



International
Labour
Organization

▶ Annual report of the Ethics Officer for 2024

Contents

	Page
Introduction	5
Ethics advice	6
Monitoring ethics: follow-up to the ethics survey	8
Awareness-raising, training and outreach	9
Protection from retaliation for whistle-blowers	10
Prevention of and response to sexual exploitation and abuse	10
Relations with the IOAC	13
The Ethics Network of Multilateral Organizations	14
General observations and conclusions	14

Introduction

1. The mission of the ILO Ethics Officer is to promote a culture of ethics, integrity and respect across the Office, in line with ILO values and principles. The annual report of the Ethics Officer provides updates on the activities carried out in 2024 to fulfil this mission, as well as related institutional developments.
2. At the heart of the Ethics Officer's work is the commitment to promoting awareness and understanding of ILO values and the standards of ethical conduct that all ILO staff members – and the Office as a whole – are expected to uphold. These are set out in the Standards of Conduct for the International Civil Service,¹ the Principles of Conduct for Staff of the International Labour Office, the Staff Regulations and the relevant internal governance documents.² Furthermore, ILO values are based on the principles enshrined in the ILO Constitution and underlying relevant and up-to-date international labour standards.
3. The Director-General entrusted the ethics function (an integral part of the ILO's accountability framework) to the Ethics Officer, who assumed office full-time on 1 July 2022. The Ethics Officer is independent of any other official, department or organizational entity of the ILO and reports directly to the Director-General. The responsibilities of the Ethics Officer are summarized below.

► Responsibilities of the Ethics Officer

- *Provide ethics advice* to managers and staff members on questions of ethics, such as conflicts of interest, outside activities and occupations, the prevention of sexual exploitation and abuse, gifts and so forth.
- *Monitor ethics at the ILO*, including through *staff ethics surveys*, meetings with stakeholders and so forth.
- Contribute to the design, promotion and implementation of *awareness-raising and training* programmes to inform and educate staff with regard to ethical issues.
- Provide guidance on *policy development* to ensure that ILO internal policies and practices reinforce and promote the ILO's ethical standards.
- Administer and review the ILO *financial disclosure programme* in cooperation with the Office of the Treasurer and Financial Comptroller (TR/CF).
- *Protect whistle-blowers against retaliation* by receiving and handling requests for protection from staff members who believe that action has been taken against them because they have reported misconduct or cooperated with an investigation.
- Receive information regarding allegations of inappropriate treatment of *domestic workers employed by ILO staff members*.
- *Research and proactively promote ILO values* by leading and facilitating initiatives to build and foster workplace environments that uphold the ILO values and principles underlying international labour standards.
- Discharge the ethics function for the *International Training Centre of the ILO (ITCILO) in Turin, Italy*.
- *Represent the ILO in international ethics forums*, such as the Ethics Network of Multilateral Organizations.

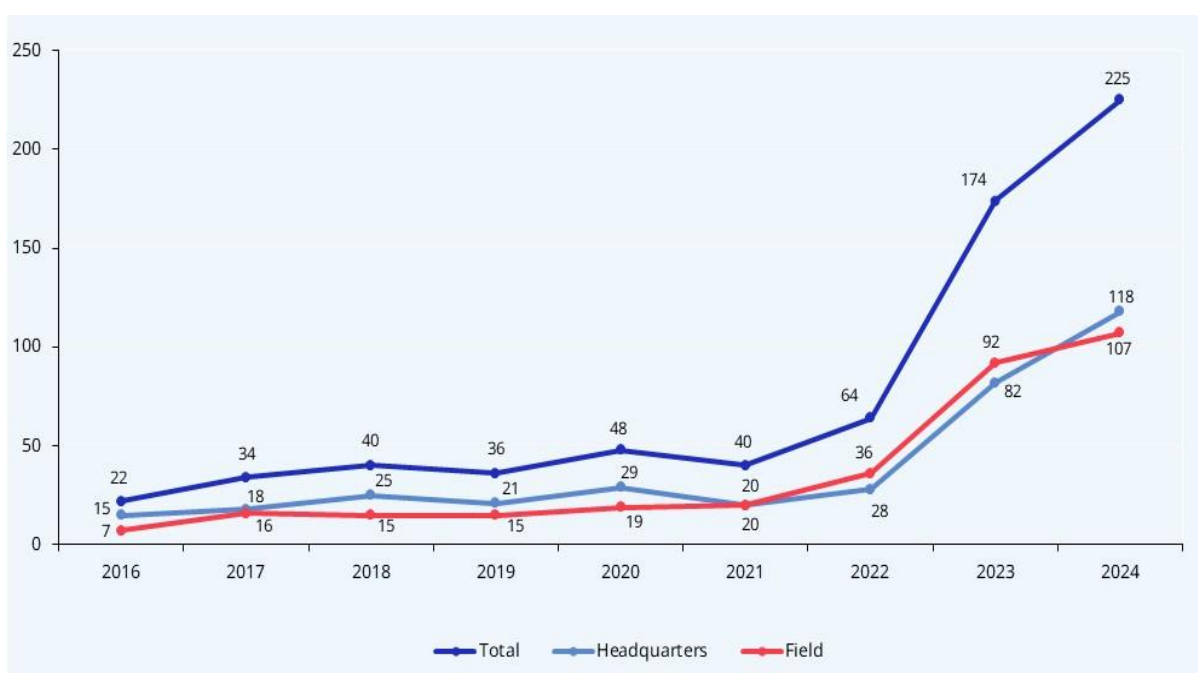
¹ International Civil Service Commission, *Standards of Conduct for the International Civil Service*.

² The applicable internal governance documents are available on the webpage of the [ILO Ethics Office](#).

Ethics advice

4. The Ethics Officer provides confidential ethics advice to staff members upon request. This is a 360-degree advisory function, since it embraces both the ILO Administration and individual staff members. Ethics advice is intended to support and guide staff in making decisions in accordance with the ILO's ethical standards of conduct.
5. The number of staff members who sought and received ethics advice during 2024 was 225.³ The number of requests continues to rise – it has more than quintupled since the Ethics Officer became a full-time post, prior to which the average number of requests for advice ranged from 22 to 48 per year (see figure 1 below).

► **Figure 1. Number of requests for ethics advice, 2016–24**

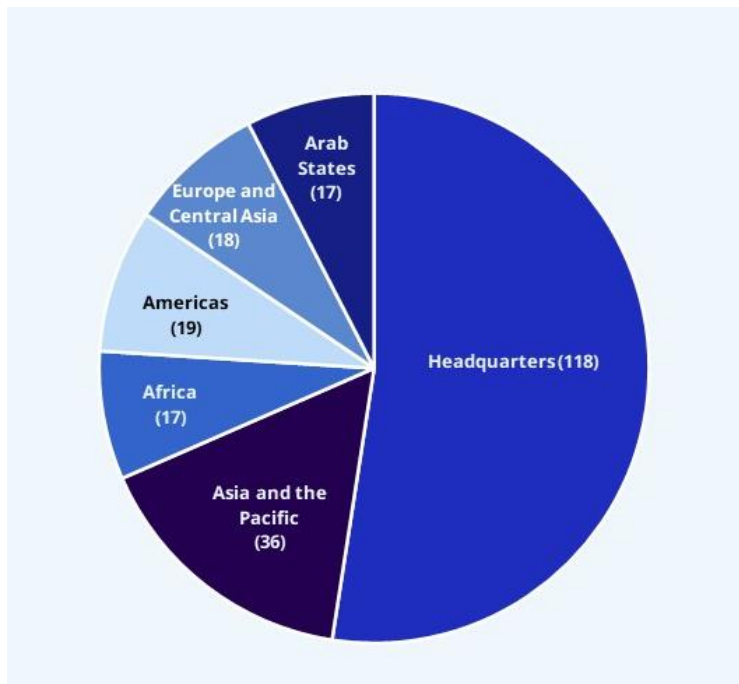


6. Of the 225 colleagues who consulted the Ethics Officer in 2024, 107 were based at field offices (where 67.5 per cent of ILO staff work) and 118 were based at headquarters (accounting for the remaining 32.5 per cent of ILO staff).⁴ In light of these numbers, in 2025 the Ethics Officer intends to further increase his outreach focus towards regional offices. Figure 2 provides a breakdown of requests for advice by region.

³ This number and the following data and charts do not include two anonymous requests for advice received in 2024, nor do they include irreceivable queries, such as queries from external parties on non-ILO related matters.

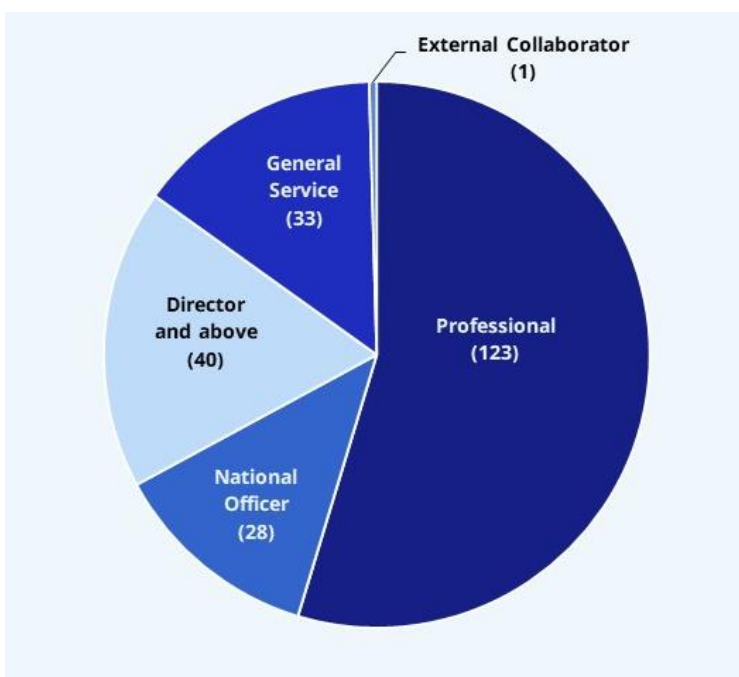
⁴ Figures as of 31 December 2024, when the ILO had 3,617 staff members, of whom 1,176 were based at headquarters and 2,441 in field offices.

► **Figure 2. Number of requests for ethics advice by region, 2024** ⁵



7. With regard to staff categories, of the 225 requests for ethics advice or support, 40 were made by officials in D posts or above, 123 by staff in the Professional category, 28 by National Officers, 33 by staff in the General Service category and 1 by an external collaborator (see figure 3). Overall, 153 requests were made by women and 72 by men.

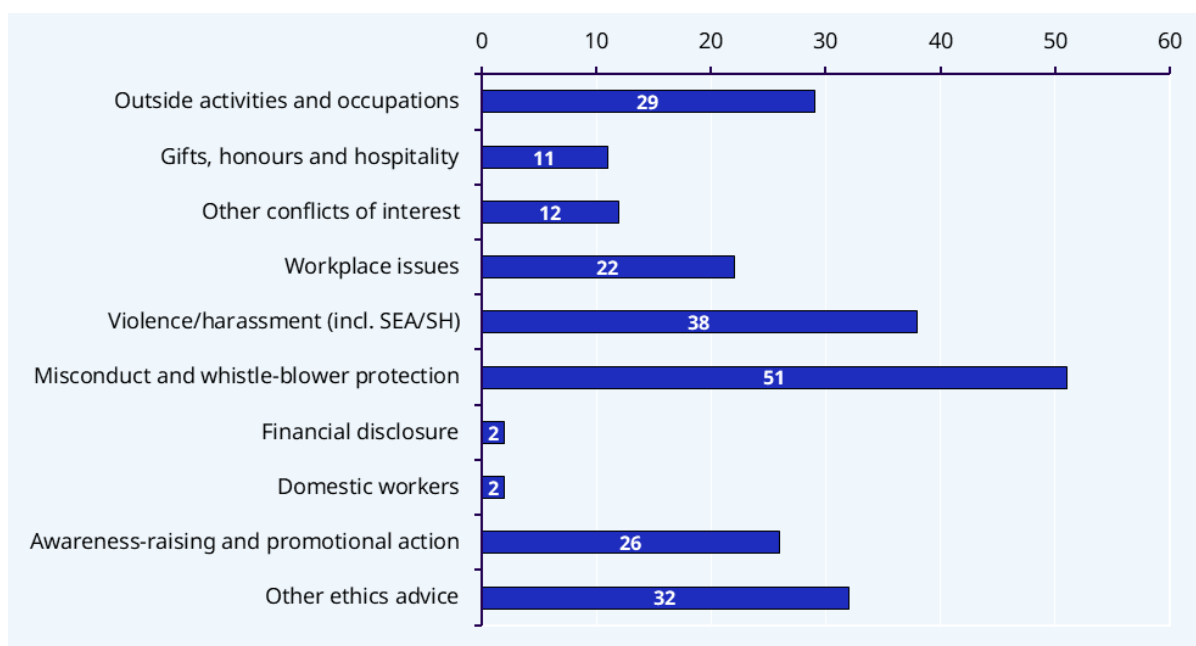
► **Figure 3. Number of requests for ethics advice by staff category, 2024**



⁵ Requests from the ITCILO (a total of 8) are included in the regional distribution chart (figure 2) under Europe and Central Asia.

8. With regard to the main subject areas of ethics advice requested, 51 of the requests made in 2024 related to reporting misconduct and whistle-blower protection; 38 to violence and harassment, including sexual harassment and sexual exploitation and abuse;⁶ 29 to outside activities and occupations; 11 to gifts, honours and hospitality; 12 to other conflicts of interest; 22 to workplace issues; 2 to financial disclosure; 2 to the employment of domestic workers by ILO staff; 26 to awareness-raising and action to promote internal coherence with ILO values and 32 to other areas of ethics advice. Figure 4 below illustrates this breakdown.

► **Figure 4. Number of requests for ethics advice by subject area, 2024**



9. A number of staff members sought information on channels for reporting various forms of misconduct or wished to report misconduct. As appropriate, those staff members were referred to the applicable processes for reporting misconduct,⁷ notably the Office of Internal Audit and Oversight (IAO).

Monitoring ethics: follow-up to the ethics survey

10. The Ethics Officer meets regularly with Office stakeholders to monitor ethics in the workplace and make recommendations in the context of discharging his other responsibilities, such as training, awareness-raising and policy development.
11. A survey on ethics at the ILO was conducted in 2023 (the last such survey having been conducted in 2018 and the first in 2013) and its results noted in the Ethics Officer's 2023 report.⁸ During 2024 the Ethics Officer carried out a number of briefing sessions with the Global Management Team and groups of staff and management officials in all regions (including eight sessions with the Staff Union leadership and Staff Union representatives from all regions), both to inform them of the

⁶ This does not include the advisory services provided by the Prevention and Response to Sexual Exploitation and Abuse (PSEA) Officer, engaged under the Ethics Office in 2024 and currently reporting directly to the Director-General (see section on the prevention of and response to sexual exploitation and abuse below).

⁷ These may be consulted on the [ILO website](#).

⁸ The report on the survey results, which was prepared with the assistance of an independent external senior statistician and distributed early in 2024, including in the last report to the Governing Body, can be accessed on the [Ethics Office website](#).

results of the survey and to encourage action to address the results that called for improvements in certain areas, as set out in the survey report.

12. The results of the survey also informed the preparation of a new online mandatory ethics training course – a process that is now complete, with the course due to be launched in 2025, see below – as well as the Ethics Office's other future activities and its review of the ILO Principles of Conduct, which awaits the finalization of the update to the International Civil Service Commission (ICSC) Standards of Conduct for the International Civil Service that is expected in 2025.
13. In 2024 the Ethics Office also prepared a specific report on the results of the survey among respondents from the ITCILO⁹ and remains available to the ITCILO to assist with follow up through awareness-raising and promotional activities in 2025.

Awareness-raising, training and outreach

14. In addition to following up on the ethics survey, the Ethics Officer delivered other general ethics briefings and training sessions, both at headquarters and regional offices, to promote understanding of the applicable ethical standards of conduct, their implications for managers and staff and the role and responsibilities of the Ethics Officer. Similarly, the Ethics Office continues to circulate internal broadcasts to raise awareness of specific ethics issues, such as its recent broadcasts on the rules, principles and procedures applicable to outside activities and on the general duty of ILO staff to decline gifts. The Ethics Officer also gave an interview to the ILO's *Inside* magazine to promote better knowledge of the work of the Ethics Office, an area for improvement identified by the results of the 2023 ethics survey.¹⁰
15. On general ethics training, in line with recommendations made by the Joint Inspection Unit of the United Nations system (JIU) and following up on recent Governing Body discussions,¹¹ a new e-learning course and refresher training on ethics were finalized and are scheduled to be launched in 2025 (they are currently pending the finalization of just one translation). They build on the best practices of other organizations, in particular the UN, as well as the lessons learned and findings from the 2023 ethics survey.¹²
16. The Ethics Officer also increased its briefings and workshops, including the onboarding of new Directors and management officials (including country, regional and department Directors and human resources regional coordinators), as well as tailored trainings and participation in ILO activities, such as projects. Among these were briefings and meetings with regional offices and units in headquarters, groups of regional managers and the Senior and Global Management Teams.
17. The Ethics Officer continued to collaborate with the Human Resources Development Department (HRD), the IAO and the Mediator, highlighting the importance of coordinated joint efforts with each unit and department within its own mandate to promote a culture of ethics, integrity and respect across the Office.

⁹ ILO, *ILO Ethics Survey 2023: Results from ITC ILO respondents*.

¹⁰ Since its publication on 16 October 2024, the *Inside* article has received a total of 784 views. Furthermore, following the revamping of the ILO website and subsequent staff training, the Ethics Officer now autonomously manages and updates the Ethics Office's website in the ILO's three working languages.

¹¹ GB.349/PFA/6.

¹² At present the ILO has two self-paced online learning programmes with sections on ethics: the Internal Governance eLearning Programme (completed by 1,731 staff members in the 2020–24 period) and the e-Induction programme (completed by 2,259 staff members in the 2020–24 period).

18. In this regard, the Ethics Office is fully engaged with the “ILO Respect” campaign, led by HRD, and has conducted a number of trainings, as well as one on-site mission with HRD to promote the campaign and test an innovative participatory methodology with colleagues in Pakistan, at the request and with the support of the Director of the ILO Country Office for Pakistan.¹³ The experience provided a positive example of staff-centred progress in internal coherence with ILO standards and the Ethics Office’s mission to promote a workplace that embodies the best examples of the values for which the Organization stands.¹⁴

Protection from retaliation for whistle-blowers

19. Ensuring a culture of integrity requires the involvement of all staff members. This requires them not only to know and comply with the ILO’s internal rules and regulations, but also to bring allegations of misconduct and wrongdoing to the attention of the competent internal authorities.
20. The ILO has in place a specific policy for the prevention of and protection from retaliation for any staff member who reports misconduct or cooperates with investigations or audits. The Office Directive on reporting misconduct and protection from retaliation,¹⁵ which applies to all staff, irrespective of service category or contract type, specifies the appropriate channels for reporting misconduct. It establishes arrangements for the prevention of and protection from retaliation to ensure that all staff members can report misconduct and cooperate with audits and investigations without fear of retaliation.
21. The same Directive entrusts the Ethics Officer with responsibility for receiving complaints from staff members concerning retaliation. In such cases, the Ethics Officer undertakes a preliminary review of requests for protection from retaliation. Where the Ethics Officer concludes that there is a prima facie case of retaliation, the case is referred to the IAO for investigation. If it is concluded on the basis of the investigation report that retaliation has occurred, the Office is required to adopt measures aimed at correcting the negative consequences suffered as a result. Cases may also be referred by the Director-General to HRD for consideration of appropriate disciplinary action against officials who engage in retaliation.
22. One complaint alleging retaliation against a whistle-blower was received by the Ethics Officer in 2024. After undertaking a preliminary review of the case, the Ethics Officer considered that there was a prima facie possibility of retaliation and referred the case to the IAO, which is in the process of conducting its investigation. The Ethics Officer also provided confidential advice to other whistle-blowers and received a number of requests for preventive interventions to avoid retaliation. Pursuant to the aforementioned Directive, the Ethics Office, with the consent of the complainants concerned, engaged with senior HRD officials to ensure the monitoring of their workplace situations with a view to preventing any retaliatory action against them as a consequence of their reporting of misconduct or cooperation with an audit or investigation.

Prevention of and response to sexual exploitation and abuse

23. In addition to the list of responsibilities noted in paragraph 3, since July 2022 and throughout 2024 the Ethics Officer has been acting as the focal point for the implementation of the ILO action plan and for the coordination of the Office’s efforts on the prevention of and response to sexual

¹³ The country visit led to the adoption of two charters for a respectful work environment, drafted with and agreed upon by staff members. Their application is to be monitored regularly through surveys.

¹⁴ Currently, under the lead of HRD and together with the Staff Union, the Mediator and the Staff Welfare Officer, the Ethics Officer is collaborating on the development of a methodology to mainstream the “ILO Respect” campaign.

¹⁵ IGDS No. 551 (version 2).

exploitation and abuse (PSEA). With a view to meeting minimum standards and aligning with international efforts in combating sexual exploitation and abuse (SEA), the following activities were undertaken with the dedicated support of the PSEA Specialist.¹⁶

24. A multi-departmental PSEA working group was formalized through the adoption of terms of reference that underline the cross-cutting nature of PSEA and the important need for all departments and officials concerned to contribute to it. To further clarify PSEA roles and responsibilities within the Office, significant progress was made concerning the review of the ILO PSEA policy¹⁷ and the establishment of a network of focal points across regional and country offices. It is anticipated that this work will be completed in early 2025.
25. Giving effect to the commitment made by the Director-General in his vision statement to uphold zero tolerance for SEA and any forms of harassment, a campaign on the theme of “no excuse” was launched in March 2024 to raise awareness of the Office’s values, staff members’ collective and individual responsibilities in combating and reporting SEA, and existing reporting mechanisms. In this context, a video message reinforcing these key points was delivered by the Director-General, and dedicated intranet and web pages,¹⁸ including a repository of relevant resources, posters and other materials, were developed in the Office’s three official languages. To facilitate understanding of the Office’s framework for reporting wrongdoing, a “Report and Support” card highlighting the available reporting channels (for SEA and other forms of misconduct) and support offices was also developed. The initiative received positive feedback from both internal and external stakeholders.¹⁹ All campaign materials are made available to staff for download and dissemination through the ILO Brand Hub.
26. Throughout the year, and to strengthen staff members’ knowledge of the ILO’s existing PSEA framework and foster the application of a victim/survivor-centred approach, tailored awareness-raising sessions were delivered virtually by the PSEA Specialist to staff members in the region of Africa (136 participants); Decent Work Technical Support Teams in Cambodia, Lao People’s Democratic Republic, Malaysia and Thailand (100 participants); Bangladesh (12 participants in Cox’s Bazar and 93 participants in Dhaka); India (10 participants); Indonesia (27 participants) and teams working on the partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS) based in headquarters and field locations (47 participants). Ad hoc support, advice and guidance continue to be provided to staff members on an individual basis.
27. Drawing on the lessons learned from the ILO’s participation in UN system-wide initiatives and its membership of the working group of the UN Protocol on Allegations of Sexual Exploitation and Abuse (SEA) Involving Implementing Partners (UN IP Protocol),²⁰ one of the key priorities this year was to make progress on PSEA due diligence with implementing partners to ensure that no harm is done through the ILO’s projects and activities. To this end, the Ethics Office, in collaboration with the Multilateral Partnerships and Development Cooperation Department (PARTNERSHIPS), conducted extensive consultations at the field and headquarters levels, gathered data and shared findings with internal stakeholders – including the ILO PSEA working group, the Bureau for Employers’ Activities and the Bureau for Workers’ Activities – to raise awareness of the UN IP

¹⁶ As stated in the Report of the Ethics Officer for 2023, the Ethics Officer committed most of the funds available to his function for the 2024–25 biennium to securing the support of a PSEA Specialist (P4, 80 per cent). The position was renamed “PSEA Officer” and made a direct report to the Director-General from 1 November 2024.

¹⁷ See Office Directive No. 568, *Prevention and response to sexual exploitation and abuse at the ILO*.

¹⁸ Such as on the ILO website, <https://www.ilo.org/resource/other/prevention-and-response-sexual-exploitation-and-abuse-ilo>.

¹⁹ The Ethics Office received requests from UN entities to obtain and use the ILO “Report and Support” card as a model.

²⁰ See United Nations, *IP Protocol for PSEA*.

Protocol and of the harmonized PSEA assessment tool made available through the United Nations Partner Portal.²¹

28. During the reporting period, the Ethics Office continued to lead and coordinate the work of the ILO PSEA working group, representing the ILO at inter-agency events and forums, such as the UN SEA Working Group.²² It also ensured the internal coordination of the ILO's submissions in the context of the JIU's ongoing review of policies and practices to prevent and respond to SEA in UN system organizations; the final report is expected to be released in the second half of 2025. Furthermore, at the request of the ILO's constituents and in collaboration with HRD and the IAO, the Ethics Office provided ad hoc PSEA updates to constituents upon request (a total of seven sessions were held in 2024).
29. As in past years, the Ethics Office has assisted in the preparation and submission of the ILO annual action plan and end-of-year management letter by the Office of the Director-General to the UN Secretary-General. The Ethics Office encouraged staff to participate in the annual UN survey on facts and perceptions of UN personnel related to the prohibitions of SEA.²³ In 2024, a total of 876 ILO staff members completed the survey in 93 locations (compared to 44 respondents in 2020 and 382 in 2023). The ILO's participation in system-wide initiatives remains crucial since it allows for the remaining challenges to be identified, and knowledge gathered on how approaches to addressing SEA are understood and implemented at headquarters and in the field.
30. With a view to assisting management in addressing a recommendation of the ILO's Independent Oversight Advisory Committee (IOAC),²⁴ the Ethics Office conducted a benchmarking exercise on the existing placement and human resourcing of PSEA coordination across the UN system. For the purpose of this exercise, the Ethics Office sought information from the Office of the Special Coordinator on Improving the UN Response to Sexual Exploitation and Abuse and from other members of the UN SEA Working Group.²⁵ As a result of the benchmarking exercise, the Director-General decided to transfer PSEA coordination responsibilities from the Ethics Officer to the PSEA Officer, with the latter reporting directly to the Director-General.²⁶

²¹ While consultations at the Office level are ongoing, the Ethics Office and PARTNERSHIPS have worked closely with the PROSPECTS team to pilot recommended actions and measures at the project level, with the ILO's implementing partners and with beneficiaries. To this end, apposite guidance, communication materials and best practices were developed, and briefings were delivered with the aim of ensuring the adoption of proactive measures for the prevention and response to SEA in all PROSPECTS activities and locations. PROSPECTS is the largest ILO development cooperation programme. More information is available on the PROSPECTS webpage, <https://www.ilo.org/projects-and-partnerships/projects/partnership-improving-prospects-forcibly-displaced-persons-and-host>.

²² Furthermore, in October 2024 the ILO joined, as an observer, the Inter-Agency Standing Committee (IASC) Technical Advisory Group on Protection from Sexual Exploitation and Abuse and Sexual Harassment (see the website of the IASC, <https://psea.interagencystandingcommittee.org/iasc-psea-working-groups>).

²³ This survey is conducted and managed by the Office of the Special Coordinator on Improving the UN Response to Sexual Exploitation and Abuse. It provides insight as to UN staff members' awareness of standards of conduct, obligations and behaviour, and their perceptions of leadership engagement as it relates to the prevention of and response to SEA.

²⁴ GB.350/PFA/6.

²⁵ Information on PSEA placement and human resourcing was collected through research, correspondence, consultations and bilateral calls involving a total of 20 UN entities, including 9 specialized agencies and 11 funds, programmes, entities and related organizations.

²⁶ As illustrated by the [ILO organizational chart](#).

31. The ILO continues to use the iReport SEA tracker to report all allegations of SEA upon receipt.²⁷ The IAO provided the following information on five reports of SEA that it received during the reporting period:²⁸
- Investigations are ongoing into two allegations of SEA, one against a former staff member and the other against a serving staff member.
 - In another report alleging SEA, the subject was an external collaborator and the victim was unidentified. Evidence suggested that the incident occurred before the external collaborator was hired by the Office. The nature of the misconduct was not clear, and there was no cooperation from external parties. The case was closed.
 - On 15 October 2024 the ILO was informed by the Office of the United Nations High Commissioner for Refugees (UNHCR) that it had concluded an investigation into allegations of SEA by a local staff member who had been engaged by the ILO in August 2023. Due to the substantiation of the investigation and finding of SEA, the subject was added to the ClearCheck database by UNHCR on 18 November 2024. The Office is reviewing the matter and will take appropriate action.
 - On 27 December the IAO received a report against a former ILO staff member from the UN Office of Internal Oversight Services. Follow-up with the World Food Programme investigation team (WFP), which led the investigation, was undertaken in January 2025. Since the misconduct discovered by the WFP took place before the individual concerned had become an ILO staff member, and considering that none of the allegations covered the person's time with the ILO, no further investigative action by the IAO was warranted.
32. In general, efforts persist to ensure the ILO's alignment with international standards and best practices in preventing and responding to sexual exploitation and abuse, including to accelerate progress in detecting SEA; foster a "speak up" culture; eliminate reporting barriers; assist victims/survivors; and embed safeguarding, preventive and mitigating measures in ILO projects, programmes and operations.

Relations with the IOAC

33. The Ethics Officer holds regular exchanges with the IOAC and expresses his appreciation for all the advice and support received. Unrestricted and confidential access to the IOAC by the Ethics Officer – and vice versa – is paramount to the independence of the ethics function, in line with the recommendations of the JIU.
34. At meetings with the IOAC in January, May and September 2024, the Ethics Officer sought its guidance on the implementation of the ethics work plan and updated it on various matters, including the follow-up given to its previous recommendations, the Ethics Office's activities, lessons learned, protection against retaliation, and coordination with other oversight functions. The Ethics Officer takes the opportunity to thank the outgoing members of the IOAC for their invaluable advice and support for the ethics function and looks forward to engaging with the recently appointed members.

²⁷ Data on allegations can be found on the website of the UN, <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/data-allegations-un-system-wide>.

²⁸ Three of the five cases have been recorded in the iReport SEA Tracker (3379, 3827, 3828). Since the Office of the United Nations High Commissioner for Refugees and World Food Programme led the other two investigations, the responsibility to record the cases lies with their respective investigation offices.

The Ethics Network of Multilateral Organizations

35. The ILO Ethics Officer is a member of the Ethics Network of Multilateral Organizations (ENMO), which seeks to promote system-wide collaboration on ethics-related issues, with a specific focus on the consistent application of ethical standards and policies across the UN system. ENMO is an important forum at which international organizations' ethics officers share their first-hand experiences and learn from each other, a vital process for maintaining and fostering a culture of ethics within the UN family.
36. The Ethics Officer attended the 2024 annual meeting of ENMO, hosted by the World Health Organization from 9–12 July 2024. The discussions at the meeting focused on a variety of thematic areas, including outside activities, whistle-blower protection, the responsible use of AI, the importance of jurisprudence for ethics practitioners, leveraging interactive and innovative forms of training, and means of bringing about cultural change through ethics programmes. Furthermore, ENMO holds regular online meetings to discuss trends and topics of common ethical interest and is currently considering the development of international standards of practice for the ethics function.
37. In 2024 the ILO Ethics Officer spearheaded an initiative within ENMO to create a network of small ethics offices operating in multilateral organizations – such as that of the ILO, which is staffed by one official – to provide an additional forum in which to discuss developments and share good practices. This network has begun to hold online discussions on subjects of mutual interest, such as views on the drafting of ENMO standards of practice.

General observations and conclusions

38. Ethics entails promoting and advising on actions, policies and an institutional culture that respect, embody and realize the values of the UN system and of the International Labour Organization. At the request of Governing Body members, the present report of the Ethics Officer is the first to be submitted to the Governing Body for discussion.
39. The Ethics Officer highlights and celebrates as a key accomplishment of 2024 the Director-General's decision to create the post of PSEA Officer (see paragraphs 23 to 32 above, which also summarize the PSEA activities undertaken in 2024). The Ethics Officer, within the purview of the Ethics Office's mandate, remains at the disposal of the PSEA Officer, who also reports directly to the Director-General, to continue to engage in awareness-raising to prevent, combat and address SEA, as well as any other form of violence, harassment or abuse in the workplace or in connection with ILO activities.
40. The ILO Ethics Office experienced another productive year in 2024, including a continued and significant rise in its advisory activities (currently addressing more than five times the number of requests for ethics advice than the average in the years in which the Ethics Officer was a part-time post – see figure 1). This sustained increase may be related to the outreach undertaken to promote the Ethics Office as a safe space where staff members may bring their ethics queries; those efforts were bolstered in 2024 by a series of activities, noted in paragraphs 14 to 18 above, that included the interview in *Inside* magazine, meetings with staff and management and information sessions on the results of the ethics survey.

41. As to the proactive promotion of an ethics culture, the Ethics Officer focused on raising awareness of the results of the latest ethics survey across all regions. Looking ahead, the Ethics Officer calls for the engagement of relevant Office stakeholders to commence targeted action.²⁹ The Ethics Office's outreach activities will continue to cover the issues identified in the survey report and to promote the related values in order to address them, such as a "speak up" culture and internal coherence with decent work standards and practices. The Ethics Office is at the disposal of management, and other stakeholders including the Staff Union, to devise measures to address priority areas of ethics concern expressed by survey respondents. The Ethics Officer remains available to provide support to offices, departments and units wishing to carry out proactive exercises to promote coherence with ILO values within their specific areas of work.

Geneva, 31 January 2025

Jordi Agustí-Panareda
Ethics Officer

²⁹ The 2023 report expressed his trust that the results of the 2023 ethics survey would inform not only the work and priorities of the Ethics Office but, more broadly, management action in related processes, such as human resources and other areas that may contribute to further advancing ILO values in practice. It also stressed that many of the areas of concern highlighted by the survey report had already been identified in the [Ethics Staff Survey 2018](#) and that determined collective action to address them was essential if perceptions on those issues were to improve.