned with the Strategic Plan, the proposals are framed by commitments arising from resolutions and decisions adopted by the International Labour Conference and the Governing Body. They incorporate the standard-setting processes related to biological hazards and the platform economy that will be ongoing in 2026 and 2027, take into account the

¹ GB.352/PFA/1.

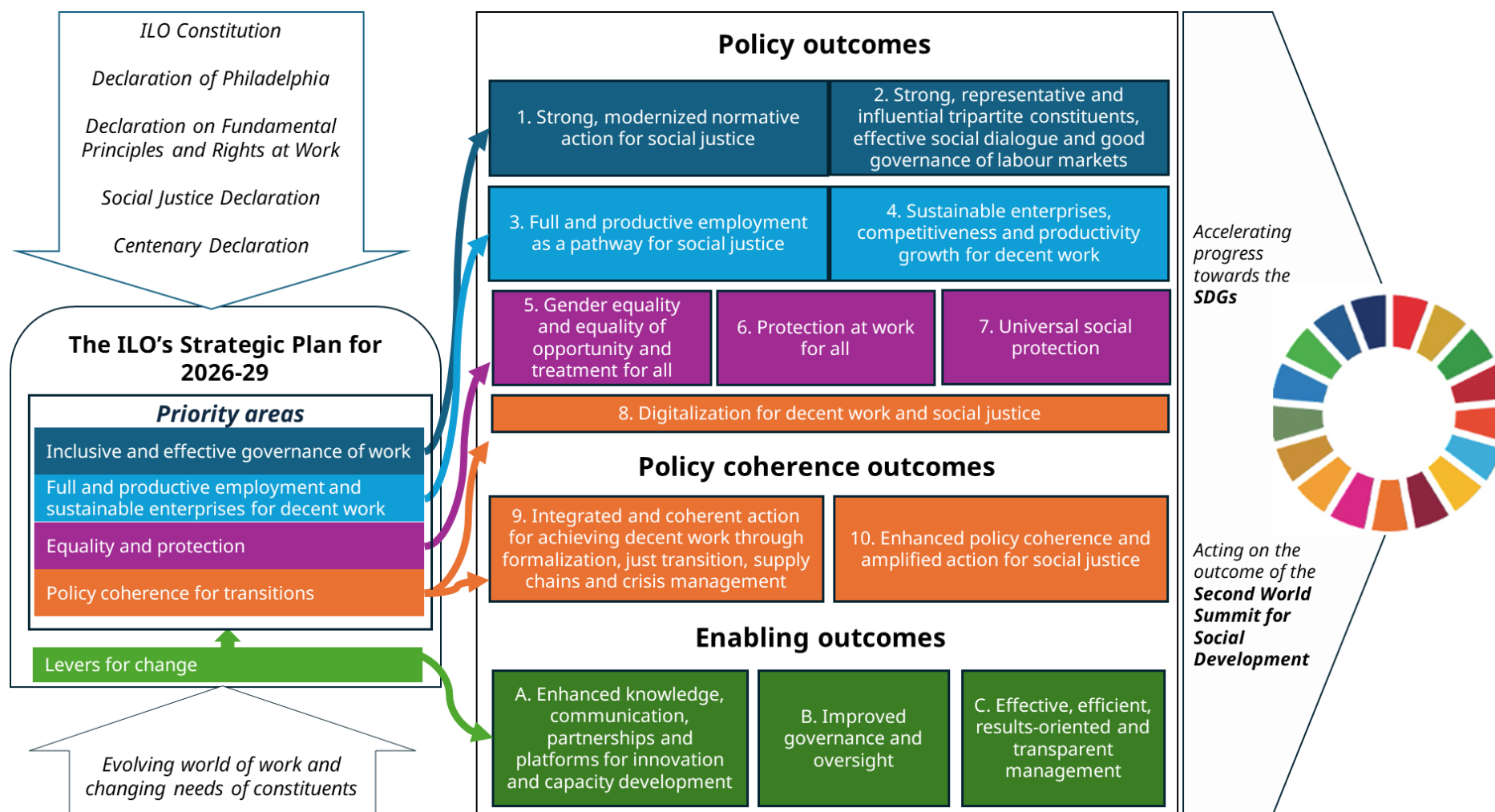
² The Declaration concerning the aims and purposes of the ILO (1944) (Declaration of Philadelphia); the ILO Declaration on Fundamental Principles and Right at Work (1998), as amended in 2022; the ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022; and the ILO Centenary Declaration for the Future of Work (2019).

recommendations from evaluations and lessons learned from the implementation of previous programmes, and reflect a robust approach to development cooperation, which is integral to supporting the constituents based on their needs and priorities. The proposals are also aimed at ensuring that the ILO has the capacity to play a leading role in following up on the outcomes of major global summits, in particular the Second World Summit for Social Development, to be held in 2025, and other intergovernmental processes relevant to the world of work. Through the Coalition, this leadership is aimed at accelerating progress towards the SDGs, ensuring policy coherence and building the global momentum towards social justice through decent work, thereby strengthening international cooperation and support for the tripartite constituents.

► II. A programme to accelerate the delivery of social justice through decent work

6. The four priority areas of the Strategic Plan embody a powerful vision for a renewed social contract. These priorities lay the foundation for a comprehensive programme comprising eight policy outcomes, two policy coherence outcomes and three enabling outcomes (see figure).

► **Figure. Proposed programme framework for 2026–27**



Development of the policy outcomes

7. In the process towards the approval of the Programme and Budget for 2024–25, the Governing Body provided extensive guidance to shape the direction, scope and content of the policy outcomes for that biennium. These outcomes continue to be relevant in the biennium 2026–27. Therefore, the proposals build on progress made thus far and introduce adaptations based on the need to act with determination and urgency to advance the pursuit of social justice, address emerging challenges, enhance the ILO's influence and achieve more impactful results. In particular, the proposals accelerate the ILO's support to all Members in response to the call made in the ILO Centenary Declaration for the Future of Work (2019) (Centenary Declaration) to "respond to challenges and opportunities in the world of work relating to the digital transformation of work".

Consolidation and adaptation

8. Building on the momentum generated by the implementation of the programme for 2024–25, policy outcomes 1–7 are designed to support the constituents in developing and adapting policies to advance social justice and create decent work and in addressing enduring and emerging challenges tied to the Decent Work Agenda.
9. The strategy to achieve these outcomes integrates the follow-up to conclusions adopted by the Conference at recent sessions, notably those on the fundamental principles and rights at work, the care economy, a just transition towards environmentally sustainable economies and societies, quality apprenticeships, labour protection, and violence and harassment at work. It also reinforces action to develop comprehensive pro-employment policy frameworks that are conducive to productivity growth and sustainable enterprises for decent work. Central to all these outcomes are targeted measures for advancing gender equality and addressing the unique needs of population groups in situations of vulnerability, who often face exclusion and discrimination on multiple and intersecting grounds.

Stronger focus on digitalization

10. Technological change, particularly digitalization, is reshaping the world of work, creating new businesses and jobs but also impacting job quality and employment relationships, potentially leaving part of the workforce behind. Recognizing the urgent need to strengthen the ILO's work in this topical area, the proposals include a new policy outcome 8, which is aimed at ensuring that digital transformations are not only equitable and inclusive, but also serve as a powerful force for generating decent work for all.
11. The strategy to achieve this outcome is aimed at enhancing the ILO's knowledge base on digital transformations and bolstering its internal capacity to deliver coordinated services and robust support to the constituents, as they navigate the rapidly evolving landscape of digitalization and technological advancement in the world of work. It is based on research and initiatives started in previous biennia and takes into account ongoing normative and policy processes, including the discussions by the Conference on decent work in the platform economy and the Global Digital Compact adopted at the Summit of the Future in September 2024.

Development of the policy coherence outcomes

12. Making sustainable progress towards a renewed social contract based on social justice and decent work requires the engagement of multiple stakeholders and the development of coherent and consistent policy approaches. It also requires reinforced trust in multilateralism

and increased solidarity to accelerate the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda) and to effectively follow up on the outcomes of the global summits relevant to the world of work.

13. The two policy coherence outcomes (outcomes 9 and 10) in these proposals are designed to strengthen coordination efforts within the ILO and across other multilateral organizations. By fostering synergies, these outcomes aim to generate more impactful and sustainable results at the global, regional and country levels.
14. ILO action in this area is critical to the advancement of all policy outcomes and will be focused on:
 - providing coordinated, integrated, evidence-based and multi-dimensional support to the constituents in relation to formalization, a just transition, supply chains and crisis management, including through the consolidation of the priority action programmes established in the biennium 2024–25;
 - fostering a shared understanding of the vital role of social justice and decent work in renewing the social contract and achieving sustainable development, to drive coherent action within the multilateral system and enhance support for the constituents' priorities, through the Coalition and strategic advocacy in global forums and major multi-stakeholder initiatives such as the Global Accelerator on Jobs and Social Protection for Just Transitions ("the Global Accelerator").
15. The proposals for these two outcomes are informed by the lessons learned from implementing the Programme and Budget for 2024–25. They highlight that achieving policy coherence at the multilateral level and improving coordination in cross-cutting policy areas require distinct strategies and specific metrics to accurately measure success. A dedicated outcome focused on multilateral action for policy coherence will further enhance the visibility, coordination and impact of the ILO's efforts to fast-track progress towards the SDGs. This will be achieved by promoting a renewed social contract, leveraging the Coalition and driving the Global Accelerator forwards, in alignment with the outcome of the Second World Summit for Social Development.

Development of the enabling outcomes

16. To deliver the programme with impactful policy change and results, in line with the levers outlined in the Strategic Plan for 2026–29, the three proposed enabling outcomes (A, B and C) aim to consolidate the ILO's leadership in spearheading social justice as a global goal. These outcomes position the ILO as the centre of excellence for knowledge and advocacy on all issues related to the world of work, while enhancing the efficiency and effectiveness of governance, oversight and management processes and practices. The proposals for 2026–27 build on past strategies and are also informed by the "UN 2.0" initiative.³ They aim to transform the ILO into a more agile, diverse, responsive and impactful organization. This transformation will be fuelled by data expertise, innovation, digitalization, strategic foresight and behavioural science.

³ UN 2.0 is an initiative of the United Nations to strengthen organizational expertise and culture in five key areas: data, digital, innovation, foresight and behavioural science (the "quintet of change").

► III. Policy outcomes

Outcome 1. Strong, modernized normative action for social justice

Strategy

17. The setting, promotion, ratification and supervision of international labour standards remains fundamental to the ILO's mission. The normative action of the Organization underpins the promotion of social justice through decent work with a human-centred approach and is therefore central to the vision of a renewed social contract.
18. To accelerate progress towards sustainable development, the ILO will enable its constituents to pursue full compliance with all instruments promoting and protecting human rights at work. In accordance with the conclusions concerning the third recurrent discussion on fundamental principles and rights at work, adopted by the Conference at its 112th Session (2024), and based on the country information obtained from the review of annual reports under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022, the ILO will provide support to its constituents in addressing threats to freedom of association and collective bargaining that compromise sound labour relations and exacerbate risks of child labour, forced labour, discrimination and hazardous working conditions. The Organization will work on raising awareness of the central role of the fundamental principles and rights at work in productivity improvement, inclusive growth, job creation and the transition to formality.
19. To ensure that international labour standards remain responsive to the contemporary circumstances facing governments, employers and workers, the ILO will continue to support the ongoing work of the Standards Review Mechanism Tripartite Working Group (SRM TWG) and will intensify support to its constituents in mainstreaming all decisions of the Governing Body into national, regional and sectoral strategies and into the development priorities identified in cooperation frameworks.
20. An authoritative supervisory system will drive compliance with international labour standards. The ILO will facilitate the completion of the Governing Body's work plan on the strengthening of the supervisory system and develop streamlined arrangements for modernized reporting. At the country level, the ILO will provide continued assistance to support the effective application of standards in accordance with supervisory comments, including at the sectoral level and through reinforced social dialogue mechanisms to address normative disputes.
21. The follow-up to the resolution concerning a just transition towards environmentally sustainable economies and societies for all, adopted by the Conference at its 111th Session (2023),⁴ and to the resolutions concerning the third recurrent discussion on fundamental principles and rights at work and concerning decent work and the care economy, adopted by the Conference at its 112th Session (2024),⁵ will guide possible normative action to support the demographic, environmental and digital transformations that advance decent work and social justice, including through reforms aimed at more effective labour and social protection for all. Special attention will be placed on gender equality and on promoting the application of technical international labour standards for the protection of groups in situations of

⁴ GB.349/INS/3/3.

⁵ GB.352/INS/3/1 and GB.352/INS/3/2.

vulnerability and people facing exclusion and discrimination, in particular informal economy workers, workers at risk of violence and harassment, persons with disabilities, care workers, including migrant and domestic workers, indigenous peoples, and fishers and seafarers.

22. If adopted, new standards on protection against biological hazards and on decent work in the platform economy will be actively promoted. Normative and non-normative options to harness the benefits and address possible challenges arising from advances in technology and global economic governance will be further explored, including as a follow-up to the outcomes of the Summit of the Future held in 2024 and the Second World Summit for Social Development to be held in 2025. The ILO will also continue to support its constituents in their choice of standard-setting items to be placed on the agenda of the International Labour Conference.
23. The ILO will leverage the Coalition to strengthen alliances and action focused on international labour standards. While safeguarding the ILO's tripartite approach, partnerships will be expanded with the United Nations (UN) development system and human rights mechanisms, other multilateral organizations, international financial institutions seeking to strengthen labour and social safeguard policies, development partners supporting trade for sustainable development (with a special focus on Member States graduating from "least developed country" status), and regional or national human rights institutions. The ILO will also provide support to integrate labour rights at work in due diligence policies and practices at the enterprise level.

ILO focus in 2026-27

Output 1.1. Increased capacity of Member States to ratify international labour standards

24. The ILO will continue to support efforts by Member States, based on consultations between governments and the social partners, to advance the ratification of international labour standards for the protection of workers, taking into account the needs of sustainable enterprises and fully respecting sovereign decisions. Also taking into account national circumstances and development priorities, the strategy is aimed at increasing the capacity of the constituents to undertake and implement standards-related commitments in line with the strategic directions and institutional priorities determined by the ILO's governance organs. This includes the commitment of all Member States to make progress towards the universal ratification and implementation of the fundamental and governance Conventions and to periodically consider, in consultation with employers' and workers' organizations, the ratification of up-to-date technical standards related to the four strategic objectives of the Decent Work Agenda.
25. At the country level, the ILO will support its constituents in:
 - advancing towards the universal ratification of all the fundamental instruments and governance Conventions, including the least ratified fundamental instruments (the Occupational Safety and Health Convention, 1981 (No. 155), the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and the Protocol of 2014 to the Forced Labour Convention, 1930), as well as towards the ratification of up-to-date technical Conventions;
 - developing normative strategies that plan for ratifications over time and take full advantage of national sustainable development priorities, global campaigns for the ratification and application of international labour standards in the light of changing patterns in the world of work and the transformative agenda for gender equality, regional economic integration,

the thematic priorities of the Coalition,⁶ and preferential trade and investment arrangements;

- undertaking gap analyses of national law and practice on request for technical advisory services (in connection with the technical advisory services provided under the other policy outcomes);
- expanding the institutional capacity to engage in tripartite consultations on ratification-related matters, including by sharing the experiences of other Member States and providing pre-ratification advice on draft labour and social security laws and regulations;
- mobilizing resources to facilitate the ratification and application of international labour standards.

26. At the global level, the ILO will:

- continue to facilitate the engagement of its constituents in the adoption and implementation of the recommendations of the SRM TWG at all levels, as approved by the Governing Body;
- support Member States in considering steps to ratify and apply in national law and practice the international labour standards relevant to decent work in supply chains, with special attention to the instruments giving expression to all five fundamental principles and rights at work, and the governance Conventions;
- in collaboration with the International Training Centre of the ILO (Turin Centre), expand opportunities for the use of information technology and distance learning in response to the constituents' needs, ensuring access to practical and user-friendly information and capacity-building that is of relevance for ratification, reporting and effective application;
- step up the promotion of the international labour standards that are particularly relevant to a renewed social contract and the thematic priorities of the Coalition, including the Social Security (Minimum Standards) Convention, 1952 (No. 102).

Output 1.2. Increased capacity of the constituents to drive the effective application of international labour standards by Member States

- 27.** The effective application of international labour standards rests on the capacity of the constituents to effectively participate in the supervisory process. To be authoritative, the supervisory system must continue to address changing societal realities and challenges. The modernization of the ILO's supervisory system will continue, with a view to implementing the decisions adopted by the Governing Body so that normative commitments to social justice and decent work may effectively be put into practice and drive measurable progress through a modernized regular reporting system and development cooperation, in partnership with other entities of the UN development system. The ILO will continue to assist Member States in identifying viable options for closing the normative gaps identified by its supervisory bodies and in resolving disputes relative to the application of international labour standards.

⁶ The thematic priorities are: (i) addressing inequality, discrimination and exclusion; (ii) realizing labour rights as human rights, ensuring human dignity and meeting basic needs; (iii) expanding access to and capabilities for productive and freely chosen employment and sustainable enterprises; (iv) providing protection and building resilience, (v) strengthening just transitions and the social dimension of sustainable development, trade and investment; and (vi) reinforcing institutions of social dialogue.

28. At the country level, the ILO will support its constituents in:

- following up on comments from the ILO's supervisory bodies regarding the implementation of international labour standards, including in the context of Decent Work Country Programmes (DWCPs), UN Sustainable Development Cooperation Frameworks (UN Cooperation Frameworks) and national development strategies;
- reviewing draft regulatory texts, based on requests for ILO technical assistance, in particular labour and social security legislation, maritime labour regulations and international labour migration and social security agreements, with a view to aligning these texts with international labour standards, including supervisory comments, taking into account comparative labour law, UN guidance and the need for gender-responsive drafting;
- mainstreaming international labour standards and follow-up to supervisory comments into national development frameworks, with particular attention to gender equality and the standards giving expression to the five categories of fundamental principles and rights at work, including in the framework of the thematic priorities of the Coalition;
- effectively participating in the regular supervision process and in the special procedures, including for the conciliation of disputes as part of the operation of the representation procedure under article 24 of the ILO Constitution, in accordance with decisions taken by the Governing Body to strengthen the prevention of standards-related disputes by addressing their root causes;
- considering and giving effect to labour provisions in trade and investment agreements.

29. At the global level, the ILO will:

- facilitate the work of the supervisory bodies and ensure follow-up on their recommendations;
- facilitate, on request, the engagement of the supervisory bodies with UN human rights mechanisms;
- facilitate the ongoing examination by the supervisory bodies of their working methods, with a view to supporting their continuous improvement;
- complete the implementation of the work plan on the strengthening of the supervisory system by modernizing regular reporting modalities as decided by the Governing Body and rendering information on regulations and policies publicly accessible;
- enhance and promote a disaggregated data-driven approach to normative action and continue to report annually on SDG indicator 8.8.2 on labour rights, while ensuring better understanding of the underlying methodology and coding for this indicator, for both the constituents and the staff of the ILO.

Output 1.3. Increased capacity of the constituents, partners and stakeholders to engage in normative action

- 30.** Building the capacity of the tripartite constituents to participate fully and effectively at all stages of the normative cycle, including standard-setting, is key to maximizing the impact of standards on people's lives, including through effective follow-up to the recommendations of the SRM TWG. To strengthen policy coherence in the multilateral system, the ILO must also promote national ownership of international labour standards and build the capacity of the constituents, partners and other stakeholders to use and implement them in the context of

managing multiple crises and complex transitions while pursuing SDG implementation, notably through technical advice, communication, knowledge-sharing and awareness-raising.

31. At the country level, the ILO will support its constituents in:

- regularly and effectively conducting tripartite consultations on all standards-related matters, including as a follow-up to Governing Body decisions in respect of the Standards Review Mechanism, in accordance with the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144);
- actively engaging in standard-setting processes, in particular with regard to providing replies to questionnaires concerning items on the agenda of the International Labour Conference and commenting on proposed texts to be discussed by the Conference;
- facilitating regional consultations and knowledge-sharing on all standard-related matters, on request;
- engaging with the supervisory system in an effective and timely manner, including through regular reporting by governments and submissions by the social partners;
- conducting comprehensive reviews of ratification records with a view to ensuring that obligations undertaken: reflect a commitment to all the fundamental principles and rights at work, in particular freedom of association and collective bargaining; adequately support the transformative agenda for gender equality; give effect to the recommendations of the Governing Body in respect of the Standards Review Mechanism; reach across the four strategic objectives of the Decent Work Agenda; and cover workers in need of protection, taking into account the needs of sustainable enterprises.

32. At the global level, the ILO will:

- advance the tripartite examination of the current body of standards by the SRM TWG, with a view to its completion by 2028;
- continue to facilitate tripartite dialogue on international labour standards policy and develop options for possible initiatives that complement the body of standards to take into account the evolving world of work, the challenges of cross-border supply chains, implementation gaps and national circumstances, whether through new normative measures, the revision of existing measures, or supplementary guidelines and tools;
- continue to strengthen partnerships and alliances with other UN entities, development partners (including South–South and triangular cooperation) and international financial institutions in order to support the constituents in their efforts towards giving effect to standards, including supervisory comments and with particular attention to all five categories of fundamental principles and rights at work, notably in the framework of the thematic priorities of the Coalition;
- facilitate the exchange of good practices in respect of the regulatory and non-regulatory mechanisms used by the constituents to address decent work in supply chains and their possible impact, as well as the comments made in this respect by the supervisory bodies;
- continue to develop the capacities of the tripartite constituents, members of the judiciary, labour inspection services, labour dispute settlement authorities, legal professionals and other stakeholders, such as development partners, the other entities of the UN development system and international financial institutions, to engage with the normative system, in collaboration with the Turin Centre.

Output 1.4. Increased capacity of the constituents to advance the effective respect, promotion and realization of the fundamental principles and rights at work

33. The conclusions of the third recurrent discussion on fundamental principles and rights at work, adopted by the Conference at its 112th Session (2024), reaffirmed that the fundamental principles and rights at work are key to human dignity and well-being, and to the foundation of inclusive and just societies. To respond to the complex and persistent challenges that constitute barriers to the advancement of the fundamental principles and rights at work, in particular the threats to freedom of association and the effective recognition of the right to collective bargaining, the ILO will implement a revised strategy focused on all the fundamental principles, given their inseparable, interrelated and mutually reinforcing nature. The strategy will be underpinned by the plan of action on fundamental principles and rights at work (2024–30), which focuses on informal and rural economies; enterprises and supply chains; situations of crisis and fragility; a just transition towards environmentally sustainable economies for all; and the digital economy, combining standard-related action, research and capacity-building, knowledge-sharing, partnerships, resource mobilization and development cooperation.
34. At the country level, the ILO will support its constituents in:
 - implementing consolidated and gender-responsive policies, strategies and programmes to address the root causes of barriers to the effective respect, promotion and realization of the fundamental principles and rights at work, as well as the implementation gaps identified by ILO's supervisory bodies, including in respect of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98);
 - developing, financing and implementing gender-responsive strategies, policies, legislation, programmes and mechanisms to address child labour and forced labour and their root causes, within the framework of the International Programme on the Elimination of Child Labour and Forced Labour (IPEC+) and other ILO flagship programmes, and in support of commitments made by the constituents and the partners of the Coalition.
35. At the global level, the ILO will:
 - develop and pilot tools, guidelines and measurement techniques, using artificial intelligence (AI) where relevant, for qualitative and quantitative research on all the fundamental principles and rights at work, including on their mutually reinforcing nature;
 - promote global policy coherence on the fundamental principles and rights at work and strengthen engagement in global and regional partnerships, including Alliance 8.7, the Regional Initiative Latin America and the Caribbean Free of Child Labour, the Fair Recruitment Initiative and global business networks;
 - support the organization of the sixth Global Conference on the Elimination of Child Labour in 2026;
 - produce global estimates on forced labour and modern slavery;
 - support resource mobilization on all the fundamental principles and rights at work, complementary to other resource mobilization efforts undertaken on specific principles.

Output 1.5. Increased capacity of the constituents to implement sectoral international labour standards, codes of practice, guidelines and tools

36. A wide range of sector-specific challenges calls for normative, policy and programmatic work at the sectoral level. As such, sectoral approaches to advancing decent work and sustainable enterprises remain pivotal in attaining social justice. The ILO will assist its constituents in the application of sectoral international labour standards and tools relevant to specific economic sectors, including to address the transformational effects of demographic, environmental and technological change, and to ensure that the potential for decent work is maximized.
37. At the country level, the ILO will support its constituents in:
 - implementing and effectively promoting sectoral international labour standards, including through codes of practice, guidelines and tools, and promoting the conclusions adopted by sectoral tripartite meetings and endorsed by the Governing Body for the development of policies, programmes and other initiatives that address sectoral decent work challenges and opportunities identified through social dialogue;
 - implementing gender-responsive sectoral policies, informed by government priorities and relevant international labour standards and with the involvement of the social partners;
 - integrating sector-specific standards and tools in national development plans, DWCPs, UN Cooperation Frameworks and development cooperation projects, with a special focus on the most hazardous sectors and on promoting safe and healthy working environments.
38. At the global level, the ILO will:
 - develop sectoral codes of practice, guidelines and tools that enable the constituents to address sectoral transformations and promote sectoral social dialogue through meetings of experts and technical meetings requested by the Governing Body;
 - support and organize capacity-building programmes to implement the international labour standards that are relevant to sectoral circumstances, including with the Turin Centre, with attention to gender equality and non-discrimination;
 - enhance sectoral policy coherence in coordination with other UN entities and multilateral organizations, including through the Coalition, and in particular any standards-related follow-up to the recommendations of the UN Secretary-General's High-Level Panel on the Teaching Profession, as decided by the Governing Body;
 - enhance the sectoral knowledge base through research and by further developing a web-based sectoral data interface to be used for strengthening the capacity of the constituents and for evidence-based policymaking.

Outcome 2. Strong, representative and influential tripartite constituents, effective social dialogue and good governance of labour markets

Strategy

39. The good governance of labour markets requires strong, independent and representative employer and business membership organizations (EBMOs) and workers' organizations, together with well-resourced and effective labour administration systems, including labour inspectorates. The tripartite constituents should be capable of driving participatory and inclusive processes to advance democracy at work. The guarantee of social partner autonomy

and participation at all levels underpins tripartism, effective social dialogue and the good governance of labour markets.

40. The broad role of EBMOs and workers' organizations in societies supports productive and decent work as well as economic growth and social progress. Similarly, labour administration systems, including labour inspectorates, are key to sustainable development as they respond to opportunities and challenges in the evolving world of work by driving policy and labour law reform, enhancing workplace compliance, and supporting social dialogue institutions and processes. The full realization of these roles ultimately leads to more peaceful, resilient and inclusive societies.
41. Considering the increased pace of change in labour markers, coupled with uncertainty and fragility in the global economy, it is essential to leverage the unique strengths of the tripartite constituents to ensure sustainable responses to world of work challenges through social dialogue, leaving no one behind. Equally, the implementation and sustainability of the ILO's programme requires influential and effective tripartism and social dialogue to ensure the active participation and ownership of the constituents in achieving all outcomes.
42. The strategy for 2026–27 focuses on the institutional strengthening of the tripartite constituents to enable them to respond more effectively to the changing needs of employers and workers. With the guarantee of social partner participation, the tripartite constituents can effectively and meaningfully engage in social dialogue in all its forms, especially when they are supported through training and knowledge products. This includes access to comprehensive, quality and up-to-date labour market data and information, and the capacity to utilize it.
43. As representative democratic institutions, the social partners will be supported with institutional capacity development initiatives and tools to strengthen their role in society and in the labour market and to effectively adapt to and influence the transformational changes occurring around them. The leadership role and foresight capacity of EBMOs and workers' organizations will be strengthened to address key labour market challenges and the organization of work, and to respond to threats to effective social dialogue, the good governance of labour markets and democracy at work. Efforts in these areas will build on the results achieved under the dedicated programme for EBMOs and workers' organizations that was funded in 2024–25 through the Regular Budget Supplementary Account.
44. The legal and institutional capacity of labour administration systems, including labour inspectorates, will be enhanced to develop or reinforce social dialogue and to facilitate access to labour justice for all, thereby creating and sustaining sound labour relations. This will include support to make the best use of the data and knowledge obtained through technology or other means, as informed by the conclusions reached in the 2024 General Survey *Labour administration in a changing world of work*. Work on strengthening dispute prevention and resolution systems and on promoting access to labour justice for all, based on the outcome of the technical tripartite meeting to be held in February 2025, will be scaled up.
45. The recognition of the specific needs of the constituents within their individual contexts will be the basis for setting long-term objectives in respect of institutional capacity development. The ILO will provide policy guidance and training, as well as access to knowledge, tools, and evidence-based and action-oriented research. The approach will prioritize the foundational aspects necessary for institutional strength, and will place emphasis on addressing the challenges and opportunities presented by the transformations in the world of work generated by climate change, environmental degradation, demographic shifts, technological advancements and emerging crises.

46. Emphasis will also be placed on the promotion of the fundamental principles and rights at work and all relevant international labour standards. To promote gender equality and inclusion, the ILO will support EBMOs, workers' organizations and labour administrations in enhancing women's participation in governance, leadership positions and social dialogue forums. The capacity of the social partners' organizations will be enhanced to equip their members with tools and information on gender equality, diversity and inclusion.
47. Furthermore, support will be provided to allow the tripartite constituents to play a crucial role in formulating and implementing policies related to the social, economic and environmental aspects of national development strategies, UN Cooperation Frameworks and DWCPs. Partnerships and collaborative processes, including with the Turin Centre, will strengthen the performance of the ILO's interventions at the country level.

ILO focus in 2026-27

Output 2.1. Increased institutional capacity of employer and business membership organizations to be strong, independent and representative

48. EBMOs representing private sector enterprises play a crucial role in achieving sustainable development, driving decent work, productive employment and job creation, advocating for policies that promote an enabling environment for sustainable enterprises and creating shared economic prosperity and social justice. The strength of EBMOs depends on their independence and representativeness, as well as on their ability to meet their members' needs through effective policy advocacy and services amid technological, demographic, socio-economic, political and environmental changes. This requires strengthening institutional effectiveness through good governance, strategic human resource management and increased representativeness while preserving and cultivating independence. EBMOs also need to strengthen their leadership role, agility and resilience by using data as a strategic asset to develop insights for decision-making, service provision and evidence-based policy recommendations.
49. At the country level, including with the Turin Centre, the ILO will support EBMOs in:
 - engaging in evidence-based policy advocacy to create an enabling environment for sustainable enterprises and strengthening the leadership of the private sector on labour and social issues, positioning EBMOs as key actors of societal stability and prosperity;
 - enhancing policy influence, including by establishing strategic alliances and partnerships, improved communications and engagement in development processes led by the United Nations;
 - developing sustainable and innovative services and improving their delivery, including in respect of employment relations, gender equality and non-discrimination, labour migration, a just transition, productivity, skills, and environmental, social and governance issues;
 - strengthening governance and financial sustainability through strategic human resource management and improved organizational health and resilience, and prioritizing representation through membership retention, engagement and growth through outreach to under-represented or emerging sectors and geographical regions;
 - increasing data capabilities to create a culture of innovation that recognizes the importance of data to EBMO strategies and decision-making.

50. At the global level, the ILO will:

- develop knowledge products to reinforce the leadership role of EBMOs in addressing transformations in the world of work, including diverse forms of work arrangements and changes to the workplace shaped by technology and demographic trends;
- promote learning and networking among EBMOs through research and tools on good governance, gender equality and non-discrimination, navigating transitions, and early recovery and post-crisis situations, with a focus on enhancing productivity, skills and responsible business conduct;
- produce research on the conditions required to enable independent EBMOs to represent their members and promote an enabling business environment;
- develop research on the impact of accelerated technological change on EBMOs themselves, supported by tools to advance digital transformation processes.

Output 2.2. Increased institutional, technical, representational and policy impact capacities of workers' organizations

51. Strong and influential workers' organizations are essential for achieving social, economic and environmental goals, to advocate for democracy and engage in democratic decision-making. The ILO will support and strengthen workers' organizations in addressing issues such as a just transition, occupational safety and health (OSH) and technological change. Special attention will be dedicated to tackling inequalities in the world of work, especially those faced by women, young people, workers in the informal and rural economies, and other workers in vulnerable situations, with an emphasis on wage setting, social dialogue and collective bargaining, and the implementation of relevant international labour standards. Increasing the capacity of workers' organizations to influence and negotiate integrated policy frameworks at all levels, including DWCPs and UN Cooperation Frameworks, and to advocate for greater policy coherence to achieve sustainable development is crucial. Support will be provided through policy advice, capacity development initiatives and knowledge products and tools, including through the Turin Centre.

52. At the country level, the ILO will support workers' organizations in:

- developing strategies and policies to enhance the representativity, governance, sustainability and internal democracy of workers' organizations, thereby enhancing their capacity to represent, support and provide services to workers in diverse forms of work arrangements, including workers in the informal economy, women and young people;
- establishing or strengthening trade union platforms to develop and promote cooperation on joint policy positions and actions;
- delivering transformative strategies and policies to address inequalities, wages, pro-employment macroeconomic policies, social protection coverage gaps, a just transition, OSH and technological change;
- formulating comprehensive positions for social dialogue and collective bargaining processes;
- strengthening labour institutions and processes such as the implementation of DWCPs and UN Cooperation Frameworks, the Global Accelerator and the 2030 Agenda and its successor, as well as participating in policy debates such as the debate on the renewed social contract, and engaging in the monitoring and evaluation of results;

- increasing communication and data capability to enhance the recognition of workers' organizations and their influence in policy and decision-making.

53. At the global level, the ILO will:

- develop an integrated intervention model by assessing needs, opportunities and challenges and holding conferences, academies and training events to support innovative trade union development agendas;
- promote cooperation platforms and networks of unions with a view to developing joint policy positions and actions, including through research and workshops;
- develop an integrated policy programme, including through knowledge products, tools, needs assessments and seminars on nationally identified policy priorities;
- develop a capacity-building programme, including policy briefs, guidelines, workshops, symposia and case studies, to strengthen social dialogue and collective bargaining processes and the ability of workers' organizations to improve labour institutions and influence the post-2030 Agenda and policy debates;
- develop a programme on innovative communication and data capability to enhance the recognition of workers' organizations and their influence in sustainable development policies.

Output 2.3. Increased capacity of Member States to make social dialogue more influential and labour relations and labour justice institutions and processes more effective

- 54.** The ILO will promote and will assist its constituents in developing effective, inclusive and gender-responsive frameworks and action for the sound governance of work, thereby fostering trust in institutions, reducing inequalities and ensuring the protection of all workers. Emphasis will be placed on global advocacy, knowledge generation and direct country support anchored in international labour standards, on building the institutional capacity of governments and employers' and workers' organizations to navigate the transformations under way in the world of work through social dialogue, and on improving judicial and non-judicial dispute resolution systems that foster access to labour justice for all. Action on collective bargaining will be guided by the ILO integrated strategy for the promotion and implementation of the right to collective bargaining, which was adopted by the Governing Body at its 349th Session (October–November 2023).
- 55.** At the country level, the ILO will support its constituents in:
- establishing or strengthening the effectiveness and inclusiveness of national tripartite and bipartite social dialogue institutions as key platforms for framing sustainable policies, facilitating a just transition, renewing the social contract and promoting social justice;
 - promoting the right to freedom of association, and strengthening and promoting evidence-based collective bargaining processes and outcomes for improved working conditions and a just transition;
 - expanding social dialogue and collective bargaining processes to under-represented or excluded categories of employers and workers, including those in diverse forms of work arrangements, and supporting the transition from the informal to the formal economy;

- enhancing the regulatory and institutional frameworks for effective and inclusive systems for the prevention and resolution of labour disputes, including grievance handling, to ensure access to labour justice for all;
- fostering social dialogue, including collective bargaining, and workplace consultations and cooperation for safe, healthy, inclusive and productive workplaces, in line with ILO principles and standards.

56. At the global level, the ILO will:

- develop, through tripartite consultations, a proposal for a statistical standard on industrial relations indicators, to be considered by the 22nd International Conference of Labour Statisticians (ICLS), and scale up its research to ensure continued data collection on social dialogue and industrial relations to support evidence-based policies that promote social dialogue and sound labour relations, including collective bargaining;
- develop integrated policy guidance and advocacy and capacity-building on social dialogue at all levels, labour relations including collective bargaining, labour justice and coordinated labour disputes prevention and resolution systems, including grievance handling;
- develop a new edition of the flagship report on social dialogue and prepare the report for the third recurrent discussion on social dialogue and tripartism at the 114th Session (2026) of the Conference (subject to the Governing Body's review at its 353rd Session (March 2026) on the modalities of recurrent discussions); and implement the outcome of the Tripartite Technical Meeting on Access to Labour Justice for All, to be held in 2025 (subject to the approval of the Governing Body);
- implement an Office-wide plan of action for resource mobilization to support SDG target 8.8 on labour rights, with a focus on freedom of association and the effective recognition of the right to collective bargaining;
- develop outreach and communication action, including ratification campaigns, on the benefits of freedom of association and the effective recognition of the right to collective bargaining as enabling rights for the attainment of decent work, and enhance partnerships, including within the UN system and with funding partners, notably through the Coalition.

Output 2.4. Increased institutional capacity of labour administration and labour inspection systems, and enhanced national regulatory frameworks for the good governance of work

- 57.** As the State function that establishes and fosters an enabling environment for effective and inclusive social dialogue and sound labour relations, regulates working conditions and ensures the enforcement of national labour laws, labour administration and labour inspection systems play a pivotal role in promoting the good governance of work. The ILO will step up its efforts to support Member States in strengthening the capacity of labour administration and labour inspection systems to formulate evidence-based policies, legislation, strategies and processes, to enhance national regulatory frameworks and to promote workplace compliance.
- 58.** At the country level, the ILO will support its constituents in:
- strengthening the institutional capacity of labour administration systems through assessments and through the provision of policy and technical advice and training, enabling them to perform their governance functions in line with ILO standards and principles, including the outcome of the discussion by the Conference at its 112th Session (2024) on the

General Survey on *Labour administration in a changing world of work* and the UN principles of effective governance for sustainable development;

- revising labour laws and expanding legal coverage in line with international labour standards and best comparative practices, on request and based on social dialogue, to establish enabling regulatory frameworks and uphold the rule of law, including for ensuring the correct classification of workers;
- reinforcing the institutional capacity of labour inspectorates through evidence-based planning and process improvements, enhanced engagement with the social partners and relevant public authorities, targeted training programmes and strategic compliance approaches, to promote workplace compliance with national laws and regulations and with collective agreements.

59. At the global level, the ILO will:

- collect data and develop evidence-based research, policy guidance and tools on labour administration systems to support action with a view to strengthening their role and functioning in framing and implementing national labour policies in line with ILO standards;
- conduct research and develop policy guidance and tools on labour law policies to support reforms in Member States informed by international labour standards and comparative information on laws and practices;
- develop policy guidance, advocacy and training tools to upscale the role of labour inspection in fostering workplace compliance and promoting safe, healthy, inclusive and productive workplaces;
- enhance collaboration with partner institutions and support regional and global networks as platforms for mutual learning and capacity-building of labour administration and inspection systems, including through South–South cooperation.

Outcome 3. Full and productive employment as a pathway for social justice

Strategy

- 60.** Amid geopolitical risks and economic uncertainties, global employment has gradually recovered from the COVID-19 crisis. Job growth has returned to its pre-pandemic trajectory in many countries, with some confronting acute skills and labour shortages. Yet, in many developing economies, particularly low-income countries in Africa and Asia, the recovery is slow and characterized by persistent informal employment, working poverty (especially in rural areas) and inequality. Low and unequitable access to quality learning opportunities coupled with the weak response of education and training systems to the fast-changing skills demands of the labour market and aspirations of learners continue to hinder employability, productivity and successful labour market participation and transitions, especially for women and young people.
- 61.** Full and productive employment is essential to accelerating and sustaining progress towards decent work and social justice. There is strong global consensus and evidence that macroeconomic, industrial, sectoral and trade policies and those relating to sustainable enterprises, skills development and lifelong learning, labour market and social protection need to be coherent to achieve decent employment creation as part of comprehensive employment

policy frameworks. Decent employment is also key to achieving more sustainable economic, social and environmental development. Many countries, however, are still struggling to translate this ambition into effective actions, mainly due to a lack of institutional capacity and limited fiscal space.

62. To take advantage of the opportunities and tackle the challenges posed by environmental, digital and demographic transformations, the ILO will support its constituents in devising and implementing – through social dialogue – comprehensive and gender-responsive pro-employment policy frameworks that integrate both demand- and supply-side interventions. Such frameworks include macroeconomic, industrial, sectoral, environmental, trade, skills and public and private investment policies that facilitate inclusive structural transformation and boost the productivity of micro, small and medium-sized enterprises (MSMEs), with a view to driving investments in economic and social infrastructures and strategic sectors that create decent jobs, in particular in the green, blue, digital and care economies, and tackle income inequality.
63. The ILO's advisory services and development cooperation portfolio will support improved employment outcomes for women, young people and people in vulnerable situations, particularly those affected by transitions, crises and conflicts, who, without dedicated support, including through social protection, are most at risk of being left behind. Focus will be placed on increasing opportunities for decent jobs for women, especially in rural areas, to reduce gender inequalities in employment.
64. The ILO will provide demand-driven policy advice and capacity development support, and will further strengthen its global analysis and research work, including through innovative data collection and employment impact assessments. In doing so, it will also strengthen its work on employment statistics, including disaggregation by urban-rural area, with a view to reinforcing national monitoring processes, measuring impact and identifying emerging trends to inform policy development.
65. A strong emphasis will be put on supporting the constituents in promoting inclusive structural transformation, industrial linkages and productivity for decent work and social justice through a broad-based, gender-responsive and informed policy dialogue involving ministries of finance, industry and trade, and central banks, with a view to fostering the convergence of economic and social policies towards full and productive employment. This will include applying sectoral approaches to skills development and lifelong learning, focusing on skills development for the green, blue, digital and care economies adapted to young people and also to ageing populations, assessing productivity impacts in enterprises, including MSMEs, and enhancing linkages between skills, enterprises and social protection.
66. The ILO's normative framework will guide all actions under this outcome, including in respect of promoting gender equality, non-discrimination, quality apprenticeships and job quality and tackling inequality, with emphasis being placed on the promotion of the Employment Policy Convention, 1964 (No. 122), the Human Resources Development Convention, 1975 (No. 142), the Employment Service Convention, 1948 (No. 88), and the Private Employment Agencies Convention, 1997 (No. 181), and the relevant standards for rural areas such as the Right of Association (Agriculture) Convention, 1921 (No. 11), the Rural Workers' Organizations Convention, 1975 (No. 141), and the Safety and Health in Agriculture Convention, 2001 (No. 184).
67. Partnerships with donors, international financial institutions (in particular the World Bank), development banks, regional institutions, the private sector, civil society organizations, training institutions, research and academic institutions, foundations and other UN entities,

will be leveraged and scaled up to respond to the needs of the constituents and ensure policy coherence. Opportunities to build partnerships through South–South and triangular cooperation will also be pursued. The Global Accelerator will contribute to the development of integrated employment and social protection policies that support pro-employment macro and sectoral policies, enhance fiscal space and boost the employment and social outcomes of investments. The Coalition will support specific initiatives to generate decent jobs under the thematic priority on expanding access to and capabilities for productive and freely chosen employment and sustainable enterprises.

ILO focus in 2026–27

Output 3.1. Increased capacity of Member States to develop and implement comprehensive employment policy frameworks and to mainstream employment into economic and investment policies

68. The ILO will provide support in developing and implementing country-specific, inclusive, coherent and gender-responsive comprehensive employment policy frameworks for full and productive employment based on social dialogue. This will be achieved through national employment policies and through the integration of decent employment goals into national and subnational economic plans, and into investment, industrial and development policies. Efforts will focus on tackling inequality in employment outcomes and on improving employment quality, particularly through enhanced access to social protection for all, including women and young and older workers, ensuring an income above poverty levels and facilitating the transition to the formal economy.
69. At the country level, the ILO will support its constituents in:
 - developing, implementing and revising inclusive and gender-responsive employment policies that consider the social and economic impact of climate change and environmental degradation, technological transformations and demographic shifts, and that integrate decent work principles and goals into economic, investment, trade and social development policies and plans, including in crisis-affected areas and at the subnational level;
 - strengthening institutional capacities and fostering inter-ministerial coordination at the national and subnational levels to develop policies that promote job-rich, sustainable and inclusive growth, while addressing gender-based sectoral and occupational segregation;
 - conducting comprehensive and gender-responsive employment diagnostics and assessments, including on the effects of technological and demographic shifts and climate change;
 - assessing the effectiveness of macroeconomic, investment and sectoral policies on the quantity and quality of jobs, through employment impact assessments, including with regard to the care economy, and as drivers of formal employment creation;
 - mainstreaming employment objectives into government expenditures, including through pro-employment budgets.
70. At the global level, the ILO will:
 - enrich the knowledge base through evidence-driven research on employment policy frameworks and through the development of more accurate data on unemployment and labour underutilization;

- enhance policy guidance and tools relevant to all stages of the employment policy cycle;
- organize training and peer learning initiatives, in collaboration with the Turin Centre, on comprehensive employment policy frameworks addressed to the constituents and other key stakeholders;
- support and leverage the Global Accelerator, the Coalition and policy processes such as the G20 and the G7, and other supranational partnerships in advocating for full, productive and freely chosen employment;
- promote the ratification and effective implementation of employment-related international labour standards, including Convention No. 122.

Output 3.2. Increased capacity of Member States to develop inclusive, sustainable and resilient skills and lifelong learning systems

71. Guided by the ILO Skills and Lifelong Learning Strategy 2030 and the Quality Apprenticeships Recommendation, 2023 (No. 208), the ILO will continue to promote inclusive, high-quality and resilient skills and lifelong learning policies and systems that address the needs of the labour market and enterprises, as well as the aspirations of learners. Action in 2026–27 will place emphasis on: the key enablers of improved employability; the productivity and learning needs of domestic enterprises, in particular MSMEs and those in supply chains; the diversification of financing mechanisms; and the inclusive digitalization of skills and lifelong learning systems.
72. At the country level, the ILO will support its constituents in:
 - developing and implementing inclusive national skills and lifelong learning policies, systems and programmes that are aligned with development strategies and social and economic policies, and that support a just transition and gender equality;
 - promoting social dialogue and partnerships between the public and the private sectors and developing the capacity of the constituents and institutions in respect of skills development;
 - implementing innovative and inclusive approaches to governance, financing, skills intelligence, sector skills bodies, dual training models (including quality apprenticeships), micro-credentials, core skills, vocational and career guidance, and the recognition of prior learning, in particular for women, ageing populations, persons with disabilities, migrant workers, and workers in domestic enterprises, the informal economy and countries in situations of fragility;
 - supporting the inclusive digital and green transition of skills and lifelong learning systems and programmes with a particular attention to the green, blue, digital and care economies, including by linking these systems and programmes with social protection schemes, including in the context of the Global Accelerator.
73. At the global level, the ILO will:
 - conduct evidence-based research on global skills mismatches, skills governance, financing and intelligence, micro-credentials, labour mobility, digitalization, work-based learning and skills delivery mechanisms;
 - enhance policy guidance to the constituents on the development and implementation of effective skills and lifelong learning policies and programmes, linked to social protection and focusing on the green, blue, digital and care economies, and the transition to formality;

- scale up knowledge-sharing and the constituents' capacity development efforts, including in collaboration with the Turin Centre and the Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR);
- strengthen strategic partnerships with international agencies, financial institutions, donors, other UN entities and intergovernmental organizations, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Organization for Migration (IOM), the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF), the International Telecommunication Union (ITU), the World Bank and others, and support advocacy to reinforce skills and lifelong learning systems in the framework of the Coalition and policy processes such as the G20, the G7 and BRICS.⁷

Output 3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in rural areas

- 74.** Nearly 80 per cent of extreme poverty globally is in rural areas characterized by informality, working poverty, sluggish productivity growth, food insecurity and the negative impact of climate change. The ILO will leverage its comparative advantage to strengthen policies and institutions in rural areas to promote sustainable enterprises, productivity growth, decent job creation and social protection, especially for women, young people, migrants and indigenous peoples in the agri-food sector, including fisheries and aquaculture, forestry and other rural sectors. This will include support to initiatives at the macro level (policies), the meso level (institutions) and the micro level (communities, MSMEs and people) to promote decent work in the rural economy and in supply chains, focusing on emerging trends such as the use of digitalization and climate change adaptation for rural workers, and on emerging industries such as renewable energy.
- 75.** At the country level, the ILO will support its constituents in:
 - strengthening social dialogue for effective rural labour market governance, including through the improved organization and representation of employers' and workers' organizations in rural areas;
 - formulating and implementing integrated policies and local-level interventions for decent job creation, social protection, skills development, sustainable enterprises, OSH, productivity growth and formalization, while fostering climate-resilient practices and reducing greenhouse gas emissions in the agricultural sector;
 - upholding and realizing rights at work by ratifying and effectively implementing the fundamental Conventions and up-to-date standards for the protection of rural workers, and by leveraging the ILO guidelines on the agri-food sector and other relevant tools;
 - developing and implementing employment-intensive investment approaches and practices in rural infrastructure investment programmes to improve rural assets and the natural environment.

⁷ Brazil, Russian Federation, India, China and South Africa.

76. At the global level, the ILO will:

- strengthen advocacy and outreach initiatives for the promotion of decent work in the rural economy across the UN system and bolster other strategic partnerships and ILO-led initiatives that include that objective, such as the Global Accelerator;
- strengthen the capacity of the constituents in rural areas through training and peer learning, in collaboration with the Turin Centre, with a focus on sectoral initiatives;
- conduct research on what works in respect of promoting decent work in the rural economy and related supply chains, focusing on drivers of change, including demographic transitions, the effects of climate and environmental change, skills, formalization and productivity, rights and working conditions.

Output 3.4. Increased capacity of Member States to develop and implement effective and efficient labour market programmes and services to support transitions, including through employment-intensive programmes

77. The ILO will support its constituents in developing and implementing inclusive active labour market programmes, public employment services and employment-intensive investment programmes, based on social dialogue and the fundamental principles and rights at work. A strong focus will be placed on the provision of effective and integrated packages of active labour market programmes and income support for women, young people, older workers and groups in vulnerable situations in the labour market, especially people with disabilities, migrants, refugees and informal workers. These packages and programmes will address the compounded disadvantages that individuals face in respect of their integration in labour markets, leveraging social protection measures to ease poverty and inequalities, including to address job losses caused by disasters and conflicts.

78. At the country level, the ILO will support its constituents in:

- building institutional capacity to formulate and implement gender-responsive active labour market policies and programmes that are coordinated with social protection policies where available, and support entrepreneurship and sustainable enterprises, including in the context of the Global Accelerator;
- modernizing and strengthening the capacity of public employment services by promoting innovation, digitalization and partnerships;
- reinforcing policy and legal frameworks for private employment providers, in line with Convention No. 181;
- strengthening mechanisms to target and evaluate the employment content of public investments in infrastructure and public procurement, in line with the Labour Clauses (Public Contracts) Convention, 1949 (No. 94);
- designing, implementing and promoting employment-intensive investment approaches, including in recovery from crisis situations, that advance gender equality, social inclusion, refugee integration, fair transitions, OSH and skills development.

79. At the global level, the ILO will:

- develop and implement guides and tools for active labour market programmes, employment services and public employment programmes to facilitate inclusive transitions and the implementation of innovative approaches, including for older workers;

- upscale the campaign for the ratification of Conventions Nos 88 and 181;
- expand the Employment Policy Gateway to include a repository of active labour market programmes focusing on developing countries;
- strengthen partnerships for coherent employment services and programmes, including through global and regional institutions, private sector institutions, other UN entities and international financial institutions;
- collaborate with the Turin Centre in developing the capacity of public and private national partners to design, implement, monitor and evaluate labour market policies, public employment services and public employment programmes.

Output 3.5. Increased capacity of Member States to promote decent work for youth

- 80.** Guided by the ILO Youth Employment Action Plan 2020–30, the ILO will provide support to develop and implement integrated, targeted and scalable policies and programmes for young people, with a focus of those not in employment, education or training. Depending on national circumstances, such integrated strategies may include pro-employment macroeconomic and sectoral policies (notably in the green, blue, digital and care economies), the improvement of youth employability through labour market-responsive and quality skills development initiatives for disadvantaged young people, the transition of young workers to formality, the promotion of the rights of young people at work and meaningful youth engagement, including in social dialogue. A strong focus will be placed on gender equality and skills development, taking into account the diversity and heterogeneity that exists among young people.
- 81.** At the country level, the ILO will support its constituents in:
 - developing, enhancing and implementing integrated gender-responsive programmes and policies for young people, including through the Global Accelerator, that are evidence based, take into account aspects of intergenerational solidarity and are underpinned by social dialogue;
 - establishing or reinforcing inter-ministerial coordination structures to operationalize integrated interventions for young people and facilitate their engagement across policy cycles and in decision-making processes;
 - reinforcing monitoring and evaluation systems to measure outcomes in respect of decent work for young people, including for SDG indicators;
 - promoting gender-responsive educational and career development support systems conducive to more effective transitions for young people throughout their life course;
 - operationalizing and tailoring global and regional strategies to promote decent work for young people, such as the African Union–ILO Youth Employment Strategy for Africa (YES-Africa).
- 82.** At the global level, the ILO will:
 - strengthen knowledge by developing guidelines on emerging topics related to youth employment, particularly in reference to technological progress, climate change, environmental degradation and demographic shifts, including labour migration;
 - strengthen the constituents' capacity to develop and implement integrated gender-responsive youth employment policies and programmes, including in collaboration with the Turin Centre;

- create and strengthen partnerships for youth employment in the UN system and with other strategic partners to increase global policy coherence, including by leveraging the Coalition and leading the Global Initiative on Decent Jobs for Youth;
- strengthen advocacy and raise awareness in respect of decent work for young people and meaningful youth engagement within and beyond social dialogue processes, especially in partnership with other UN and multilateral institutions.

Outcome 4. Sustainable enterprises, competitiveness and productivity growth for decent work

Strategy

83. Promoting the sustainability of enterprises, competitiveness and productivity growth for decent work requires consideration of the specific conditions of countries, including their level of development, resources and institutional capacity, as well as the ability of the financial system to serve the real economy and the diversity of types and sizes of enterprises. MSMEs account for about 90 per cent of enterprises, two thirds of employment and half of the gross domestic product worldwide. More than 80 per cent of enterprises are informal, employing about half of the global workforce and providing critical livelihoods, although often with low productivity and poor job quality. Multinational enterprises and their affiliates account for about one third of the global output, including about two thirds of global trade, and play an important role in shaping supply chains. The social and solidarity economy offers inclusive and sustainable business models that are locally anchored, with cooperatives alone having over a billion members worldwide.
84. The ILO will promote sustainable enterprises, competitiveness and productivity growth for decent work by supporting its constituents through an integrated approach. This approach will foster an environment conducive to sustainable enterprises by focusing on enabling policy frameworks, financial and business support systems, and on the promotion of inclusive and sustainable business models and practices based on innovation, resource efficiency and labour and environmental standards. Specific attention will be paid to the transition of informal enterprises to the formal economy, the significance of the entities in the social and solidarity economy and the importance of ensuring a just transition. The approach is based on international labour standards and stresses the importance of social dialogue at all levels and in all its forms, including collective bargaining, and workplace cooperation. It recognizes that achieving sustainable competitiveness, in other words, the ability to advance social justice for present and future generations, requires sustainable productivity growth to maintain progress and ensure a fair distribution of the benefits.
85. Support will address key areas, including productivity ecosystems for decent work, the formalization of MSMEs, inclusive and sustainable business models, sustainable finance, responsible business conduct and the greening of enterprises. Interventions will aim to foster mutually beneficial linkages among enterprises; improve access to finance, markets, knowledge and technology; and promote synergies between social, environmental and economic sustainability. Support will be tailored to specific situations, sectors or supply chains, and will give consideration to national circumstances and priorities.
86. The strategy will also promote gender equality and equality of opportunity and treatment in employment and occupation at the enterprise level, and will give consideration to multiple and intersecting forms of discrimination. Special attention will be given to women, young people, older workers and persons in vulnerable situations, including persons with disabilities, persons

belonging to indigenous and tribal peoples and ethnic minorities, migrants and forcibly displaced persons, notably those in rural areas and in the informal economy. Their employment, employability and entrepreneurship will be promoted, including in the context of advancing a just transition.

87. Guided by the ILO mandate, the strategy aligns with and implements the relevant conclusions, decisions and resolutions approved by the Conference and the Governing Body, such as the conclusions concerning the promotion of sustainable enterprises, adopted by the Conference at its 96th Session (2007), the conclusions on skills for improved productivity, employment growth and development, adopted by the Conference at its 97th Session (2008), the conclusions concerning small and medium-sized enterprises and decent and productive employment creation, adopted by the Conference at its 104th Session (2015), the conclusions on decent work and the social and solidarity economy, adopted by the Conference at its 110th Session (2022), and the decision adopted by the Governing Body at its 346th Session (November 2022) on promoting productivity ecosystems for decent work. The ILO will continue to promote respect for the fundamental principles and rights at work, other human rights and relevant international labour standards in all types and sizes of enterprises, making full use of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).
88. The ILO will enhance its policy advice, technical assistance, research, statistics and knowledge-sharing on the sustainability of enterprises, competitiveness and productivity growth, and will strengthen its capacity development initiatives for the constituents and other stakeholders, in collaboration with the Turin Centre. In addition, the ILO will expand its development cooperation portfolio, foster South–South and triangular cooperation and renew alliances with multilateral and bilateral development and funding partners, including private sector and non-State actors.
89. Decent work and social justice are embedded in the sustainability of enterprises, competitiveness and productivity growth. Accordingly, achieving this outcome requires, and contributes to, progress in several other policy areas, particularly employment, labour and social protection, and a just transition, as sustainable enterprises provide the bulk of jobs in the economy, ensure safe and productive workplaces and decent working conditions, strengthen social protection systems through taxes and contributions, and implement environmentally friendly practices. The Coalition and the Global Accelerator will be leveraged to support specific initiatives in response to the constituents' priorities and commitments, including on MSMEs and productivity ecosystems for decent work, sustainable investment and responsible business conduct, and socio-economic inclusion through the social and solidarity economy.

ILO focus in 2026–27

Output 4.1. Increased capacity of the constituents to design, implement and monitor integrated policy frameworks for a conducive environment for sustainable enterprises

90. Through technical assistance that encourages social dialogue, the ILO will facilitate the engagement of the constituents in the design, implementation and monitoring of integrated policy frameworks that foster a conducive environment for sustainable enterprises, competitiveness and productivity growth for decent work. This will include promoting policy coherence and mainstreaming the ILO's approach for the promotion of sustainable enterprises into national and sectoral development frameworks and relevant policies, including those

related to care, employment, MSMEs, productive and industrial development, skills, social protection, sustainable finance and technology. Support will focus on the constituents' efforts to advance inclusive structural transformation for a just transition, including through trade and investment frameworks and supply chains, while strengthening the resilience of enterprises and workers, as well as their adaptability to face transitions.

91. At the country level, the ILO will support its constituents in:

- undertaking gender-responsive and evidence-based policy reviews through social dialogue on sustainable enterprises, including on sustainable finance and productivity growth for decent work;
- designing, operationalizing and monitoring integrated, coherent and balanced policy frameworks that create a conducive environment for sustainable enterprises;
- fostering inter-ministerial coordination and policymaking at the national and subnational levels to develop policies that promote a conducive environment for sustainable enterprises.

92. At the global level, the ILO will:

- conduct gender-responsive research, capacity development and knowledge-sharing initiatives on effective policy frameworks for sustainable enterprises and productivity growth for decent work, and on the measurement of productivity;
- scale up the implementation of productivity ecosystems for decent work programmes by developing country-adapted and evidence-based intervention models;
- engage with financial institutions, including development banks, and their networks to develop and implement sustainable finance frameworks for decent work;
- strengthen international partnerships on sustainable enterprises, including with other UN entities, international financial institutions, funding partners, academic institutions, central banks and partners of the Coalition, including in the context of the Global Accelerator.

Output 4.2. Increased capacity of the constituents to promote and support responsible business conduct to advance sustainable enterprises and decent work, including in supply chains

93. Initiatives promoting responsible business conduct present opportunities and challenges for enterprises of all types and sizes to embrace sustainability, enhance competitiveness and productivity, and generate decent work. The ILO will strengthen the constituents' capacity to promote responsible business conduct by providing evidence-based technical and policy advice rooted in international labour standards, the MNE Declaration and the ILO *Guidelines for a just transition towards environmentally sustainable economies and societies for all* ("Just Transition Guidelines"). This includes assisting enterprises, including in supply chains, in addressing the effects of transformations, identifying, preventing and mitigating the adverse impacts of their operations, and contributing to inclusive growth, a just transition and social justice.

94. At the country level, the ILO will support its constituents in:

- developing evidence-based policies and other measures promoting responsible business conduct for inclusive development, a just transition and decent work, based on the guidance and operational tools of the MNE Declaration;

- conducting and contributing to national and home–host country dialogues on responsible business conduct to address decent work deficits and stimulate decent work opportunities, including in supply chains;
- strengthening their capacity to leverage responsible business conduct in investment and trade arrangements, taking a whole-of-government approach and with the involvement of the social partners to advance national development and decent work priorities.

95. At the global level, the ILO will:

- develop tools, training activities and briefs and facilitate knowledge-sharing on good practices that advance decent work through responsible business conduct, including in supply chains, and foster national and cross-border social dialogue and collective action;
- promote the operational tools of the MNE Declaration and further expand the ILO Help Desk for Business on International Labour Standards with relevant information for enterprises conducting due diligence;
- strengthen international and regional partnerships to enhance policy coherence and guidance on responsible business conduct, guided by the MNE Declaration and the UN Guiding Principles on Business and Human Rights;
- enhance the social dimension of economic, social and governance standards and other corporate sustainability initiatives and frameworks.

Output 4.3. Increased capacity of the constituents to facilitate the access of enterprises, especially micro, small and medium-sized enterprises, to business development and financial services, enhancing their sustainability and competitiveness for decent work

96. The ILO will support the constituents in strengthening their business development and financial services, in particular to facilitate the pursuit by MSMEs of inclusive and sustainable business models and to enhance their resilience and adaptability to navigate transitions. This support will facilitate MSME growth and access to, for example, industry clusters, supply chains, markets, technology and skills, thereby increasing their contribution to decent work and a just transition. Gender-responsive and context-specific interventions may focus on specific geographic areas, supply chains or sectors, including in the care economy.

97. At the country level, the ILO will support its constituents in:

- analysing and addressing underlying constraints in respect of access to finance, markets and supply chains, giving due consideration to the specific needs of MSMEs and their workers, including persons in vulnerable situations;
- strengthening their capacity to promote innovative business development and financial services, particularly for MSMEs and entities of the social and solidarity economy, paying due attention to women, young people, forcibly displaced persons and other persons in vulnerable situations;
- enhancing the sustainable competitiveness of MSMEs, fostering entrepreneurship (especially women's entrepreneurship), leveraging digital opportunities, enhancing productivity growth and resilience, and promoting environmentally friendly business practices.

98. At the global level, the ILO will:

- promote services supporting MSMEs in adapting to and mitigating the effects of digital, environmental and demographic changes, with a focus on enhancing their resilience and improving decent work outcomes;
- promote gender-responsive approaches to enterprise competitiveness and productivity growth for decent work, including through enhanced use of AI and digital tools by MSMEs.

Output 4.4. Increased capacity of the constituents to facilitate the transition of enterprises to the formal economy

99. As a key component in the ILO's promotion of integrated strategies to facilitate transitions from the informal to the formal economy and in follow-up to the general discussion on innovative approaches to tackling informality and promoting transitions towards formality to promote decent work by the Conference at its 113th Session (2025), the ILO will facilitate the formalization of informal enterprises and their workers through innovative and adapted approaches that support sustainable competitiveness and productivity growth, strengthen the resilience of enterprises and workers, and contribute to a just transition. Emphasis will be placed on labour and social protection, skills development and recognition, productivity growth, digital and financial literacy and inclusion, and social and technological innovations, including digital wage payments. Moreover, the ILO will enhance statistics and the knowledge base concerning informal enterprises and their formalization.

100. At the country level, the ILO will support its constituents in:

- undertaking and validating diagnostics, based on social dialogue, on barriers and drivers to the formalization of informal enterprises and their workers, and enhancing related statistics using the latest international statistical standards;
- promoting, designing and implementing gender-responsive strategies and measures to facilitate the formalization of informal enterprises and their workers, including in supply chains, rural areas and specific sectors, by facilitating registration and compliance with labour and environmental standards, and boosting productivity growth and improved working conditions;
- assisting informal operators and their support systems to set up or strengthen entities in the social and solidarity economy to facilitate transitions to formality, including through better access to finance and markets, and improved working conditions and productivity.

101. At the global level, the ILO will:

- promote the exchange of international experiences and training initiatives to strengthen the capacity of the constituents and key stakeholders, including financial service providers, to facilitate gender-responsive enterprise formalization;
- enhance partnerships and knowledge-sharing on good practices and innovative approaches to facilitate the inclusive and gender-responsive formalization of informal enterprises and their workers, including through South-South cooperation and in the context of the Global Accelerator.

Output 4.5. Increased capacity of the constituents to promote a strong and resilient social and solidarity economy for decent work

- 102.** The ILO will further the implementation of the conclusions concerning decent work and the social and solidarity economy, adopted by the Conference at its 110th Session (2022), and the action plan on the subject endorsed by the Governing Body at its 346th Session (October–November 2022), providing gender-responsive and context-specific support for the constituents to harness the potential of the social and solidarity economy for inclusive and sustainable economies. In doing so, it will foster socio-economic inclusion, especially with regard to women, young people, indigenous and tribal peoples, forcibly displaced persons and other persons in vulnerable situations. In particular, the ILO will promote equitable access to care, employment, finance, markets and social protection, and will address SDG localization, formalization and a just transition, including in crisis and post-crisis situations. Support measures will include the promotion of social innovation, skills development, entrepreneurship, productivity, resilience and collaboration. The ILO will also continue to strengthen the knowledge base on the social and solidarity economy, including by developing guidance for its statistical measurement, to better inform relevant policies and programmes.
- 103.** At the country level, the ILO will support its constituents in:
- developing and implementing policies and programmes on the social and solidarity economy and its entities, and integrating its promotion into other policies and programmes, including those on the fundamental principles and rights at work, formalization, crisis response and the rural economy;
 - engaging in social dialogue on the social and solidarity economy, enabling the vertical, horizontal and transversal organization of its entities and developing partnerships with its networks;
 - promoting the development of entities in the social and solidarity economy, with a focus on improving productivity, resilience, service provision and socio-economic contribution.
- 104.** At the global level, the ILO will:
- enhance research, statistical and knowledge management capacities, including in preparation for the development by the 22nd ICLS of methodologies to measure the social and solidarity economy;
 - strengthen strategic partnerships for advancing decent work and sustainable development in and through the social and solidarity economy, including with the UN Inter-Agency Task Force on Social and Solidarity Economy, the Committee for the Promotion and Advancement of Cooperatives, the International Cooperative Alliance, Women in Informal Employment: Globalizing and Organizing, and other relevant partners;
 - elevate awareness of the role of the social and solidarity economy to foster inclusive and sustainable economies, especially with partners of the Coalition.

Outcome 5. Gender equality and equality of treatment and opportunities for all

Strategy

- 105.** Gender equality and equality of opportunity and treatment for all is a fundamental principle and right and a universal human right, intrinsic to social justice and central to a renewed social

contract. Where discrimination occurs, the freedom of human beings to develop their capabilities and to pursue their professional and personal aspirations is restricted. As a result, talents are wasted and rewards for work are unjust, generating inequalities in employment outcomes among groups and increasing both vertical and horizontal inequalities. Eliminating structural, institutional and individual discrimination is indispensable for poverty reduction, social inclusion, and equitable and sustainable economic development. The ILO will therefore continue strengthening legal and policy frameworks to eliminate discrimination in employment and occupation for all workers and on all grounds protected by international labour and human rights standards.

- 106.** Digitalization and technological advancements, environmental transformations and demographic shifts offer new opportunities both for creating jobs and for tackling inequalities, but may also contribute to reproducing or deepening existing discrimination and exclusion practices affecting women and disadvantaged population groups, as well as to exacerbating violence and harassment. Increased knowledge and concerted efforts to mitigate the risks and maximize the opportunities presented by these developments are needed if all are to benefit, on an equal footing, from the potential that they might present.
- 107.** The principle of non-discrimination and equality is non-negotiable. Yet, the understanding of discrimination, its manifestations and its impacts evolve over time. Ending discrimination requires transformative legislative and policy action tailored to different country circumstances, as well as changes in mindsets and behaviours. The journey towards its realization varies by country.
- 108.** ILO work in this policy area will be guided by the Centenary Declaration and the transformative agenda for gender equality. It will be grounded in international standards, as well as in the fundamental principles and rights at work promoting gender equality, non-discrimination and inclusion. Progress in these areas and in the prevention and elimination of violence and harassment at work improves the labour market participation and outcomes of women, workers with family responsibilities, persons with disabilities, people living with HIV, indigenous and tribal peoples and other population groups disadvantaged by discrimination, including on multiple and intersecting grounds. It therefore contributes towards full and productive employment, formalization, the sustainability of enterprises, labour protection for all and universal social protection.
- 109.** The ILO will strengthen the capacity of its constituents to better identify and dismantle systemic barriers to gender equality and equality of opportunity and treatment, including by addressing opportunities for and access to decent work, uprooting occupational segregation, promoting equal pay for work of equal value, reducing the unequal distribution of unpaid care work typically performed by women, tackling violence and harassment, and removing barriers to participation in decision-making and leadership positions, among others. In this regard, the strategy is aimed at strengthening the ability of labour market institutions, including with respect to tripartite social dialogue and collective bargaining and labour inspection, to advance equality, non-discrimination and inclusion.
- 110.** Implementation will strengthen the capacity of the constituents for evidence-based policy and decision-making through innovative research, tools, guidelines and statistical measurement methodologies that capture intersectional dimensions, extending also to dimensions such as the informal and rural economies. Good practices in what works to advance gender equality and equality of opportunity and treatment for all will be collected and disseminated, including with regard to targeted measures for population groups particularly vulnerable to discrimination and exclusion.

- 111.** The ILO will leverage the Coalition and its thematic priority on addressing inequality, discrimination and exclusion to build partnerships for policy coherence and resource mobilization, with a view to scaling up the ILO's work in this area. The ILO will also reinforce existing strategic partnerships such as the Equal Pay International Coalition and the Global Accelerator. Collaboration with UN country teams and with other UN entities will be strengthened, including through networks and platforms on gender equality, racial discrimination, equality for disability inclusion, HIV and AIDS, indigenous issues, climate change and AI, among others. Collaboration with the Turin Centre and ILO-CINTERFOR will be important for the development of comprehensive capacity development initiatives, especially on the care economy.

ILO focus in 2026–27

Output 5.1. Increased capacity of Member States to design and implement a transformative agenda for gender equality, non-discrimination and inclusion

- 112.** Making progress towards the elimination of all forms of discrimination in employment and occupation and promoting gender equality and equal opportunities for all requires the ILO to deliver integrated support to its constituents in strengthening relevant legislative, policy and institutional frameworks. Such frameworks must ensure access to justice and remedies for victims of discrimination through accessible complaints procedures. Furthermore, they must go beyond providing individuals with legal protection from discrimination and must also tackle structural discrimination. In response to country-specific needs and priorities, the ILO will support targeted measures for women and population groups in vulnerable situations and facing exclusion and discrimination, often on multiple and intersecting grounds.
- 113.** At the country level, the ILO will support its constituents in:
- advancing the ratification and effective implementation of international labour standards relevant to gender equality, non-discrimination and inclusion, leveraging social dialogue;
 - building capacities for strengthening legislation, policies and other measures aimed at eliminating discrimination in employment and occupation, including unequal pay and occupational segregation;
 - making labour market institutions, social protection systems and social dialogue mechanisms more inclusive of women, persons with disabilities, people living with HIV, indigenous and tribal peoples and other population groups affected by discrimination and exclusion, including on the grounds of race, sexual orientation and gender identity,⁸ based on quantitative and qualitative research;
 - implementing targeted measures and programmes for groups more exposed to decent work deficits, in particular regarding the fundamental principles and rights at work;
 - increasing the representation of women and marginalized groups in leadership positions and decision-making processes;
 - developing and implementing measures to advance ratification and effective implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169).

⁸ Subject to the language to be agreed upon through the ongoing consultations within the Government group of the Governing Body.

114. At the global level, the ILO will:

- develop knowledge, methodologies and tools for measuring the prevalence of discrimination on various grounds in employment and occupation, and develop practical tools for advancing equal pay for work of equal value, including by tackling occupational segregation, and strengthening the Equal Pay International Coalition;
- develop knowledge on ways to remove barriers to freedom of association and collective bargaining for workers particularly vulnerable to discrimination and promote their inclusion in social dialogue;
- undertake and disseminate research on effective measures to advance disability inclusion in the world of work, including through the ILO Global Business and Disability Network;
- undertake and disseminate research and develop knowledge and capacity on manifestations of discrimination emerging in the context of technological transformations and on promoting gender equality and social inclusion through policies for a just transition;
- as a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), advance the ILO's approaches and standards, including the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and the HIV and AIDS Recommendation, 2010 (No. 200), in implementing the Global AIDS Strategy aimed at ending the HIV epidemic in the world of work by 2030.

Output 5.2. Increased capacity of the constituents to advance decent work in and through the care economy

115. How the provision of care is organized is fundamental to the promotion of gender equality, non-discrimination and inclusion in the world of work. A well-functioning care economy contributes to a healthier present and future workforce, creates jobs, supports sustainable enterprises, enhances productivity and builds resilience to crises. Achieving decent work includes the adoption and effective implementation of well-designed care leave policies, equitable access to services and the mainstreaming of care into relevant public policies, including employment, skills, macroeconomic, social and labour protection, migration and environmental policies. Quality care also contributes to decent work for care workers. The 5R Framework for Decent Care Work (which calls for the recognition, reduction and redistribution of unpaid care work, rewards for care work and the representation of care workers) guides the design and implementation of integrated and coherent nationally defined strategies for the care economy, which promote decent work and enhance access to care. ILO interventions in this area will be guided by the conclusions concerning decent work and the care economy, adopted by the Conference at its 112th Session (2024), and will align with related work under other policy outcomes.

116. At the country level, the ILO will support its constituents in:

- advocating and promoting the development of the care economy as a means to advance the ratification and effective implementation of relevant international labour standards, including all the fundamental Conventions;
- developing national care policies and systems by promoting investments in the care economy to ensure universal access to care, promote the professionalization and formalization of care jobs, and improve standards of quality, safety and health for care workers, including domestic and migrant workers, and care recipients;

- promoting a more equal sharing of care responsibilities by measuring unpaid and paid care work, raising awareness and addressing gender stereotypes, including those related to the role of men in caregiving;
- piloting innovative care solutions and support systems tailored to economies with different levels of development, including for indigenous and tribal peoples and persons with disabilities, with the participation of the persons concerned;
- promoting better work-life balance and family-friendly workplace policies and practices, including by enhancing capacity-building, in collaboration with the Turin Centre.

117. At the global level, the ILO will:

- assess whether there are gaps in the ILO's body of international labour standards related to paternity and parental protection and other care leave and formulate appropriate normative or non-normative actions;
- strengthen research and improve dissemination and communication on decent work and the care economy in economies at different levels of development, including through a South-South platform to promote decent care work;
- develop knowledge on the impacts of climate change and technological change on care, including unpaid care work, to assist in the consideration of care issues in relation to emerging labour market governance issues and climate change adaptation and mitigation policies and actions;
- lead a global consultation to develop new international statistical standards for the measurement of paid and unpaid care work as mandated by the 21st ICLS.

Output 5.3. Increased capacity of the constituents to prevent and address violence and harassment at work

118. The ILO's work will build on the momentum created by the significant number ratifications of the Violence and Harassment Convention, 2019 (No. 190), and the experiences in and lessons learned from putting in place and implementing measures to make a world of work free from violence and harassment a reality for all. Violence and harassment at work continues to disproportionately impact women and groups in vulnerable situations. Representing a deeply entrenched form of discrimination and a structural determinant of inequality, poverty and socio-economic exclusion, violence and harassment at work undermines people's dignity, safety, opportunities and autonomy, as well as the enjoyment of the fundamental principles and rights at work, including the right to a safe and healthy working environment. It also affects the sustainability of enterprises. ILO interventions will strengthen the capacity of its constituents to prevent and address gender-based and other discrimination-based violence and harassment, including in the informal economy, leveraging synergies with related interventions under other policy outcomes and considering the voices and perspectives of those particularly affected by it.

119. At the country level, the ILO will support its constituents in:

- developing and implementing measures to advance the ratification and effective implementation of Convention No. 190;
- building capacities for strengthening legal, policy and institutional frameworks concerned with the elimination of violence and harassment at work, including social dialogue mechanisms, labour inspection and other enforcement mechanisms;

- integrating and addressing violence and harassment within equality and non-discrimination and OSH frameworks;
- promoting workplaces, enterprises and sectors free from violence and harassment, including through the development of policies, codes of conduct, collective bargaining agreements, preventive measures, and effective reporting and dispute resolution mechanisms;
- monitoring progress in the implementation of measures in place to prevent, address and eliminate discrimination-based violence and harassment at work, and addressing policy and implementation gaps.

120. At the global level, the ILO will:

- undertake research on comparative experiences and policy lessons learned regarding what works in preventing and addressing violence and harassment at work, including by leveraging behavioural science;
- promote the ratification and effective implementation of Convention No. 190 through communication, advocacy and development of tools supporting its implementation, including at the workplace and sectoral levels;
- develop knowledge and approaches for addressing violence and harassment in the context of informality, supply chains and crisis response, taking into account technological developments;
- expand the evidence and knowledge base on the prevalence and forms of violence and harassment and their impacts, including those experienced by people vulnerable to intersecting forms of discrimination;
- advance the methodological work towards international statistical standards and operational guidance for the measurement of violence and harassment at work.

Outcome 6. Protection at work for all

Strategy

- 121.** Inclusive, adequate and effective labour protection is critical to ensure a just share of the fruits of progress and productivity growth for all, reduce and prevent inequalities, and build resilience. Moreover, by levelling the playing field, labour protection contributes to sustainable enterprises and economic and social development.
- 122.** In recent years, there has been a declining trend in the rate of work-related deaths and diseases, although the numbers remain significant. At the same time, environmental and technological transformations are increasing OSH concerns, including risks of heat stress, psychosocial risks and risks to mental health. While technological advancements promote forms of work such as platform work that may promote employment generation, and diverse forms of work arrangements such as telework that may enhance work-life-balance, one third of workers globally work long hours, and gaps in labour market governance emerge. Although wages have, on average, increased over recent decades, wage inequality, gender pay gaps and the number of low-paid workers remains high within many countries. The lack of decent job opportunities, insufficient rights-based labour migration pathways, geopolitical conflicts, climate and environmental change, and demographic shifts exacerbate unsafe migration and forced displacement.

- 123.** In this context, guided by the conclusions concerning the second recurrent discussion on labour protection, adopted by the Conference at its 111th Session (2023), and its follow-up, and grounded in the fundamental principles and rights at work, the ILO will support the development of integrated policy approaches to protection at work through social dialogue, supported by free, independent, strong and representative EBMOs and workers' organizations. The focus will be on workers who face higher risks of exclusion from labour protection, including as a result of inadequate legal frameworks. Particular emphasis will be placed on migrants and refugees, including internally displaced people; persons with disabilities; workers in the informal economy; workers in MSMEs; workers in specific occupational groups and sectors, including domestic workers, community health and care workers, and home workers; workers in temporary employment; and workers in diverse forms of work arrangements.
- 124.** The ILO will promote the ratification and effective implementation of the relevant international labour standards as a guiding framework for the effective protection of all workers. Building on past work and existing tripartite guidance, it will provide policy advice and develop the capacity of the tripartite constituents, including in collaboration with the Turin Centre. Relevant up-to-date and tailored knowledge products will be prepared to serve as the foundation for policy initiatives. This includes the biennial Global Wage Report and databases, tools and analytical research papers on safe and healthy working environments, fair and adequate wages including living wages, balanced working time arrangements, adequate protection for groups of workers in occupations at high risk of exclusion in specific work arrangements and in the informal economy, and fair labour migration. The flagship programme Safety + Health for All, its Vision Zero Fund, the Fair Recruitment Initiative, and the development cooperation projects on wage policies and labour migration will play a crucial role in supporting the achievement of results in countries.
- 125.** The strategy will place increased emphasis on modernizing labour market institutions to ensure protection for all amid multiple crises and an evolving world of work, in particular:
- advancing work on living wages, as a new workstream within the broader framework of wage policies, in line with Governing Body's guidance;
 - adapting national OSH frameworks to address emerging and re-emerging risks, including those related to biological, chemical and psychosocial hazards, and the effects of climate, environmental and technological changes on safety and health at work, including by mainstreaming OSH into other relevant public policies;
 - adapting policy advice and technical assistance to reflect shifting migration realities in many countries and more complex migration and refugee flows, acknowledging the shared labour rights challenges of these groups;
 - reinforcing support to policies and legislation on flexible working time arrangements such as telework, considering their implications for labour protection.
- 126.** Achieving this outcome requires strong synergies with initiatives in all the other policy areas and the reinforcement of alliances with other UN entities, regional organizations and international financial institutions, in particular under the aegis of the Coalition. This includes partnerships to promote a preventive safety and health culture at work, an initiative on wage policies including living wages and alliances on the protection of domestic workers. In addition, rights-based approaches to labour migration will be advanced through bilateral and multilateral agreements and interregional dialogue and through the ILO's advocacy in the UN Network on Migration.

ILO focus in 2026–27

Output 6.1. Increased capacity of the constituents to effectively realize safe and healthy working environments

- 127.** The ILO will actively leverage the opportunities created by the elevation of a safe and healthy working environment to a fundamental principle and right at work and the enhanced capacity of the Office to influence, including through the Coalition, global efforts to address traditional, emerging and re-emerging OSH challenges, including those posed by technology and climate and environmental change. Guided by the ILO's Global Strategy on Occupational Safety and Health 2024–30 and the plan of action for its implementation, the strategy will encompass efforts to enhance the knowledge and assistance provided to the constituents in respect of national OSH governance and workplace risk management and will facilitate collaboration among OSH institutions and networks.
- 128.** At the country level, the ILO will support its constituents in:
- assessing and addressing gaps in national OSH frameworks in preparation for the ratification and effective implementation of the fundamental OSH Conventions, namely Conventions Nos 155 and 187, and mainstreaming these standards into the work of other UN entities, international financial institutions and other relevant partners;
 - developing inclusive, evidence-based, gender-responsive and coordinated OSH policies supported by social dialogue, aligned with and reinforced by other public policies, including those relating to the other fundamental principles and rights at work, health and the environment;
 - establishing robust national OSH systems with adequate legal frameworks, policies and programmes addressing, among other elements, qualification needs, the need for updated and comprehensive data on injuries and diseases, and sustainable financing options;
 - strengthening the capacities of OSH institutions, EBMOs, workers' organizations and tripartite advisory bodies to address the specificities of different categories of hazards and risks, with a focus on preventing biological, chemical and psychosocial hazards;
 - tailoring interventions to address the needs of specific occupations, groups of workers, sectors and enterprises, with special attention to the specificities of MSMEs, entities in the social and solidarity economy, supply chains, public administration and the informal economy.
- 129.** At the global level, the ILO will:
- develop knowledge, policy and technical tools to promote the OSH Conventions and their effective implementation;
 - develop reports and organize tripartite consultations to advance work related to the standard-setting on chemical hazards, organize the first discussion of the item by the Conference, and undertake preparatory studies related to ergonomics and the safety of machinery;
 - publish a triennial global report with updated estimates and trends on fatal and non-fatal occupational injuries and diseases, developments in national frameworks for OSH, and emerging and re-emerging risks;

- develop a strategy for international statistical guidelines and capacity-building tools and guidance on OSH data in preparation for the 22nd ICLS;
- facilitate and lead exchanges between the ILO's constituents and specialized OSH institutions and experts, including through a global knowledge platform, and organize meetings on scientific and technical aspects of OSH and global and regional advocacy events and campaigns, including the World Day for Safety and Health at Work and the triennial World Congress on Safety and Health at Work.

Output 6.2. Increased capacity of Member States to set adequate wages and promote decent working time

- 130.** Millions of workers in the formal and informal economies across the world continue to earn very low wages and work excessively long hours. The ILO will step up efforts to support its constituents in setting adequate wages, in reducing wage inequality (including gender pay gaps, based on the conclusions of the Meeting of Experts on wage policies, including living wages, adopted by the Governing Body at its 350th Session (March 2024)), and in promoting decent working time and work organization arrangements. It will also support its constituents in their efforts to reduce excessive working hours and adopt balanced and flexible working time and work arrangements that may help to improve work-life balance and well-being, as well as gender equality and productivity.
- 131.** At the country level, the ILO will support its constituents in:
- improving wage adequacy and wage-setting systems through social dialogue, including statutory or negotiated minimum wages, the collective bargaining of wages and the reduction of pay gaps, taking into account the needs of workers and their families, as well as economic factors, including productivity;
 - estimating and operationalizing the concept of the living wage in line with ILO principles;
 - developing and making adjustments to national laws, policies and other measures and in bargaining collectively to limit working hours, including overtime, and ensure adequate rest periods;
 - implementing, through laws, collective agreements and other measures, balanced working time and work arrangements, including telework, that protect workers and stimulate productivity.
- 132.** At the global level, the ILO will:
- develop an assessment framework for wage setting and a repository on wage policies;
 - promote and implement the conclusions of the Meeting of Experts on wage policies, including living wages;
 - publish the new Global Wage Report;
 - expand the knowledge base on flexible working time and work arrangements, including telework, their impact on labour protection, notably in relation to workers' health, work-life balance, gender equality and the right of workers to disconnect, and productivity.

Output 6.3. Increased capacity of Member States to extend labour protection to workers at high risk of being excluded from adequate protection

- 133.** Workers in certain occupational groups, including domestic workers and community and healthcare workers, in certain sectors and in certain work arrangements, and workers in MSMEs are at a greater risk of exclusion from labour protection, especially where inadequate legal protection and weak governance prevail. Informality, including in formal enterprises and in households, remains a major obstacle to achieving adequate labour protection. The ILO will work at the global, national and sectoral levels to strengthen its constituents' capacity to design and implement tailored, gender-responsive and inclusive measures to ensure that all workers enjoy adequate and effective labour protection, with special attention to those who face a greater risk of exclusion due to the characteristics of their work and to those in crisis or post-crisis situations.
- 134.** At the country level, the ILO will support its constituents in:
- conducting gender-responsive diagnoses to better understand the root causes of exclusion from labour protection, identify opportunities for improvement and inform relevant policy and regulatory action to facilitate the inclusion of all workers;
 - designing and implementing policies and legislative and compliance measures to improve the labour protection of workers, especially those exposed to a high risk of exclusion;
 - developing innovative approaches to address informality in formal enterprises and households and prevent the informalization of formal jobs;
 - strengthening the capacity of the social partners to consider the situation and views of workers facing a high risk of exclusion in social dialogue on labour protection.
- 135.** At the global level, the ILO will:
- conduct research on how to protect workers at greater risk of exclusion, taking into consideration the interdependence between labour protection and the strategic objectives of the Decent Work Agenda;
 - expand knowledge on access to labour protection through strategies to facilitate the successful transition from the informal to the formal economy, and from insecure to secure work;
 - develop awareness and knowledge products on the manner in which freedom of association and collective bargaining, as well as other tools such as workplace cooperation, foster labour protection;
 - develop and document approaches to change social norms and improve the protection of domestic workers, including through behavioural science, and to increase the recognition and protection of community and healthcare workers in line with the guidance set out in the conclusions concerning decent work and the care economy, adopted by the Conference at its 112th Session (2024).

Output 6.4. Increased capacity of Member States to strengthen and implement fair and effective frameworks to govern labour migration

- 136.** Although labour migration remains the main form of mobility in the world, shifts in demography and technology, as well as climate, environmental and political factors, are contributing to a continued increase of mixed migration flows. The ILO will support its

constituents in adapting to these new dynamics, enhancing effective and coherent responses to ensure inclusive and well-functioning labour markets. Growing interest in expanding pathways towards regular labour migration to meet demand in critical sectors requires the strengthening of rights-based and gender-responsive labour migration governance for protecting migrant and refugee workers, and for maximizing and sharing the benefits of migration.

137. At the country level, the ILO will support its constituents in:

- preparing for the ratification and implementation of the international labour standards relevant to migrant workers and promoting the relevant guiding principles, including the *ILO General principles and operational guidelines for fair recruitment* and the *ILO Guiding principles on access of refugees and other forcibly displaced persons to the labour market*, in order to address informality and irregular migration through targeted sectoral approaches, services and social dialogue, including collective bargaining, taking into account the views of migrant and refugee workers;
- promoting equality of treatment and non-discrimination, a safe and healthy working environment, wage protection, access to labour justice mechanisms and remedies and the extension of social protection to migrants, refugees and their families;
- enhancing the development, recognition and matching of migrant and refugee workers' skills and qualifications and strengthening and implementing targeted labour market integration, reintegration and entrepreneurship programmes;
- adapting and implementing global guidance on fair recruitment in enterprise, local and sectoral contexts, considering the impact of digitalization on recruitment practices;
- strengthening adaptation strategies for labour migration and displacement induced by climate and environmental change, conflicts and disasters.

138. At the regional, interregional and global levels, the ILO will:

- promote the relevant international labour standards and elevate the important role of the social partners within the UN Network on Migration and in other forums, including in the context of the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees;
- support the production of labour migration statistics, expand the ILO labour migration statistics database, update estimates on migrant workers, and conduct analyses on labour migration, refugee workers and linkages with emerging trends;
- strengthen advocacy, partnerships and resource mobilization for rights-based approaches to labour migration and mobility, including through bilateral and multilateral labour and social security agreements, interregional dialogue, enterprise initiatives, ongoing programmes and projects on migration and mixed flows, including on forcibly displaced persons, and the dissemination of ILO tools and guidance.

Outcome 7. Universal social protection

Strategy

- 139.** Social protection prevents and reduces poverty and inequality, contributing to more just and equitable societies. Social protection systems work most effectively when they are integrated with macroeconomic, industrial, employment and social policies that expand the availability of decent jobs and quality services. Increasing investment in social protection creates an enabling environment for economic restructuring, full and productive employment and decent work creation, formalization, productivity growth and sustainable enterprises, which in turn extend the tax and social contribution base. Moreover, measures to improve the transparency and service quality of social protection and to promote social dialogue contribute to strengthening trust in state institutions.
- 140.** Despite progress in recent years, more than 47 per cent of the world's population remains without access to any form of social protection. The financing gap to achieve universal social protection in low- and middle-income countries amounts to 3.3 per cent of gross domestic product annually, on average. Long-standing challenges to the extension of coverage, including fiscal constraints and persistent informality, are compounded by demographic transitions, including population ageing, and decent work deficits among women and young people, the unfolding climate crisis and the new technological advancements that are transforming the world of work.
- 141.** The ILO will continue to support the tripartite constituents in accelerating the establishment and strengthening of universal social protection systems that promote decent work and extend coverage to workers in all types of employment and in enterprises of all sizes, and that are sustainable, resilient and adaptive in times of crisis to support those at increased risk of hardship, thereby facilitating a just transition to more sustainable and inclusive economies and societies.
- 142.** Guided by the relevant international labour standards and based on effective social dialogue, action will focus on the extension of social protection coverage to groups facing particular barriers to access, including workers in the informal, rural and care economies; self-employed, domestic, temporary and part-time workers; migrants, refugees and their families; and women, young people and persons with disabilities.
- 143.** The ILO will support its constituents in building and strengthening sustainable, comprehensive and adequate social protection systems that are adaptive to national contexts and circumstances, in coordination with other policies. It will promote social protection systems that address vulnerabilities, facilitate adaptation, protect populations and build resilience against climate change-related impacts, such as elevated risks of ill health or income loss. This will include support in providing unemployment protection and social assistance to compensate for the loss of jobs and livelihoods provoked by climate change mitigation policies. The ILO will also promote the adoption of rights-based social protection in contexts of crisis, with a view to strengthening national systems as a basis for sustainable recovery.
- 144.** As more countries grapple with population ageing, special attention will also be given to addressing gaps in social health protection, expanding access to long-term care for all those in need, and ensuring income security in old age. Policy support will prioritize the extension of coverage to those with insufficient contributory capacity to access social insurance, particularly women workers who tend to experience longer and more frequent career breaks due to the unequal distribution of unpaid care responsibilities. Activities will also focus on supporting the

sustainability of pension systems and on promoting coherent and integrated employment, labour market and social and care policies, including for young people.

145. The ILO will provide normative and policy advice for the improvement of national legal, policy and institutional frameworks for social protection. It will strengthen the capacity of social protection policymakers and administrators and of employers' and workers' representatives, including in collaboration with the Turin Centre, to design, finance, implement and monitor social protection systems, while promoting social dialogue. The ILO will also support the formulation and implementation of intersectoral policies and other integrated measures aimed at closing persistent coverage and adequacy gaps and at facilitating a just transition to more sustainable economies and societies. The social protection flagship programme, Building Social Protection Floors for All, will continue to play a key role in supporting the delivery of technical services to the constituents, including in the context of the Global Accelerator.
146. Strategic partnerships will be leveraged to amplify the reach and impact of the ILO's work and reinforce its leadership role in ensuring policy coherence on social protection aligned with international labour standards in the multilateral system, including through the Global Accelerator, the Coalition, the Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals (USP2030) and the Social Protection Inter-Agency Cooperation Board (SPIAC-B). The ILO will contribute to the ongoing policy debates concerning social protection financing and support the implementation of relevant outcomes of the Fourth International Conference on Financing for Development and the Second World Summit for Social Development. Building on lessons learned from its collaboration with the International Monetary Fund, the ILO will pursue stronger engagement with the international financial institutions to create fiscal space and with other partners in the multilateral system to increase global solidarity in financing social protection.

ILO focus in 2026–27

Output 7.1. Increased capacity of Member States to develop social protection policies, strategies and legal frameworks that are sustainable, effective, inclusive and gender-responsive

147. The ILO will support the development of inclusive social protection strategies, policies and rights-based national systems, aligned with international labour standards, alongside efforts to generate decent employment and promote sustainable enterprises. This will involve promoting evidence-based and innovative strategies for expanding coverage to enterprises and to workers and individuals who face barriers to access. Efforts will also focus on enhancing coordination between contributory and non-contributory schemes to ensure sustainable, comprehensive and adequate social protection for all. Central to this approach are the principles of equity and solidarity through risk-pooling, aimed at preventing undue financial burdens on individual employers and workers. The ILO will promote policy and administrative enhancements that ensure that workers' rights and entitlements are portable across different forms of employment to secure their access to social protection throughout the life cycle and enhance labour market mobility.
148. At the country level, the ILO will support its constituents in:
 - developing and strengthening capacities to design and implement gender-responsive and disability-inclusive sustainable, comprehensive and adequate social protection systems, based on social dialogue and anchored in legal frameworks guided by up-to-date

international social security standards, including Convention No. 102 and the Social Protection Floors Recommendation, 2012 (No. 202);

- designing and implementing innovative strategies towards universal social protection with a particular focus on extending social protection coverage to workers in the informal economy and in all forms of employment, including self-employed workers, workers on digital platforms and rural workers, as well as their families, and across different types and sizes of enterprises;
- designing and implementing policies and financing mechanisms for universal health coverage and income security through maternity, sickness, pension, unemployment, employment injury, disability and other social protection schemes, cognizant of demographic transitions and guided by up-to-date social security standards to ensure the adequacy and predictability of benefits.

149. At the global level, the ILO will:

- advocate for the ratification and implementation of Convention No. 102 and other up-to-date social security standards;
- conduct research and develop policy guidance on the relationship between social protection and employment, combining contributory and tax financing methods for a multi-tiered system that protects workers in all types of employment;
- leverage strategic partnerships, including the SPIAC-B, USP2030 and the P4H Social Health Protection Network to follow-up on the outcome of the Second World Summit for Social Development.

Output 7.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance

150. The achievement of universal social protection requires systems that are well-designed, effectively managed and sustainably financed in line with international labour standards. To this end, the ILO will assist its constituents in improving the governance and administration of social protection systems with a focus on the modernization and digitalization of public administration to optimize resource use and enhance effective delivery of benefits. Efforts will focus on strengthening the sustainability of social protection schemes through regular actuarial reviews and costing exercises to generate reform options and to identify domestic funding sources for expansion, supplemented, where needed, by international financing. Support will be delivered, including through the Global Accelerator and the social protection flagship programme. In addition, this support will involve developing and enhancing statistical and monitoring tools used to track progress towards the achievement of national and global social protection targets.

151. At the country level, the ILO will support its constituents in:

- developing robust, equitable and sustainable financing strategies for social protection in line with national objectives and international labour standards and in consultation with ministries of finance and international financial institutions, to ensure sufficient fiscal space for social protection;
- enhancing the capacity of national statistical authorities to collect and analyse relevant social protection data for improving scheme and programme administration and impact,

informing policy debates, and monitoring and reporting progress towards the achievement of national and global targets;

- improving the governance, institutional coordination and administration of social protection institutions, including through actuarial valuations aligned with international labour standards, and the digitalization and interoperability of social protection systems.

152. At the global level, the ILO will:

- support capacities for the collection and analysis of in-depth country-level statistics on various dimensions of social protection systems, including for the monitoring of the SDGs as the custodian agency for indicator 1.3.1, and publish the *World Social Protection Report* to guide policy action;
- support the development of digital standards being undertaken by the Digital Convergence Initiative regarding the interoperability of social protection systems, with a view to enhancing the effectiveness and outcomes of national social protection systems;
- gather evidence and develop guidance and good practices in strengthening social security inspection mechanisms and improving compliance in all types of employment;
- expand the evidence base and policy coordination on financing social protection policies, including the follow-up to the Fourth International Conference on Financing for Development;
- conduct research and develop policy guidance to improve the financial management and fiscal and economic sustainability of social security schemes, including through pension reforms, in the context of population ageing and other mega-trends.

Output 7.3. Increased capacity of Member States to use integrated policies to harness social protection for inclusive life and work transitions and structural transformations

153. In a rapidly evolving world of work, the ILO will support the strengthening of social protection policies and systems in conjunction with other social, employment, fiscal and economic measures, including labour protection, to facilitate individual life and work transitions and address structural transformations such as demographic shifts, climate change, digitalization and other mega-trends, and humanitarian crises. Responding to population ageing, efforts will focus on integrated approaches that expand access to health and long-term care services as well as decent work for care workers and for young people, thereby broadening the contribution base for public pension schemes. Efforts will also focus on linking social protection policies and delivery with other policies (including health and social care, employment, enterprise and tax policies) to contribute to the formalization of employment and enterprises and facilitate a just transition.

154. At the country level, the ILO will support its constituents in:

- pursuing integrated approaches to employment, social protection, health and social care, and environmental policy, including as part of formalization strategies, in line with the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), including through the Global Accelerator;
- enhancing the coverage of social health protection in line with Convention No. 102 and the relevant Recommendations, addressing the demand for long-term care services, and aligning social protection with care policies to provide adequate protection to care workers in all types of employment and to recognize unpaid care work, including through care credits

in social insurance, in line with the conclusions concerning decent work and the care economy adopted by the Conference at its 112th Session (2024);

- expanding coverage of unemployment protection while facilitating access to decent work and lifelong learning and upskilling and reskilling programmes, linking the delivery of social protection programmes and employment services, including in the context of climate-related adaptation and mitigation measures;
- reinforcing rights-based social protection systems in line with international labour standards, namely the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), in crisis contexts as a basis for recovery, peacebuilding and sustainable development.

155. At the global level, the ILO will:

- conduct research and develop guidance to protect populations against the adverse impacts of climate crises, reduce vulnerability and strengthen resilience to facilitate a just transition through social protection;
- conduct research, support data collection, update, disseminate and implement guidance on the extension of social protection to and portability for migrant workers, refugees and their families, in line with international labour standards;
- conduct research and develop guidance regarding social health protection, responding to the growing need for quality long-term care services and to improve working conditions in the care economy;
- engage with other UN entities, international financial institutions and other partners, including the multilateral climate funds, on the role of social protection in fostering a just transition.

Outcome 8. Digitalization for decent work and social justice

Strategy

- 156.** The world of work is being impacted by a wave of new digital technologies, including AI. Governments and employers' and workers' organizations have a critical role to play in ensuring that these technologies are human-centred and contribute to decent work and social justice. Recognizing the specific constraints in developing countries, efforts are also needed to ensure that these technologies do not exacerbate the digital divide, but contribute to reductions in inequalities both within and between countries, while supporting progress towards the SDGs.
- 157.** Opportunities to create new decent jobs that can absorb displaced workers require appropriate policies, while ethical and privacy concerns surrounding AI necessitate robust governance frameworks to ensure that its deployment maintains respect for the fundamental principles and rights at work, as well as the right to privacy when it comes to workers' personal data. Digital platforms can enable access to global markets, streamline operations and offer flexibility in workforce management. Yet, it is critical to ensure that the opportunities offered by these platforms provide decent work, no matter where in the world this work takes place.
- 158.** Work to achieve this outcome will be guided by the Centenary Declaration and informed by the outcome of the discussions of the Working Party on the Social Dimension of Globalization during the High-Level Session of the 350th Session (March 2024) of the Governing Body; the outcomes of the standard-setting discussion on decent work in the platform economy by the

Conference at its 113th (2025) and 114th (2026) Sessions; and by the general discussion by the Conference on harnessing the fullest potential of technology. Existing international labour standards provide important reference points for new work in the area of technology and decent work. This includes, for example, Part IV of the Employment Policy (Supplementary Provisions) Recommendation, 1984 (No. 169).

- 159.** Through integrated actions, the ILO will develop and disseminate knowledge and enhance the capacity of its constituents to leverage digital technologies, including AI, for decent work. Specific diagnostic tools and assessments will support policy and regulatory processes at the country level, while social dialogue will be promoted to ensure sustainable and inclusive outcomes. The ILO will place particular emphasis on assisting its constituents in addressing the needs of those most exposed to the digital divide, including women, young people, older workers, rural workers, migrants and refugees, workers in MSMEs and workers and enterprises in the informal economy.
- 160.** The ILO will also strengthen its constituents' ability to govern an increasingly digital world of work through the development of inclusive and effective policies and regulations, in line with international labour standards. In addition, the ILO will implement institutional capacity development initiatives in cooperation with the Turin Centre to leverage digital technologies to improve labour administration and services, such as employment services, business development services and social protection and labour inspection services, increasing the effectiveness and inclusiveness of outcomes. The ILO Observatory on AI and Work in the Digital Economy will be a key global platform for knowledge-sharing, learning and engaging with the constituents and other partners.
- 161.** Strategic partnerships will be strengthened at the global, regional and country levels to leverage expertise and synergies, including with the Envoy of the UN Secretary-General on Technology, the ITU, UNESCO, the United Nations Development Programme and other UN entities, along with international financial institutions, regional organizations, academic institutions and think tanks, where relevant. Enhancing development cooperation will be key to successfully implementing the strategy. Support will be provided in the Global Accelerator pathfinder countries that have prioritized the digital transition.
- 162.** The outcomes of the Summit of the Future in 2024, including the Global Digital Compact, and the Second World Summit for Social Development in 2025 will provide global parameters for framing the ILO's strategy in this area. Relevant regional frameworks will also be taken into consideration (for example, the African Digital Compact of the African Union).

ILO focus in 2026–27

Output 8.1. Increased capacity of Member States to develop integrated policies and strategies to create decent job opportunities in the digital economy

- 163.** Digitalization and AI bring challenges and opportunities to the labour market, leading to the creation of new jobs and the obsolescence of others, as well as changes to the composition of existing occupations and the demand for skills. These shifts can potentially affect millions of enterprises and workers, making upskilling and reskilling essential for adapting to digital capabilities or transitioning to new roles. The fast pace of change can also lead to a skills mismatch, while gaps in access to infrastructure, insufficient digital skills and a lack of financing mean that certain enterprises, especially MSMEs, face greater constraints in respect of integrating AI and other new technologies into their processes, in particular in developing countries where informality prevails.

164. At the country level, the ILO will support its constituents in:

- undertaking diagnostics and assessments, including modelling, of the impact of digitalization and AI on different sectors, jobs (quantity and quality), enterprises and skills requirements;
- integrating employment and decent job creation, including skills requirements and prerequisites for sustainable enterprises, in the formulation and implementation of national and sectoral digitalization and AI policies and strategies;
- participating in social dialogue on digital transformation policies and strategies at the national and sectoral levels to maximize their potential for employment and decent job creation, including by establishing and strengthening coordination mechanisms between ministries of labour, ministries responsible for digital transformation and other stakeholders.

165. At the global level, the ILO will:

- enhance research and develop policy guidance on the implications of digitalization and AI policies and strategies for different sectors, jobs, skills and types of enterprise, as well as approaches to tackle the digital divide and different effects on businesses and workers, including through the ILO Observatory on AI and Work in the Digital Economy;
- in collaboration with the Turin Centre, build the capacity of the constituents to assess the impact of digitalization and AI on the world of work, as well as the implications for integrated digitalization and AI policies and strategies;
- develop an AI-powered system to modernize the revision of the International Standard Classification of Occupations by analysing job vacancy data from online portals, identifying new roles from recent occupation standards and tracking job trends.

Output 8.2. Increased capacity of Member States and the social partners to promote inclusive and effective governance for the digital economy

166. Digital transformations around the world have meant that efforts are needed to ensure – and to leverage new opportunities for securing – an inclusive and effective governance of work. Digitalization and the use of AI at work can pose challenges, such as new OSH risks or potential discriminatory outcomes resulting from the use of algorithms. At the same time, digitalization may present new opportunities for including workers within the scope of existing labour protections (facilitating the transition to the formal economy) and improving compliance with laws and regulations (for example, to improve wage protection). Labour and social protections may need to be strengthened, as in the case of protecting workers' personal data and ensuring transparency in relation to the use of algorithms and the development of new regulatory principles (for example, the need for human oversight over decisions impacting job security and working conditions). Social dialogue and collective bargaining remain the main tools for ensuring the inclusive and effective governance of labour markets in the digital era.

167. At the country level, the ILO will support its constituents in:

- monitoring the impact of digitalization and AI, and related regulations, on the quality of work, assessing potential regulatory gaps and providing guidance that promotes decent work for all affected workers;

- ensuring the inclusive and effective governance of work so as to benefit from the opportunities and address any challenges that digitalization and AI may present for the world of work;
- promoting the ratification and application of a possible international labour standard or standards on decent work in the platform economy, if approved;
- engaging in social dialogue and promoting collective bargaining on the adoption and deployment of digital technologies in sectors and workplaces in a manner that is human-centred and promotes decent work.

168. At the global level, the ILO will:

- conduct research on the implications of digitalization and AI for the governance of work and compile and disseminate existing governance practices that promote decent work, including under the ILO Observatory on AI and Work in the Digital Economy;
- support the second discussion on decent work in the platform economy by the Conference at its 114th Session (2026);
- provide technical support to the tripartite meeting of experts on the protection of personal data in the digital era;
- promote multilateral coherence and the prioritization of decent work dimensions in global digitalization and AI governance initiatives, including by supporting the implementation of the agreed commitments under the Global Digital Compact.

Output 8.3. Increased capacity of Member States and the social partners to take advantage of the digitalization of services for decent work

169. Digital technologies, including AI, have become increasingly incorporated into labour institutions, such as labour administration and labour inspection systems, public employment services and social security administrations. Digital technologies and relevant data can help these institutions improve the efficiency and effectiveness of their services, while supporting inclusion by reducing access barriers. Digitalization can underpin the transition to formality, notably by offering tools tailored to address the multiple causes of informality, including barriers to enterprise or worker registration or weak compliance. In addition, EBMOs and workers' organizations are using digitalization to strengthen their services and outreach to members, data collection and dissemination.

170. At the country level, the ILO will support its constituents in:

- documenting and disseminating the innovative use of digital technologies and AI to improve the effectiveness of services for decent work, including, for example, in labour administration systems, social security administrations and public employment services;
- enabling institutions to help MSMEs to tackle the digital divide and take advantage of new opportunities, including through business development and financial service provision;
- promoting, designing and implementing digital services and tools, such as digital wage payments and electronic case management systems to support labour inspection services, including in collaboration with the Turin Centre and other organizations.

171. At the global level, the ILO will:

- enhance knowledge and partnerships on and disseminate good practices and innovative approaches in respect of the application of digital technologies that support the transition to formality, including digital financial technologies, digital wage payments and e-government platforms;
- strengthen knowledge and global evidence on reducing the digital divide through the digitalization of services, including by disseminating good practices through the ILO Observatory on AI and Work in the Digital Economy;
- provide guidance and build capacity with regard to integrating multi-agency labour market data and the interoperability of data and information systems, including to enhance labour market intelligence, labour market intermediation, social protection delivery and the monitoring of effective compliance by labour inspection services.

► IV. Policy coherence outcomes

Outcome 9. Integrated and coherent action for achieving decent work through formalization, just transition, supply chains and crisis management

Strategy

172. Climate and environmental change, polycrises and trade dynamics are driving rapid transformations in societies, labour markets and economies. Addressing the challenges associated with these transformations requires enhanced cross-Office collaboration in support of an integrated and coherent approach to policy design and implementation that cuts across different policy outcomes and institutions. Such an approach will lead to sustained and coordinated action for increased impact at the country level and a stronger positioning of the ILO globally in four thematic areas, namely: (i) the transition from the informal to the formal economy; (ii) a just transition towards environmentally sustainable economies and societies; (iii) decent work in supply chains, investment and trade; and (iv) decent work in crisis and post-crisis situations.
173. Through the priority action programmes established in the Programme and Budget for 2024–25, the ILO will continue to boost coordination and foster integrated cross-Office action in and between these four thematic areas, scaling up the impact and increasing the effectiveness of technical support to the constituents, strengthening existing and new strategic partnerships, and ensuring communication of knowledge and evidence. This will entail coordinating technical advice and supporting the design of integrated policies and measures, including through a sectoral approach, that promote innovation and adaptability. The mid-term review of the implementation of the priority action programmes in 2026 will inform decisions on future arrangements.
174. The strategy is aimed at enhancing knowledge generation and the effective exchange of empirical findings in the four thematic areas through innovative platforms and dialogue with the constituents and partners in the UN system and international finance institutions, including through South–South networks, with a continued commitment to evidence-based intervention and policy design and implementation at the country level.
175. The ILO will also develop a comprehensive capacity development offer tailored to the needs of its constituents and staff on the four thematic areas, as well as on their interlinkages with the policy outcomes, with the objective of reinforcing the integrated delivery and expansion of expertise and knowledge, in particular at the country and regional levels. This will include promoting the integration of technological and other innovations into initiatives for improved development effectiveness, leveraging and further building modern data and digital expertise, and nurturing innovation capacity in collaboration with the Turin Centre.
176. The ILO will develop an intervention model integrating the four thematic areas and implement it in selected pilot countries identified on the basis of the needs expressed by its constituents. This approach will support the adoption of integrated national agendas, such as climate and environmental plans, and a holistic mix of policies to harness trade and investment agreements to foster formalization and decent work. In the pilot countries, the model will also

be aimed at embedding employment and decent work principles in early recovery, reconstruction and peacebuilding efforts in the humanitarian–development–peace nexus.

- 177.** Special attention will be placed on enhancing policy coherence within and across the four thematic areas at the country and global levels and on mobilizing resources through partnerships within the multilateral system, including in the context of the Coalition and the Global Accelerator. Work to achieve this outcome will position the ILO to influence major development frameworks and policies in the priority areas, including as a follow-up to the UN Secretary-General's New Agenda for Peace, the Second World Summit for Social Development and multilateral environmental processes.

ILO focus in 2026–27

Output 9.1. Improved coherence in support and action to facilitate transition from the informal to the formal economy

- 178.** Accelerating progress on the transition to formality, in line with Recommendation No. 204, is fundamental to addressing the root causes of decent work deficits, poverty and inequality and to responding to the aspiration for social justice. Through the effective coordination and integration of policies and support for advancing the transition to formality, the ILO will contribute to the realization of decent work by: (i) building an evidence-based shared understanding, among the constituents and within the multilateral system, on addressing informality and its root causes; (ii) strengthening the capacity of the constituents to design, implement and monitor inclusive and integrated strategies based on effective coordination mechanisms and social dialogue; and (iii) developing strategic partnerships within the multilateral system.
- 179.** To increase coordination and policy coherence in this area at the country and global levels, the ILO will:
- develop the evidence base on informality, including by supporting the implementation of the 21st ICLS standards on the informal economy, to raise awareness among the constituents, the multilateral system and other key stakeholders of effective pathways to formality and of measures to prevent informalization, and support, through social dialogue, the identification and implementation of such pathways and measures;
 - design and coordinate the implementation of capacity development activities on integrated and gender-responsive formalization strategies and support coherence and synergies between different policy interventions at the national and sectoral levels, with specific attention to the role of the social partners in operationalizing Recommendation No. 204;
 - coordinate the implementation of the strategy resulting from the conclusions of the general discussion by the Conference at its 113th Session (2025) on innovative approaches to tackling informality and promoting transitions towards formality to promote decent work;
 - expand and disseminate knowledge on effective and integrated approaches to facilitate the transition to formality by establishing evidence on what works;
 - develop innovative methods, tools and intervention models, including through digital technologies and behavioural science, to support the transition to formality by reducing decent work deficits and increasing productivity in the informal economy;
 - promote integrated approaches on the transition to formality within the multilateral system, including in UN country teams, through exchanges of experiences between countries and

regions, and collaborative intervention models encompassing, when appropriate, the priority areas;

- facilitate partnerships with other UN entities and international financial institutions with a view to developing joint policy initiatives and research on the transition to formality and strengthening the ILO's role in policy debates, and mobilize resources and foster development cooperation in this area.

Output 9.2. Improved coherence in support and action to facilitate a just transition towards environmentally sustainable economies and societies for all

- 180.** Action to tackle climate change, pollution and biodiversity loss allowing for a just transition for all is imperative for achieving social justice and decent work. Integrated policies, cutting across different fields and sectors, and financing are essential for addressing environmental challenges and leveraging economic and social opportunities. Office-wide coordination will be ensured for the implementation of the strategy and action plan to give effect to the resolution concerning a just transition towards environmentally sustainable economies and societies for all, adopted by the Conference at its 111th Session (2023), and to position the Just Transition Guidelines as the central reference for policymaking. Consideration will be given to developments such as those relating to heat stress in the workplace, the need to harness critical energy transition minerals to build renewable energy technologies, the fight against plastic pollution, the green, blue and circular economies, land and ecosystem restoration, and the integration of a just transition into the nationally determined contributions under the Paris Agreement and other climate strategies.
- 181.** To increase coordination and policy coherence in this area at the country and global levels, the ILO will:
 - strengthen the data and knowledge base for a just transition, conduct gender-responsive sectoral, supply chain and employment assessments, and measure the economic and social impacts of climate and environmental change, as well as the effects of policy responses, on job creation;
 - support integrated policies and the inclusion of a just transition in climate strategies through social dialogue and inter-ministerial coordination, building on the Just Transition Guidelines, with attention given to the needs of MSMEs, workers in vulnerable or crisis situations, workers in the informal economy and indigenous and tribal peoples, and in particular workers and economic units in least developed countries and small island developing States;
 - design and coordinate the implementation of capacity development activities on policies and programmes for a just transition, with attention to gender equality, youth employment, disability inclusion and migration;
 - develop integrated research on just transition issues relevant to the constituents;
 - support coherent and integrated approaches for a just transition across the policy outcomes, provide inputs to and leverage the Coalition, the Global Accelerator, the Climate Action for Jobs initiative and other UN-ILO programmes;
 - foster the constituents' engagement in multilateral and regional environmental processes and platforms, including the UN Environment Assembly, the Conference of the Parties to the UN Framework Convention on Climate Change, the G7, the G20, BRICS, the Climate Vulnerable Forum and UN issue-based coalitions;

- strengthen resource mobilization and partnerships, including with multilateral development banks and climate funds, to integrate a just transition in climate, biodiversity and other environment-related financing.

Output 9.3. Improved coherence in support and action to advance decent work outcomes in supply chains

- 182.** Supply chains are critical levers to advance social justice, decent work and socio-economic development. With the appropriate mix of policies and regulations, the constituents can address the root causes and drivers of decent work deficits in supply chains, including in relation to compliance with national laws and respect for international labour standards and the fundamental principles and rights at work. In line with its strategy on decent work in supply chains (2023–27), the ILO will focus on supporting its constituents, using all available ILO means of action, in realizing decent work in supply chains, and on promoting policy coherence in that regard across the UN system and among other multilateral organizations, international financial institutions and other relevant partners, including those within the international trade architecture.
- 183.** To increase coordination and policy coherence in this area at the country and global levels, the ILO will:
 - implement country-level initiatives to leverage supply chains to promote sustainable enterprises, increase employment, productivity, skills transfer, formalization, a just transition, access to social protection, and the equal treatment and inclusion of workers in vulnerable situations;
 - generate knowledge on the effective implementation of international labour standards relevant to supply chains, in particular the fundamental standards, and on addressing the comments of the supervisory mechanisms;
 - design and coordinate the implementation of capacity development activities to increase compliance with national legislation, support due diligence for decent work amid the evolving regulatory and policy landscape relevant to supply chains, and provide access to effective remedies for workers whose rights have been infringed in business operations;
 - design and coordinate the implementation of capacity development activities on the role of trade and investment policies, including labour provisions in trade and investment arrangements, in achieving sustainable growth and creating decent jobs;
 - build and disseminate evidence-based research on decent work in supply chains with actionable recommendations;
 - foster partnerships, including through the Coalition, to advance multilateral cooperation and policy coherence, and mobilize resources to implement the supply chain strategy;
 - catalyse efforts to ensure that supply chains and trade and investment policies support socio-economic development, formalization, sustainable enterprises, a just transition and the extension of social protection.

Output 9.4. Improved coherence in support and action to promote inclusive, peaceful, stable and resilient societies through decent work and social justice in contexts of crisis, post-crisis and fragility

- 184.** Conflicts, disasters and fragility impede the achievement of decent work and social justice. The ILO, under Recommendation No. 205, promotes coherence, deepens integration and leverages internal and external resources at all stages of crisis management to support its constituents in promoting peace, resilience and decent work principles across the humanitarian–development–peace nexus. Data collection using innovative data sources and analytical capacity will be expanded, to bridge knowledge gaps and address the impacts of crises on labour markets and on social protection. Advocacy, knowledge exchange and communication efforts will be implemented in crisis management to support resource mobilization, manage reputational risks and increase awareness among the ILO’s constituents and partners.
- 185.** To increase coordination and policy coherence in this area at the country and global levels, the ILO will:
- ensure the early involvement of the constituents in crisis prevention, preparedness and response mechanisms through improved advocacy, knowledge exchange and partnerships with national, bilateral and multilateral actors, including international financial institutions and humanitarian organizations;
 - facilitate the application of decent work principles, including the promotion of international labour standards and the protection of the fundamental principles and rights at work, during crises through strategic approaches in keeping with Recommendation No. 205;
 - mainstream conflict sensitivity, gender sensitivity, disability inclusion, peace responsiveness, and disaster risk reduction and preparedness planning into DWCPs and relevant national development frameworks;
 - develop gender-responsive tools and analytics through established and innovative data sources to facilitate the assessment of the impact of crises on decent work, with a view to designing targeted response measures for prevention, mitigation and recovery across policy areas;
 - strengthen the ILO’s crisis response capabilities by addressing security, operational and implementation challenges and by adopting effective crisis management protocols, in close coordination with other UN entities, including those financed through the UN Secretary-General’s Peacebuilding Fund;
 - design and coordinate the implementation of capacity development activities to address interthematic crises, such as environmental disasters, the resurgence of informality due to forced displacements and migration flows, and labour market implications resulting from supply chain disruptions;
 - intensify knowledge and capacity development initiatives based on the discussion by the Conference at its 114th Session (2026) of the General Survey concerning Recommendation No. 205.

Outcome 10. Enhanced policy coherence and amplified action for social justice

Strategy

- 186.** The ILO's mandate to promote social justice and decent work, its tripartite structure and its normative approach and action uniquely position the Organization to lead, reinvigorate and shape multilateral efforts to support countries in addressing the trade-offs between competing economic, social and environmental policies. In a rapidly evolving global context marked by intersecting crises – from economic downturns to climate change, social inequalities and demographic shifts – there is an urgent and critical need for enhanced policy coherence and amplified action to accelerate progress towards the SDGs and set the foundation for a renewed global agenda beyond 2030. The ILO should take advantage of this window of opportunity not only to address the immediate social and economic impacts of recent global crises, but also to drive transformative changes that are essential to achieving sustainable development and social justice on a global scale.
- 187.** However, achieving meaningful progress on policy coherence requires not only the development of evidence-based and sound international legal instruments and policy frameworks, but also their integration in the global agenda, the action plans of multilateral organizations and national development plans. This integration ensures that social and employment policies are considered alongside economic and environmental frameworks, thereby fostering a balanced and inclusive approach to global development, resulting in stronger partnerships and increased investments in initiatives that advance decent work and social justice.
- 188.** To achieve this goal, the ILO will strategically leverage key initiatives such as the Coalition and the Global Accelerator as tools to support its constituents in navigating global challenges and as critical vehicles for scaling up the ILO's work, to ensure that the Organization's human-centred approach is reflected in global policy agendas and implemented effectively at the national and local levels. The realization of the vision of a renewed social contract that makes social justice the foundation of lasting peace, shared prosperity, equal opportunities and a just transition is the objective that brings these initiatives together. The urgency of this vision is underscored by the need to respond to mounting global pressures and accelerate progress towards the SDGs, building on the momentum of recent high-level political commitments and preparing for a post-2030 framework that prioritizes social justice.
- 189.** In particular, the Coalition will be central to the ILO's efforts to enhance policy coherence and amplify action across all the policy outcomes. It will operate as a dynamic platform for mobilizing political commitment, fostering strategic partnerships and securing investments that are necessary to advance social justice and decent work, both on a global and regional scale and at the country level. The ILO will play a leading role in steering the Coalition's thematic development, ensuring that its efforts are aligned with the Organization's values, normative mandate and strategic priorities. The ILO will also leverage its position as the convenor of the Coalition and the host of its secretariat, strengthening its leadership role in the multilateral system to enhance coherence in the international community's support for integrated policy responses, and ensuring that global development strategies are aligned with the principles of social justice and decent work.
- 190.** The Global Accelerator, one of the UN high impact initiatives for SDG acceleration, will serve to spearhead multilateral collaboration and policy coherence towards the creation of decent jobs and the extension of social protection, while contributing to the formalization of employment

and enterprises, and facilitating other key transitions (digital, green, energy and demographic). Through expanded collaboration within the multilateral system and with development partners, financing institutions and civil society, the ILO will support its constituents in pathfinder countries in leveraging the opportunities of the high-level political commitment and whole-of-government approach to ensure that the national road maps and their associated financing strategies are firmly anchored in international labour standards and tripartite processes, drive investments with social dividends, generate strong social and economic multipliers, and uphold decent work principles. The Global Accelerator Steering Group will support joint advocacy and policy dialogue at the global and regional levels.

- 191.** At the same time, the ILO will strategically position itself to influence global policies, ensuring that social justice is central to shaping the post-2030 Agenda and supporting its constituents, other UN entities and other relevant actors in the implementation of the outcomes of the Second World Summit for Social Development and the Fourth International Conference on Financing for Development in 2025. Other multilateral forums, such as the G7, G20 and BRICS, will also be harnessed to increase political momentum towards achieving the goals of social justice and decent work and promoting a renewed social contract.

ILO focus in 2026–27

Output 10.1. Enhanced policy coherence and action to advance social justice and decent work, in support of national priorities, through the Global Coalition for Social Justice

- 192.** The Coalition will serve as a strategic platform to advance the ILO's mandate of promoting social justice and decent work by fostering increased political commitments and investments. It will enable concrete actions from its partners in support of national priorities and amplify the impact of these actions through coordinated multilateral collaboration, promoting the centrality of social justice and decent work in global, regional and national policy frameworks. The ILO will also collaborate with partners of the Coalition to implement the outcome of the Second World Summit for Social Development, reinforcing the integration of social justice and employment goals into policy agendas.
- 193.** The Coalition is a vehicle to accelerate and scale up the ILO's work by enhancing its own actions and those of the constituents across the policy outcomes. The ILO will play a leading role in the thematic development of the Coalition at the national, regional and global levels in the key policy domains endorsed by the Governing Body, which are closely aligned with the policy outcomes, ensuring synergies and avoiding duplication of effort.
- 194.** Through the Coalition, the ILO will:
- support its constituents in engaging in specific initiatives promoted by the partners to advance social justice and decent work in line with their priorities, as reflected, inter alia, in national plans, DWCPs and UN Cooperation Frameworks, and addressing their needs and requests;
 - support the implementation of initiatives and activities tailored to its constituents' needs within the policy domains prioritized by the Governing Body, as a contribution to the policy outcomes;
 - promote greater coherence in the initiatives and actions taken by partners to generate results in the policy domains;
 - promote the value added of social dialogue and of the ILO's tripartite structure and normative framework in initiatives and actions fostered by the partners;

- strengthen partnerships and collaboration with international and regional partners, including through South–South and triangular cooperation, to advance the shared objectives and thematic areas;
- facilitate the exchange of research, data, tools and good practices on advancing social justice, and disseminate the ILO’s knowledge products.

Output 10.2. Enhanced policy coherence and action to accelerate progress towards decent jobs and universal social protection for just transitions, through the Global Accelerator

- 195.** The Global Accelerator will reinforce the ILO’s results and impact under other policy outcomes by assisting the constituents in developing integrated, rights-based and gender-responsive employment and social protection policies and programmes, implemented through sustainable financing and multilateral cooperation that yield substantial multipliers and social dividends. The ILO-led Technical Support Facility and its hub of expertise, in collaboration with the UN Development Coordination Office and the UN Joint SDG Fund, will continue to extend advisory services, enhance funding opportunities and provide capacity to national steering committees and UN country teams to achieve the objectives of national road maps through social dialogue.
- 196.** The convening power of the Global Accelerator Steering Group, facilitated by the ILO, will be further leveraged to amplify multilateral collaboration with governments, other UN entities, development partners, international financial institutions, financing institutions, the social partners and civil society, with a view to maximizing results on the ground and influencing the global development policy agenda, including through the Coalition. Work will be carried out to build on the knowledge, evidence, tools and guidance generated by the Technical Support Facility. Progress at the national level will be monitored through a results measurement system. In particular, the Global Accelerator will benefit countries that have prioritized jobs and social protection, one of the six investment pathways to accelerate progress towards the SDGs, in their UN Cooperation Frameworks.
- 197.** Through the Global Accelerator, the ILO will:
- coordinate the development, implementation and financing of national road maps, promoting gender-responsive, integrated and coherent employment, enterprise and social protection policies and programmes, investments in high impact sectors, and adequate and sustainable national financing frameworks;
 - strengthen the availability, reliability and analysis of representative and gender-disaggregated data sets, including at the sectoral level, to inform policy formulation and evaluation, assess spending and financing gaps, and measure results and impact;
 - enhance the capacity of the constituents to implement national road maps through technical assistance, innovative methodologies, tailor-made tools and training on the design and implementation of integrated employment, enterprise and social protection policies to support just transitions,⁹ based on relevant international labour standards;

⁹ The term “just transitions” is used in the Global Accelerator to refer to multiple transitions that go beyond environmental transitions only, such as work–life transitions, transitions from the informal to the formal economy, transitions in the digital economy and transitions for people in crisis and emergency contexts.

- foster cross-ministerial collaboration, social dialogue and exchanges with the civil society, maximizing synergies with other UN entities, international financial institutions and other development partners, and support the inclusion of integrated strategies on jobs and social protection for just transitions in DWCPs, UN Cooperation Frameworks and national policies and plans;
- build evidence of impact, document good practices, undertake research and monitor progress towards results;
- develop and apply rights-based and gender-responsive tools and methodologies on integrated employment, enterprise and social protection policies and programmes for just transitions, formalization, financing frameworks, crisis mitigation and multilateral cooperation, and support their application in pathfinder and other countries;
- build the institutional capacity of the constituents and civil society through global courses, a dedicated hub of expertise, South–South exchanges and mutual learning;
- strengthen strategic partnerships with development partners such as the World Bank, development banks, the Finance in Common network, vertical funds and the private sector.

Output 10.3. Enhanced policy coherence and action to realize the vision of a renewed social contract, guided by the tripartite contribution to and the outcome of the Second World Summit for Social Development

- 198.** Building on the 2030 Agenda, the Second World Summit for Social Development in 2025 will focus on the three pillars of social development, namely: poverty eradication; full and productive employment and decent work; and social inclusion. The outcomes of this and other key global events, such as the SDG Summit in 2023, the Summit of the Future in 2024 and the Fourth International Conference on Financing for Development in 2025, will inform the discussions on the post-2030 Agenda scheduled to start in 2027.
- 199.** The ILO will work with its constituents towards the realization of the vision of a renewed social contract, guided by the tripartite contribution to and the outcome of the Second World Summit for Social Development, leveraging the results achieved under all the policy outcomes. This requires strengthening advocacy and capacity development on the political dimensions of a renewed social contract and on the implications of the outcome of the Summit on the ILO's work.
- 200.** The ILO will:
 - deepen the dialogue among its tripartite constituents and with UN country teams on the tripartite contribution to the Second World Summit for Social Development and on its outcomes, to inform the discussions on and, where relevant, the implementation of DWCPs and UN Cooperation Frameworks;
 - advocate for follow-up by the constituents and strengthen their capacity to implement elements of the outcomes of the World Summit for Social Development, the Summit of the Future, the Fourth International Conference on Financing for Development, the G7, the G20 and BRICS that fall within the mandate of the ILO;
 - collect, analyse and disseminate information relating to these processes to monitor progress and build expertise on relevant issues;

- prepare and coordinate the ILO's initial position to inform the discussions that will shape the post-2030 Agenda;
- support new partnerships related to the Second World Summit for Social Development, including through the Coalition, and engagement with emerging partners and South-South and triangular cooperation.

► V. Enabling outcomes

Outcome A. Enhanced knowledge, communication, partnerships and platforms for innovation and capacity development

Strategy

- 201.** Building on the lessons from the implementation of the ILO Strategy on knowledge and innovation approved by the Governing Body at its 347th Session (March 2023), the ILO will continue to strengthen its capacity for knowledge generation and dissemination, including through the collection and production of accurate and timely statistics, cutting-edge research and improved communication to advance social justice in the world of work. The Office will also strengthen partnerships, drawing on the findings of the 2024 independent high-level evaluation of the ILO's Development Cooperation Strategy for 2020–25, and will promote innovations in capacity development and service delivery with support from the Turin Centre. In line with the guiding principles of the UN 2.0 "quintet of change", ILO knowledge management products and services will be increasingly data-driven, innovative and digitally enhanced, and will harness strategic foresight methods and behavioural science, where appropriate.
- 202.** In 2026–27, work on statistics will align with the priorities outlined in the resolutions and guidelines adopted by the 21st ICLS (October 2023), which were endorsed by the Governing Body at its 350th Session (March 2024), and will incorporate the findings and recommendations of the 2024 independent high-level evaluation of ILO strategies and approaches for the development and use of labour statistics (2018–23). The 21st ICLS outlined an ambitious road map for the Office's future work on key labour statistics, focusing on developing and refining statistical definitions, methodologies and guidelines with the constituents, and assisting Member States in improving and applying standards for better data collection and production.
- 203.** To respond more effectively to the knowledge needs of the ILO's constituents and to strengthen the influence of the constituents at the global, regional and national levels, the ILO will continue to make existing knowledge available and to develop cross-cutting, gender-responsive research on decent work issues that provide clear and operational policy recommendations. Efforts will focus on ensuring the uptake of the ILO's flagship reports, research briefs and knowledge products by the constituents, in global research and in academic communities. The findings and recommendations of the 2020 independent high-level evaluation of the ILO's research and knowledge management strategies and approaches will drive improvements in this area.
- 204.** The Office will leverage the latest communication technologies and innovative tools to help enhance the ILO's reputation as the global reference on the world of work, a knowledge leader and an effective development partner. It will create and disseminate impactful, inclusive and gender-balanced content that highlights the ILO's research, data, advocacy and policy advice and its global impact on decent work and social justice. This includes promoting the ILO's mandate, tripartite structure, international labour standards, development partnerships and results achieved by the constituents and partners, including through the Coalition and in the follow-up to the World Summit for Social Development.

- 205.** To expand, consolidate and ensure the relevance of development cooperation, the Office will strengthen targeted funding and non-funding partnerships and collaboration agreements guided by the ILO's global, regional and national priorities and the constituents' needs, and taking into consideration the findings and recommendations of the 2024 independent high-level evaluation of the ILO's Development Cooperation Strategy for 2020–25. Partners will include the ILO's constituents, other UN entities, international financial institutions, other development partners, private foundations, enterprises, academic institutions, media, local and regional governments, and civil society organizations. The Coalition will serve as a crucial platform for fostering such collaboration and partnerships.

ILO focus in 2026–27

Output A.1. Enhanced labour statistics supported by international statistical standards and reliable labour market information systems

- 206.** The Office will support the implementation of the key labour statistics standards adopted by the 19th, 20th and 21st ICLS by providing direct technical assistance at the national and regional levels and through global training programmes. It will support the constituents in enhancing their capacity to produce and use high-quality labour market statistics for policy design, using the latest international statistical standards. The ILO will continue to compile data to enhance its database on labour statistics, ILOSTAT, including with respect to the SDG indicators for which it is custodian, and will support countries in improving their labour market information systems, incorporating new data sources and innovative analysis methods. Innovation in data collection and modelling estimates will be strengthened by integrating big data, AI, administrative data and other sources where possible, alongside traditional sources, to enhance data reliability and timeliness.
- 207.** Specific deliverables during the biennium will include:
- the development of statistical standards, in consultation with the constituents, to be presented to the 22nd ICLS, which will include a revision of the International Standard Classification of Occupations and address the measurement of key topics such as care work, digital platform employment, labour migration, industrial relations and work-related violence and harassment;
 - a strategy for strengthening labour statistics enhancing coordination mechanisms in the production of national, regional and global estimates, flagship and other major publications and models produced by the Office;
 - an expanded harmonized microdata repository supported by additional sources, including establishment surveys and household income and expenditure surveys, beyond labour force surveys;
 - the enhanced dissemination of labour statistics through the ILOSTAT database, supported by accessible blogs, AI tools, statistical briefs and updates allowing for data disaggregated by gender, age, disability and other dimensions;
 - tools to strengthen labour market information systems through the use of national administrative data and other sources.

Output A.2. Cross-cutting and leading research to promote the advancement of social justice through decent and productive work

- 208.** The Office will pursue cutting-edge, evidence-based research, drawing on the expertise of the constituents. It will focus on: factors affecting social justice; the employment dynamics and work quality challenges of the digital economy; the impact of automation and AI on jobs; and ways in which management adapts to these changes. Research will address global inequality, poverty, the role of effective work institutions, the impact of inclusive economic growth on reducing in-work poverty, skills and lifelong learning, social dialogue and the effects of social protection systems on equality. In addition, it will explore the intersection of decent work, sustainable development and the impact of climate change, with emphasis on the integration of decent work into climate policies for a just transition. Research publications will use advanced data analytics and digital tools to provide real-time insights and forward-looking scenarios, aiding policymakers in anticipating emerging trends. They will be clear and concise, to maximize their relevance and accessibility.
- 209.** Specific deliverables during the biennium will include:
- global and regional research tailored to the needs of the constituents, disseminated through easily accessible formats and channels in a timely manner, including flagship and other major reports, working papers, research briefs and other briefs on social justice and the future of work;
 - cross-cutting, gender-responsive global, regional, sectoral and country-specific research projects addressing the constituents' concerns, focusing on areas such as the digital economy, sustainable development, climate action, global inequalities and dynamic job transitions;
 - innovative tools and multimedia products, such as social media content, videos, infographics and blogs, to facilitate the dissemination and uptake of research by the constituents, relevant external networks and development partners;
 - enhanced training and capacity-building for the constituents on evidence-based policymaking provided through initiatives such as the Research Academy, South-South cooperation and support to DWCPs.

Output A.3. Impactful communication for greater social justice

- 210.** The Office will continuously evaluate and further develop innovative communication tools and platforms, including social media, the ILO website, the ILO intranet and the ILO Live broadcast channel, to maximize reach and impact. Analytics and audience data will guide strategic decision-making and selected AI tools will be responsibly used to enhance communication work. This approach is aimed at effectively reaching the constituents and other key audiences with targeted content, improving media relations and increasing visibility for development partners. In addition, a strong emphasis will be placed on internal communication, ensuring that staff are informed of, and engaged and aligned with, the ILO's mission. Efforts will include strengthening communication capacity, strategic planning and coordination between headquarters and the field, with a focus on digital communication and communicating as "One ILO".
- 211.** Specific deliverables during the biennium will include:
- creative, impactful, human-centred, gender-balanced and inclusive communication content, packages and campaigns related to the policy outcomes and the enabling outcomes that

strengthen the ILO's reputation as the lead agency for the world of work among priority audiences;

- enhancements to external and internal digital platforms that respond to feedback, improve user experience and present the work of the Organization in an impactful way to ensure that key audiences are targeted in the most effective manner, including the ILO website, the ILO intranet and ILO Live;
- a suite of guidance, communication data and skills-building labs on existing and new communication methods, including the responsible use of generative AI for communication, to ensure that all ILO staff understand their responsibility as communicators and have the skills needed for effective communication;
- a strategic communication partnership with a screened organization advocating on world of work issues, or a selected global media company, to further strengthen and expand the ILO's audience reach.

Output A.4. Multilateral cooperation, partnerships and resource mobilization for enhanced social justice

212. The Office will reinforce its strategic engagement in key global, regional, subregional and national multilateral processes to forge policy coherence and enhance the constituents' participation in policy dialogue, technical assistance and access to resources that support the policy outcomes and the policy coherence outcomes while optimizing synergies for the ILO's contribution to the 2030 Agenda. Efforts to promote South-South and triangular cooperation will continue. Improving accountability, planning, monitoring, reporting and transparency regarding resource use and achieved results will remain a priority.

213. Specific deliverables during the biennium will include:

- the continued mobilization of external financial resources, including domestic trust funds, for ILO priorities through development cooperation and taking into consideration the evolution of official development assistance;
- the effective coordination of resource mobilization efforts across the outcomes, based on the constituents' priorities and funding needs, facilitating knowledge-sharing across outcomes for better results;
- enhanced and innovative partnerships to amplify action and mobilize funding for decent work and social justice;
- reinforced and tailored support to the ILO's staff and constituents for their proactive engagement in partnerships with other UN entities and intergovernmental organizations, international financial institutions, and multi-stakeholder platforms and alliances, with a particular focus on the Coalition, South-South and triangular cooperation actors, the private sector, foundations, non-governmental organizations, and academic, research and training institutions.

Output A.5. Innovative capacity development approaches to accelerate positive change

214. Building on the 2023 ILO Strategy on knowledge and innovation, the Office will put emphasis on designing and reinforcing innovative capacity development processes and tools. Focus will be placed on four areas: (i) strengthening internal innovation management capabilities; (ii) developing innovative solutions for the ILO's constituents; (iii) fostering a stronger

organizational innovation culture; and (iv) ensuring the better integration of the ILO into the global innovation ecosystem.

215. Specific deliverables during the biennium will include:

- strengthened internal innovation capabilities, including internal capacity improvement initiatives to enable ILO field offices to offer advisory services to the constituents in the field of digitalization and AI, and to identify and scale innovative solutions;
- the development of innovative solutions that allow the ILO's constituents to build their capacity through design sprints, innovation challenges and future foresight activities designed as safe spaces to explore how foundational technologies such as AI, quantum computing and synthetic biology can be leveraged to promote decent work and social justice; this will also include the promotion of other innovative learning formats such as the South-South University for Future Leaders in the World of Work;
- the organization of Office-wide annual innovation days and communication and advocacy campaigns to raise awareness and solicit the buy-in of the ILO's constituents and partners for innovation activities, therefore enhancing an organizational culture that embraces innovation, change and growth;
- increased ILO visibility as an innovation leader, through the participation of the Turin Centre in global innovation networks, including the UN Innovation Network, and by convening UN system-wide stakeholder events on the potential impact of foundational technologies on the world of work.

Outcome B. Improved governance and oversight

Strategy

- 216.** Good governance and oversight are essential for ensuring that the ILO and its constituents play a leadership role in shaping policies and standards that advance social justice and promote productive employment and decent work for all, and for ensuring the highest levels of accountability and transparency as a means of enhancing confidence and trust in the Organization.
- 217.** To enable effective governance, the Office will continue to provide support to the agenda-setting process, delivering high-quality, independent and timely legal services to the constituents. It will continue to strengthen and promote sustainable innovative solutions in meeting services and documents production to support the functioning of its governance organs and will promote digital governance by embracing technological advancements and integrating them smoothly into the work processes. The Office will continue to provide assurance that the Organization achieves its objectives effectively and efficiently, through strengthened oversight and evaluation functions, focusing on accountability and learning.
- 218.** The Office will continue to engage with other UN entities and processes at the country, regional and global levels, including the United Nations Chief Executives Board for Coordination, the Joint Inspection Unit and the United Nations Evaluation Group. In so doing, the ILO will leverage good practices in leadership, governance, oversight and evaluation. A robust evidence-based learning and accountability culture presents an opportunity to promote the unique aspects of the ILO, including international labour standards, tripartism and social dialogue, within the broader UN system.

ILO focus in 2026–27

Output B.1. Enhanced leadership and strategic direction to ensure organizational impact

- 219.** The Office will support the Conference, the Governing Body and their subsidiary committees in providing strategic direction for the Organization's work and will ensure the timely implementation of the decisions made by the governing organs. The ILO will continue to make best use of its tripartite structure and convening authority to lead and shape the renewal of the global social contract through effective tripartite decision-making and enhanced political engagement. Particular efforts will be devoted to stepping up ILO leadership at the country level with appropriate skills and resources. This will be undertaken by equipping ILO staff with the capacities to discern emerging trends, anticipate potential shifts and respond proactively. The Office will support the wider UN system's commitment to instilling a culture of foresight, to enhance long-term thinking, strategic planning and readiness for a spectrum of possible futures.
- 220.** Specific deliverables during the biennium will include:
- the adoption by the Conference of authoritative policy and normative outcomes and instruments, enabling the ILO to play a leadership role in setting up a common agenda for the Coalition and in delivering on the 2030 Agenda, including as a follow-up to the outcome of the Second World Summit for Social Development; this will be pursued through enhanced and inclusive political engagement and policy dialogue at global, regional and national forums, and through the meaningful participation of representatives of other international organizations and international non-governmental organizations within the framework of the Conference, and at regional meetings in their new format;
 - the improved functioning of the recurrent discussions under the follow-up to the ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022, in the light of the decision taken by the Governing Body to review the modalities of recurrent discussions in order to enhance ILO strategic priority-setting, informed by evaluative evidence;
 - the introduction of demand and data-driven and adaptive strategic programming platforms and capacity development initiatives to support the constituents' engagement in the planning, monitoring, reporting and evaluation of country programmes, notably DWCPs and UN Cooperation Frameworks, leveraging digital technologies.

Output B.2. Effective and efficient support to decision-making by governing organs

- 221.** Support from the Office to the governing organs will continue to be aimed at achieving further improvements in their operations and increasing inclusiveness, transparency and efficiency. It will be informed by the current discussions by the Governing Body on the review of its functioning, and the identification of other possible areas for improvement by the Office to support the programme of work and achieve the policy outcomes. The Office will continue to support the discussions concerning the full, equal and democratic participation in the ILO's tripartite governance, including, as appropriate, through sustained and concrete measures to accelerate the entry into force of the Instrument for the Amendment of the ILO Constitution, 1986. There will be a focus on strengthening tripartite engagement and participation in policymaking and decision-making, assisted by electronic means and tools, and taking advantage of new technologies.

222. Specific deliverables during the biennium will include:

- the continued support, as appropriate, for the constituents' discussions on the full, equal and democratic participation in the ILO's tripartite governance, based on the relevant decisions and guidance of the governance organs;
- a portfolio of strategic Conference agenda items, shared and periodically updated with a view to supporting the constituents' engagement in the relevant processes, based on relevant research and evidence-based knowledge products developed in a timely manner, as well as four coordination group meetings during the biennium;
- an improved delegates' experience through the implementation of the Meetings Management System, a new conference management system aimed at modernizing conference and constituent management processes and supporting the International Labour Conference, the Governing Body, regional meetings, and the Special Tripartite Committee of the Maritime Labour Convention, 2006, as amended;
- the wider use of professionally validated computer-assisted translation and terminology tools in document production, balancing the need for high quality with the need for the timely delivery of documents;
- the effective and improved use of newly renovated facilities for meetings at headquarters allowing for greater outreach and inclusivity;
- high-quality, independent and timely legal services focusing on enhancing legal certainty and the user-friendliness of the rules of procedure of the governing organs.

Output B.3. Strengthened oversight, evaluation and risk management to ensure transparency, accountability and learning

- 223.** The ILO will continue to apply the "three lines model" for risk management and internal control adopted by the UN High-level Committee on Management. The first line concerns operational management functions that own and manage risks and controls; the second line concerns business-enabling functions that oversee risks and controls; and the third line concerns functions that provide the Governing Body and senior management with independent assurance of the efficiency and effectiveness of the system of internal control and of the use of findings from oversight and evaluation for organizational improvement and learning.
- 224.** In the ILO, a robust internal control framework based on the Integrated Resource Information System (IRIS) maintains the first two lines. A risk-based, delegated authority monitored by management is applied across the Office on the basis of operational needs. In the third line, the Office of Internal Audit and Oversight, the Evaluation Office and the Independent Oversight Advisory Committee provide an overview of overall performance, compliance and learning, reporting independently and directly to the Governing Body. In addition, the External Auditor provides an audit opinion on the ILO's annual financial statements and a report to the Governing Body on the Office's overall performance, as well as its performance in specific areas, based on a risk approach. Alongside this, the Office will continue to focus on updating and implementing the ILO's Environmental and Social Sustainability Framework across all areas of the ILO's work, ensuring enhanced ILO accountability towards its beneficiaries in line with practices in other UN entities.

225. Specific deliverables during the biennium will include:

- risk assessment processes and audit plans that are developed to ensure coverage of all significant areas of the ILO's operations;
- follow-up audits that are carried out to verify that management implements recommendations within agreed time frames;
- updated evaluation methods that are implemented with the increased participation of the constituents and beneficiaries, flexible funding for ex-post evaluations and clustering techniques to align with other evidence-based knowledge products, providing high-quality findings and actionable recommendations;
- an upgraded *i-eval* Discovery system that is fully operational, with enhanced digital tracking of the evaluation process, advanced data analysis and improved access, facilitating the use of evaluative evidence through targeted dissemination and AI-driven methods;
- an updated version of the ILO's Environmental and Social Sustainability Framework and the implementation of safeguards through the reintroduction of an established coordination function supporting an Office-wide task team and business processes.

Outcome C. Effective, efficient, results-oriented and transparent management

Strategy

- 226.** The delivery of the programme of work for 2026–27 requires sound resources management systems that are responsive and adaptable to diverse operational environments. Based on progress achieved and lessons learned in previous biennia, the Office will undertake significant efforts to strengthen transparency and accountability and foster the streamlining and harmonization of administrative processes. These initiatives aim to improve efficiency and sustainability in resource utilization, to ensure that the ILO can deliver tangible results and enhance its overall impact. Important efforts will be undertaken to preserve the significant capital investments made over recent years, in order to maintain the physical and digital assets that are key to supporting effective operations.
- 227.** The principles of UN 2.0 are especially applicable to the ILO's initiatives to increase agility, diversity, responsiveness and impact. The Office will increase its efforts to modernize the collection, governance, integration, sharing, analysis and use of data to enable better decisions, stronger thought leadership, greater efficiency, more transparency and the provision of better support to the constituents. By leveraging data expertise, innovation capacity, digitalization, AI, strategic foresight and behavioural science, the ILO will align its operations with modern results-based management. This "quintet of change", together with the results of the ILO's staff skills-mapping exercise, will drive priorities for staff development and continuous learning strategies that will build on the growth mindset attitude that the Office has been cultivating over recent years.
- 228.** Promoting diversity, equity and inclusion and a healthy, respectful enabling environment will continue to be at the core of the human resources agenda, with policy development, communication and behavioural change initiatives aligned with the ILO's and UN-wide strategies and commitments on geographical diversity, gender equality, disability inclusion, mental health and well-being, prevention and response to sexual exploitation and abuse and any forms of violence and harassment in the workplace.

ILO focus in 2026-27

Output C.1. An improved digital and physical environment to support effective and efficient operations and safe and sustainable workplaces

- 229.** Following the agile approach necessary to enabling a forward-thinking culture, the Office will create new digital solutions and skills to improve stakeholder collaboration and decision-making and create efficiencies in time-critical amendments processing, thereby enhancing the effectiveness of the important work undertaken during sessions of the Conference. Efficiencies will be further generated through the mainstreaming of AI tools into the workplace to facilitate the drafting and summarizing of documents, emails, meeting minutes and presentations, as well as the production of publications and communication materials.
- 230.** The Office will continue to transform the workplace by providing safe and sustainable office spaces that enable innovative and collaborative work. In response to an increasingly unstable security environment, the Office will enhance the implementation and coordination of its security policy at headquarters and in field locations. Acknowledging the urgency of climate action, the Office will reduce its ecological footprint, promote sustainable practices and collaborate with local stakeholders to embed sustainability in its organizational fabric.
- 231.** Specific deliverables during the biennium will include:
- an overhauled business intelligence and analytics solution, with a focus on the implementation of a cloud ecosystem that facilitates data sharing across diverse data sources, and the development of a governance model that empowers staff to analyse data in real time and create reports as needed;
 - the replacement of legacy amendments software with modern fit-for-purpose technology, enabling teams to work in parallel, removing processing bottlenecks and reducing the need for extensive technical support;
 - the deployment of AI tools to create efficiencies and enhance productivity across the workforce;
 - improved coherence in data management and governance to create greater value from the Organization's data assets;
 - strengthened reporting and analysis to improve the use of office space and the transparency of its management, gaining efficiencies in the control of physical assets in project offices;
 - the further development and implementation of integrated systems to support the production, dissemination and retention of publication-related information and processes;
 - strengthened ILO security policy implementation and coordination, in particular for field locations, by reinforcing and bringing field security management capacity closer to the field and improving communication tools, compliance monitoring and staff training and awareness.

Output C.2. Improved policies, mechanisms and approaches to facilitate integrated resource management for results

- 232.** The ILO will continue to develop and refine internal policies, procedures and systems to support strategic planning, programming and management. This includes promoting results-based budgeting, leveraging digital tools and exploring options for using AI to enhance and

facilitate management and decision-making throughout the programme cycle, from work planning through to monitoring and reporting.

233. These efforts aim to improve transparency and information-sharing with the constituents and partners, particularly other UN entities, while ensuring more effective and efficient working methods. By adopting advanced methodologies and operational procedures, the ILO will strengthen its capacity to deliver impactful results and foster a more collaborative and informed working environment.

234. Specific deliverables during the biennium will include:

- the further integration of information on progress towards results at the global, country and project levels to facilitate the provision of effective and efficient support to the constituents and improve internal and external reporting;
- the rationalization and rebuilding of internal financial governance policy documents and related user manuals, with a view to further harmonizing and streamlining administrative processes and tools;
- a change management and capacity development initiative to enable ILO managers and staff to take full advantage of the Office's improved strategic management framework and related tools, and streamlined administrative processes and documentation, and to use data and generative AI tools for strategic analysis;
- improved strategic budgeting and results-based resource allocation mechanisms delegated at appropriate levels, to foster further the integrated use of resources from the regular budget and voluntary contributions, with a view to accelerating progress towards results and impact;
- consolidated systems, dashboards and capacity to produce and publish timely and quality information on results and resources, aligned with the requirements established by the Development Assistance Committee of the Organisation for Economic Co-operation and Development, the International Aid Transparency Initiative and UN INFO,¹⁰ and with UN data cube standards.

Output C.3. Transformative initiatives to foster an agile, diverse, impactful workforce empowered with cutting-edge skills and delivering in an inclusive and respectful work environment

235. The Office will strengthen the capacity of ILO leaders to better plan and take key decisions related to human resources management. Supported by the new business intelligence and analytics solutions and AI tools, the Office will maintain the focus on workforce planning and improve support for informed human resources decisions through data-driven insights, guidance and advice. Emphasis will be placed on ensuring that managers are better equipped with the people management skills that they need to address the day-to-day issues that arise in a fast-changing work environment. The ILO will further embed new ways of working and actively market its employee value proposition to attract, recruit and retain a more diverse staff, fostering a rejuvenated and forward-thinking organizational culture and supporting work-life integration.

¹⁰ UN INFO is a digital platform used by UN country teams to boost transparency and accountability for development coordination, managed by the UN Development Coordination Office.

236. Effective people management is heavily reliant on strong recruitment, performance management and career development policies and processes. The Office will continue to review and improve on both efficiency and effectiveness in the areas of recruitment and performance management. The implementation of the revised mobility policy and increased support for temporary career assignments are further elements that contribute to building an agile, mobile and fit-for-purpose workforce.

237. Specific deliverables during the biennium will include:

- a coherent set of initiatives, aligned with relevant ILO and system-wide action plans, to foster a rejuvenated culture that promotes diversity, equity and inclusion in a safe, healthy and respectful work environment, making the ILO an employer of choice;
- future-focused staff development and continuous learning strategies to address any identified skills gaps and equip staff with cutting-edge skills including the skills of the “quintet of change” (data expertise, innovation capacity, digitalization, strategic foresight and behavioural science);
- strategic insights and guidance to managers, supported by workforce planning activities and AI-generated data analytics and metrics, to build leadership capabilities enabling the Organization to deliver on its mandate and priorities;
- continuous improvements to recruitment and performance management policies and processes to increase efficiency and effectiveness in driving a workforce that is agile, mobile and fit-for-purpose.

► VI. Next steps

238. Based on the discussion of this preview at the 352nd Session (October–November 2024) of the Governing Body, the Director-General will develop the Programme and Budget proposals for the biennium 2026–27. These proposals will be examined by the Governing Body at its 353rd Session (March 2025) and, if approved, submitted to the Conference for adoption at its 113th Session (June 2025).

239. The proposals will contain the complete programme of work for 2026–27, including a results framework with indicators at the impact, outcome and output levels, baseline information and targets, and a detailed mapping of the ILO’s expected contribution to the SDGs. Furthermore, the Director-General’s Programme and Budget proposals for 2026–27 will also include the overall proposed budget level for the biennium, budgetary allocations for each policy and policy coherence outcome, an overview of the ILO’s work in the regions, a complete risk register at the corporate and outcome levels with mitigation measures, and annexes with additional financial and programmatic information.