



# Governing Body

356th Session, Geneva, 23 March–2 April 2026

## Institutional Section

INS

**Date:** 27 February 2026

**Original:** English

Third item on the agenda

## Results of the ILO Action Plan for Gender Equality 2024–25 and proposed outline of the Action Plan 2026–29

### Purpose of the document

This document summarizes the results of the implementation of the ILO Action Plan for Gender Equality 2022–25 (Action Plan 2022–25) during the period 2024–25, highlighting progress and areas for improvement; the main findings of an independent evaluation of the implementation of the Action Plan 2022–25; and the proposed outline of the Action Plan 2026–29.

The Governing Body is invited to provide guidance on the proposed outline of the Action Plan 2026–29. It is further invited to request the Director-General to finalize and implement the Action Plan 2026–29 based on the guidance provided, and to integrate its guidance in pursuing a transformative agenda for gender equality (see the draft decision in paragraph 35).

**Relevant strategic objective:** All.

**Main relevant outcome:** All policy outcomes, including outcome 5: Gender equality and equality of treatment and opportunities for all, as well as the marker on gender equality and non-discrimination.

**Policy implications:** All ILO services and products support the constituents in proactively promoting gender equality through their own gender-responsive outputs and outcomes.

**Legal implications:** None.

**Financial implications:** None at this stage.

**Follow-up action required:** See the draft decision.

**Author unit:** Conditions of Work and Equality Department (WORKQUALITY).

**Related documents:** [GB.350/INS/4](#); [GB.350/PV](#), [GB.353/INS/INF/4](#); [GB.356/INS/INF/4](#).

## ► Introduction

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1. Gender equality is an integral part of the core mandate of the Organization, a fundamental principle and right at work, and intrinsic to social justice. Advancing gender equality in the world of work therefore requires sustained and systematic attention as a standing policy priority, embedded in the ILO's normative and operational work. It is essential to ensure that considerations for achieving gender equality are consistently integrated into policies, programmes and partnerships across all phases of economic and social development. The ILO's leadership role in advancing gender equality in the world of work is all the more critical in a context of multiple crises and major transitions and transformations that are changing the world of work.
2. The ILO Action Plan for Gender Equality 2022–25 (Action Plan 2022–25) served to operationalize the ILO Policy on Gender Equality and Mainstreaming and was one of several tools designed to enhance the gender-responsiveness and transformative impact of the Organization's services and products.<sup>1</sup> As instructed by the Governing Body,<sup>2</sup> the Action Plan 2022–25 was aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).<sup>3</sup>
3. The present document summarizes the results of the implementation of the Action Plan 2022–25 during the period 2024–25 and the main findings of an independent evaluation of the Action Plan 2022–25. It also proposes an outline of the Action Plan 2026–29, drawing on these results and findings and on the guidance provided by the Governing Body during the mid-term review of the Action Plan 2022–25 at its 350th Session (March 2024).<sup>4</sup>

## ► Results of the implementation of the Action Plan 2022–25 during the period 2024–25

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4. The Action Plan 2022–25 had 17 indicators with 42 corresponding targets, which were aligned with the indicators – grouped into six functional areas – of the UN-SWAP 2.0 (see the appendix for further details of the indicators and targets).<sup>5</sup> The overall results of the implementation of the Action Plan 2022–25 during the period under review showed that 74 per cent of the targets (31 out of 42) were met and 26 per cent (11 out of 42) were not met (see figure 1).

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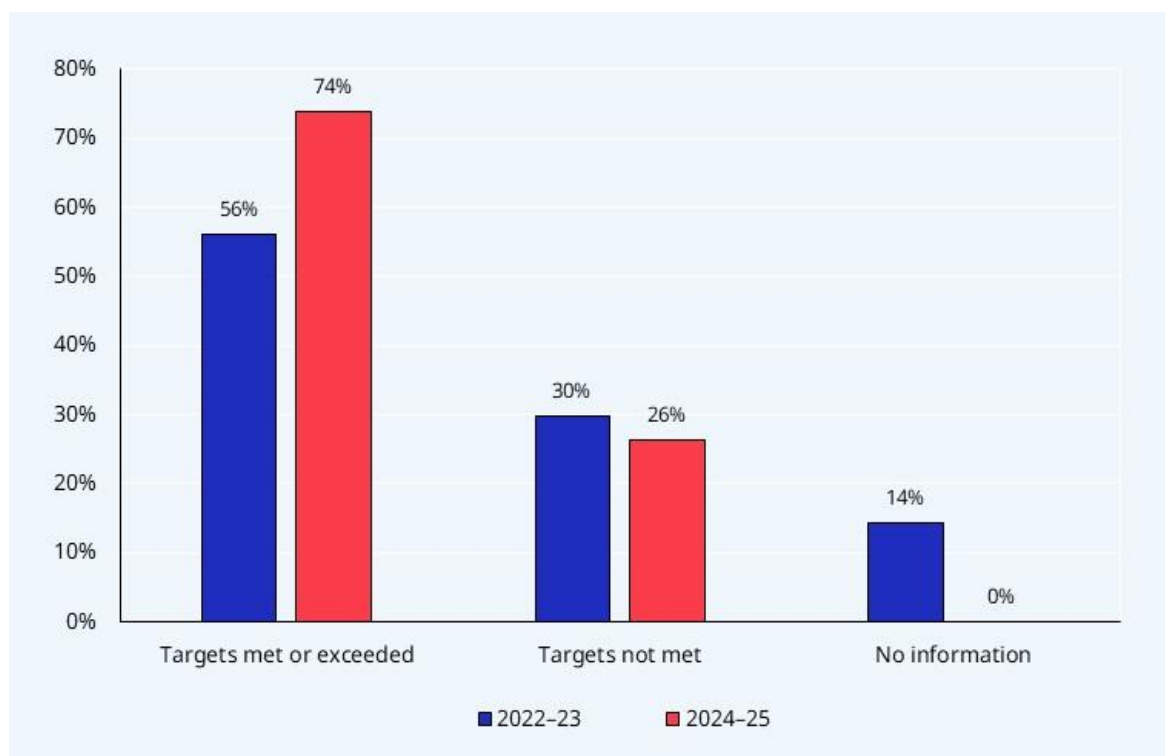
<sup>1</sup> ILO, *ILO Action Plan for Gender Equality 2022–25*, 2022, and its Appendix I.

<sup>2</sup> GB.317/PV and GB.326/PV.

<sup>3</sup> The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination in 2012 and updated in 2018 (UN-SWAP 2.0) and 2024 (UN-SWAP 3.0). More information is available on the [UN-SWAP website](#).

<sup>4</sup> GB.350/INS/4 and GB.350/PV.

<sup>5</sup> UN-SWAP 2.0 comprises the following indicators: **Results-based management**: strategic planning and gender-related Sustainable Development Goal (SDG) results, reporting on gender-related SDG results, programmatic gender-related SDG results; **Oversight**: evaluation and audit; **Accountability**: policy, leadership and gender-responsive performance management; Human and financial resources: financial resource tracking, financial resource allocation, gender architecture, equal representation of women, organizational culture; **Capacity**: capacity assessment, capacity development; **Knowledge, communication and coherence**: knowledge and communication, coherence.

► **Figure 1. Overall performance of the Action Plan 2022–25 (percentage of targets)**

**Note:** Some indicators for the period 2022–23 have been updated, leading to minor changes in the overall results comparing to the results presented in the mid-term review.

**Source:** OIT, 2025.

5. The results for 2024–25 show a considerable improvement compared to 2022–23, with the share of targets met increasing from 56 per cent to 74 per cent – a total of 18 percentage points. Notably, all targets for which no information was available in 2022–23 (14 per cent) were reported for the 2024–25 period. Moreover, the share of targets that were not met declined from 30 per cent in 2022–23 to 26 per cent in 2024–25, demonstrating further progress.

## Progress areas and promising trends

6. A comparison between the results of the second biennium of the Action Plan 2022–25 and those of the Action Plan 2018–21 indicates an overall positive trend. The proportion of targets met increased by nine percentage points, from 68 per cent in 2020–21 to 74 per cent in 2024–25,<sup>6</sup> reflecting an improvement in the Office's efforts to mainstream gender equality across all its activities and in its staffing, substance and structure, and reinforcing the Office's capacity to deliver on the policy outcomes set by the constituents in the Programme and Budget for 2024–25.
7. An assessment of the ILO's performance across the six functional areas of the UN-SWAP 2.0 shows improvement in four areas between 2022–23 and 2024–25: accountability; capacity; human and financial resources; and knowledge, communication and coherence. Performance

<sup>6</sup> Following guidance by the Governing Body, some of the indicators in the Action Plan 2022–25 were revised compared to the Action Plan 2018–21.

remained unchanged in the area of oversight, with 80 per cent of targets met (see figure 2B). Performance declined in the area of results-based management, but nevertheless remained high, with 86 per cent of targets met (see figure 2A).

8. The most significant improvement was in the area of accountability, which increased from 50 per cent of targets met in 2022–23 to 100 per cent in 2024–25 (see figure 2C). This increase can be explained by the fact that gender parity <sup>7</sup> was achieved for senior positions (P5 and above on regular contracts), with women holding 47 per cent of posts – five percentage points above the target of 42 per cent, and an increase from the 39 per cent baseline recorded in 2020–21. This reflects the support from the Director-General and senior management for gender parity, mentoring programmes for women and the systematic inclusion of gender-related skills or duties in job vacancy announcements, which is expected to strengthen Office-wide capacity to mainstream gender equality effectively, while promoting individual and organizational accountability.
9. Moreover, women continued to hold 55 per cent of professional positions (P1–P4 on regular contracts). <sup>8</sup> The increased representation of women at the P4 level serves as an important pipeline for future P5-level appointments. Close monitoring of this indicator and its related targets will be all the more important in the context of the proposed workforce alignment under the ILO reform, to ensure that progress is sustained. The ILO's Human Resources Strategy for 2026–29 contains indicators related to gender parity, including at senior levels. In the context of the proposed workforce alignment, the Office will strive to uphold gender balance.

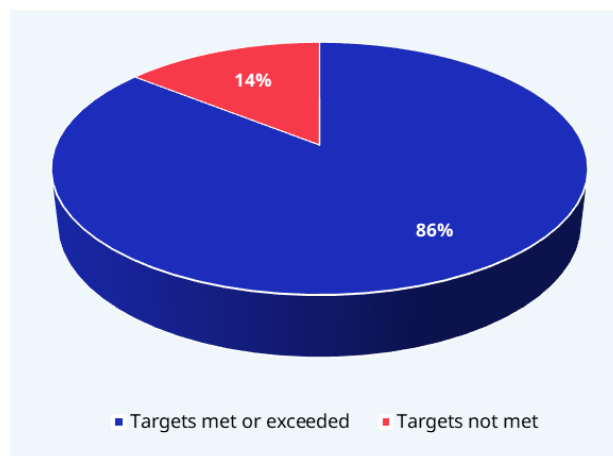
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<sup>7</sup> For consistency with UN standards, gender parity indicators – such as those relating to ILO staff and tripartite delegations at sessions of the International Labour Conference and regional meetings – are measured within a range of 47–53 per cent.

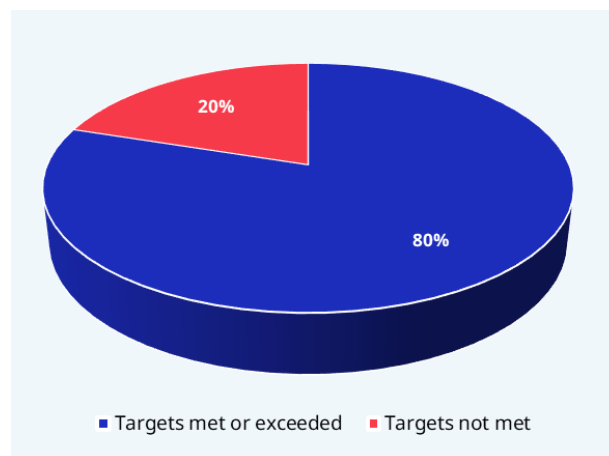
<sup>8</sup> It is important to note that the 2020–21 baseline for professional positions at the P1–P4 grade was 55 per cent.

► **Figure 2. The ILO's performance in the six functional areas of the UN-SWAP 2.0 in the period 2024–25**

**A. Results-based management:** Strategic planning; gender-related SDG results; reporting on gender-related SDG results; programmatic gender-related SDG results



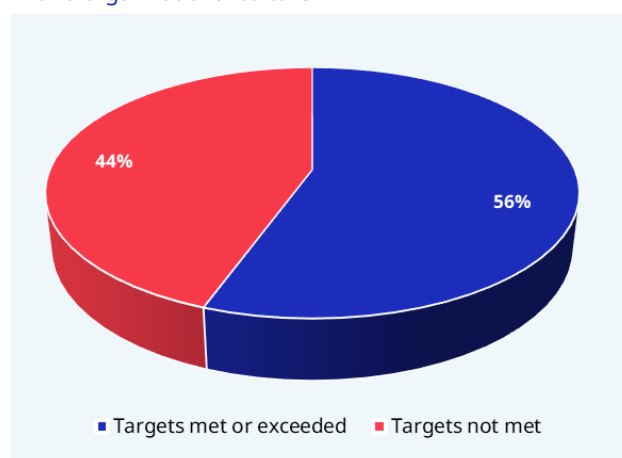
**B. Oversight:** Evaluation and audit



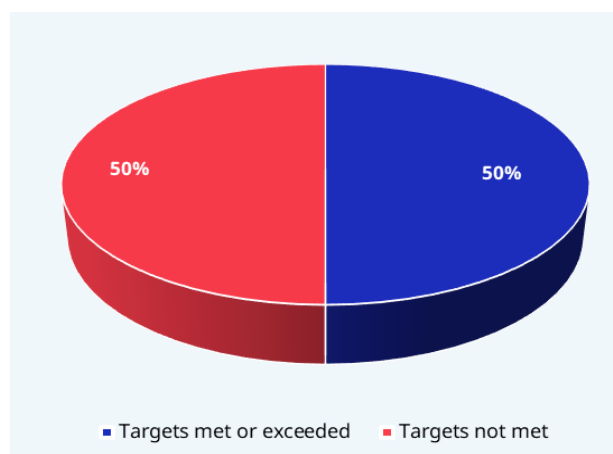
**C. Accountability:** Policy, leadership and gender-responsive performance management



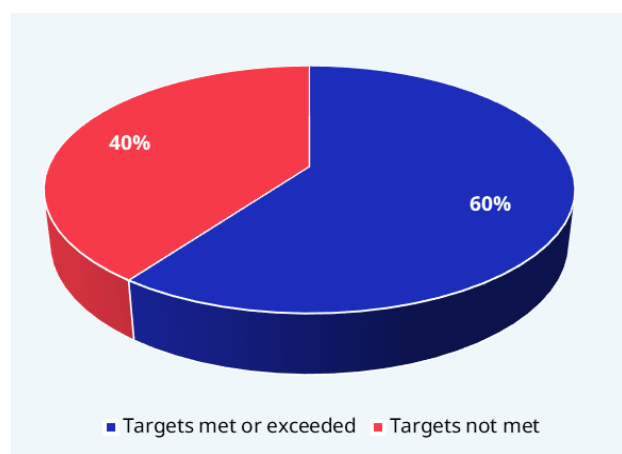
**D. Human and financial resources:** Financial resource tracking, financial resource allocation, gender architecture, equal representation of women and organizational culture



**E. Capacity:** Capacity assessment and development



**F. Knowledge, communication and coherence:** Knowledge and communication, and coherence



Source: ILO, 2025.

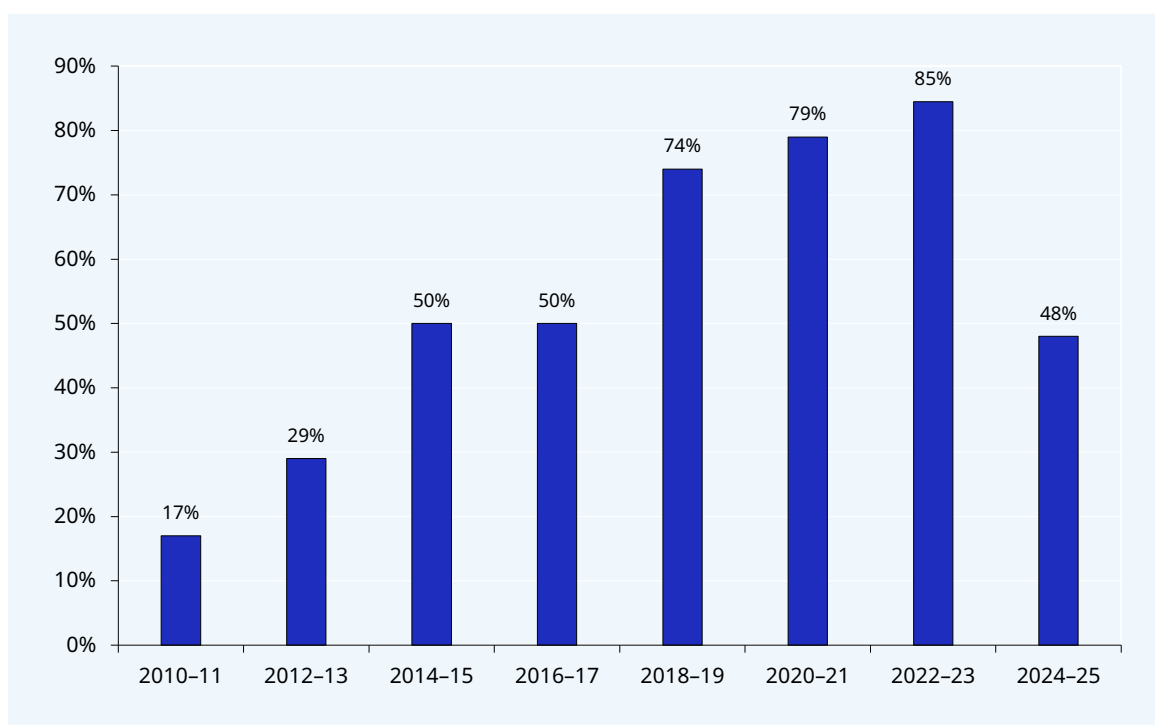
## Areas for improvement

10. Despite notable progress in the period 2024–25, the indicators on capacity, human and financial resources, and knowledge, communication and coherence remain areas for further improvement.
11. Performance in the area of capacity showed marked progress during the period under review, with an increase from 17 per cent to 50 per cent of targets met (up by 33 percentage points). These results capture the many different gender-responsive capacity development activities carried out by the Bureau for Employers' Activities and the Bureau for Workers' Activities. However, 50 per cent of targets remained unmet (see figure 2E). This was primarily due to the low participation of women in the training activities of the International Training Centre of the ILO (Turin Centre), both among the tripartite constituents and ILO staff. Measures are being introduced to strengthen outreach and the participation of women in future training activities.
12. Performance in the area of human and financial resources improved, with the share of targets met rising from 44 per cent to 56 per cent. However, four out of nine targets were not met (see figure 2D). Only 40 per cent of country programme outcomes were assessed as making a significant or principal contribution to gender equality and non-discrimination (gender marker levels 2 or 3), raising concerns over the consistent application of the gender marker. While ad hoc capacity-building on the use of the gender marker has taken place (for example, through a regional initiative in Latin America and the Caribbean and two sessions of the ILO Gender Network), there has been no overarching effort to reinforce its application, including during the design of country programme outcomes. To address this, the Office intends to organize targeted capacity-building to strengthen the design and implementation of gender-responsive strategies for achieving country programme outcomes. These measures will also contribute to improving the quality of the financial information reported to the UN System Chief Executives Board for Coordination.
13. Women's representation among accredited delegates and advisers continued to remain below target at sessions of the International Labour Conference and at regional meetings, reflecting, inter alia, the diversity of national nomination procedures and institutional contexts. Only one capacity-building event on achieving gender parity at official meetings was held in the regions during the period under review. Discussions with the regions are ongoing to explore supportive measures to accelerate progress on this indicator.
14. Performance in the area of knowledge, communication and coherence also showed improvement, with the share of targets met increasing from 50 per cent to 60 per cent. Two out of five targets (40 per cent) were not met (see figure 2F). Only 31 per cent of the studies presented by the Research and Publications Department at an event substantively addressed a gender dimension, against a 70 per cent target. However, given the relatively small number of studies, these results may not be fully representative. The Research and Publications Department is currently finalizing its research agenda, with a view to ensuring the systematic mainstreaming of gender equality across all research outputs. The forthcoming flagship report on lifelong learning and skills, for example, underscores the need to address persistent gender gaps in learning and skills development. The Department of Communication and Public Information fell slightly short of the target of holding 30 training sessions to support ILO staff and the constituents in promoting gender equality and women's empowerment, having held 28 sessions during the period under review.
15. Performance in the period under review declined by 14 percentage points in the area of results-based management, from 100 per cent to 86 per cent. This decline was due to the fact that one target – that 85 per cent of Decent Work Country Programmes (DWCPs) must contain indicators

of which at least 35 per cent disaggregate by sex and/or are gender inclusive – was no longer being met.

16. The share of gender-responsive DWCPs increased from 17 per cent in 2010–11 to 84 per cent in 2022–23, before declining sharply to 48 per cent in 2024–25 (see figure 3). This decline was attributed in part to the systemic lack of involvement by gender specialists during initial consultations on, and in the design phases of, DWCPs. The late involvement of such specialists, typically after DWCP parameters had already been largely defined and agreed upon with constituents, reduced the scope for the effective mainstreaming of gender equality. Other factors included reduced capacity resulting from staff turnover and insufficient funding, due, in part, to shifting donor priorities.

► **Figure 3. Percentage of gender-responsive DWCPs (2010–25)**



Source: ILO, 2025.

## UN-SWAP 2.0 performance results

17. The United Nations (UN) report card for 2024<sup>9</sup> and the letter from the Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to the Director-General of the ILO<sup>10</sup> identify the key achievements of the ILO in 2024 under the UN-SWAP 2.0 and the main areas for improvement. In sum, the ILO was commended for its progress in promoting gender-responsive evaluations; demonstrating accountability and leadership in advancing gender equality and women's empowerment; strengthening its gender architecture and efforts to mainstream gender equality; and ensuring gender-responsive communication. It was encouraged to further strengthen the application of the four-point gender equality marker, in line with the UN data standards for UN system-wide

<sup>9</sup> UN-Women, *ILO: UN-SWAP 2.0 performance 2024*, 2025.

<sup>10</sup> GB.356/INS/INF/4, Appendix.

reporting of financial data; to develop gender-responsive leadership programmes for staff; and to engage in a UN-SWAP peer review. As a result, discussions with indicator custodians are under way to accelerate progress in the identified areas for improvement. Engagement in a UN-SWAP peer review will depend on the availability of human resources.

18. More detailed information on the ILO's performance results under the UN-SWAP 2.0 is provided in a separate information document.<sup>11</sup>

## ► Main findings of the independent evaluation of the ILO's gender equality and mainstreaming efforts

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19. The independent evaluation of the ILO's gender equality and mainstreaming efforts covered the duration of the Action Plan 2022–25 and explored the institutional, operational, programmatic and policy dimensions of the ILO's work to advance gender equality at the global, regional and national levels, applying a thematic and intersectional lens. The evaluation had two objectives: to assess progress towards the goals of the Action Plan 2022–25 and to assess performance against established indicators, strategies and management arrangements. The main findings are presented below. Partly due to time constraints and methodology, the evaluation relied primarily on an analysis of results under the UN-SWAP 2.0, rather than an in-depth analysis of the performance and results of the ILO Action Plan 2022–25.
20. The evaluation took place in 2025, in the context of the UN80 Initiative and the review of the ILO to improve the effectiveness and efficiency of the Office's operations in a changing and challenging multilateral environment.
21. The Action Plan 2022–25 was found to have established clear roles and responsibilities for mainstreaming gender equality across the Organization, with the Director-General holding ultimate responsibility for policy direction and organizational performance. It was also found that the Action Plan 2022–25 had remained highly relevant in a challenging global context for human rights and gender equality. In the context of the UN80 Initiative, the evaluation found that the ILO could better communicate its value proposition to an external audience.
22. The evaluation found that performance against the UN-SWAP 2.0 indicators had improved steadily between 2022 and 2024, but that the ILO still lagged behind some comparable UN agencies and the UN system overall. Nonetheless, the ILO had expanded institutional capacity development for gender equality and mainstreaming, achieving measurable gains in staff knowledge.
23. The evaluation concluded that, although the Action Plan 2022–25 had achieved partial success, its full potential had been limited by under-investment, fragmented responsibilities and uneven leadership engagement. Sustained progress would require ongoing efforts to ensure shared ownership, strong accountability and the full integration of gender equality into core organizational systems, including planning, budgeting, performance management and partnerships.

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<sup>11</sup> GB.356/INS/INF/4.

## ► Proposed outline of the Action Plan 2026–29

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### Introduction, aims and strategies

24. The introduction to the Action Plan 2026–29 sets out the ILO's historical mandate and long-standing commitment to advancing gender equality and women's empowerment in the world of work. It reaffirms that these goals are anchored in the ILO's Strategic Plan for 2026–29 and the corresponding programme and budgets, and underscores the coherence of the Action Plan 2026–29 with broader international frameworks and agendas to advance gender equality. The introduction also highlights how the Action Plan 2026–29 reinforces the ILO's core planning and budgeting mechanisms.
25. The Action Plan 2026–29 aims to put into practice the objectives of the ILO Policy on Gender Equality and Mainstreaming by translating policy commitments into results-oriented actions across a set of interconnected priorities. It supports the fair, safe and inclusive delivery of decent work through a transformative agenda for advancing gender equality at work. This approach aligns with the vision articulated in the ILO Centenary Declaration for the Future of Work (2019) and in the global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient, adopted by the International Labour Conference at its 109th Session (2021). It also aligns with the conclusions concerning decent work in the care economy and the conclusions concerning the third recurrent discussion on fundamental principles and rights at work, both adopted by the Conference at its 112th Session (2024), and the conclusions concerning inequalities and the world of work, adopted by the Conference at its 109th Session (2021). The general discussion at the 114th Session (2026) of the Conference on advancing the transformative agenda for gender equality at work will further inform the implementation of the Action Plan 2026–29.
26. The strategies of the Action Plan 2026–29 adopt an integrated approach to mainstreaming gender equality effectively across all areas of the ILO's work. This includes technical work, operational activities and support services. These strategies are underpinned by international labour standards, ILO Declarations – including the Centenary Declaration, the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022, and the ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022 – and the other key documents referred to above. This section of the Action Plan 2026–29 also reflects on the results achieved during the period 2022–25, the discussions held by the Governing Body, the relevant findings from the independent evaluation and the priorities established for its indicators.

### Audience and beneficiaries

27. The primary audience of the Action Plan 2026–29 is all ILO staff and managers at headquarters and in the field, while the ultimate beneficiaries are the ILO's constituents. A communication strategy for 2026–29 will be developed to encourage staff and management engagement in the Action Plan 2026–29 and to foster a sense of collective ownership.

### Results-based management for gender equality

28. The Action Plan 2026–29 is results-based. Targets for each indicator are set collaboratively with the custodians, in line with their respective mandates. This participatory approach promotes shared responsibility, transparency and accountability in advancing gender equality. The custodians are responsible for identifying the strategies and activities needed to meet the

agreed targets. Where annual monitoring shows satisfactory progress, they are encouraged to scale up successful strategies. Where progress is insufficient, they are expected to adjust strategies and take accelerating actions.

### Alignment with the UN-SWAP and the UN System-wide Gender Equality Acceleration Plan

29. The indicators of the Action Plan 2022–25 were aligned with those of the UN-SWAP 2.0. In November 2024, UN-Women launched the UN-SWAP 3.0. The new indicators of the UN-SWAP 3.0 were largely derived from the UN System-wide Gender Equality Acceleration Plan (GEAP),<sup>12</sup> an initiative of the UN Secretary-General. The new indicators include “Protection from sexual abuse and exploitation and sexual harassment” and “Stakeholder engagement”. Considering the ILO’s tripartite structure and governance, the Office is continuing discussions with UN-Women concerning reporting under the “Stakeholder engagement” indicator.
30. The indicators of the Action Plan 2026–29 are closely aligned with the corresponding components of the UN-SWAP 3.0, which similarly applies a results-based approach. However, the total number of targets has increased from 35 under the UN-SWAP 2.0 to 63 under the UN-SWAP 3.0. It is proposed that the number of targets under the Action Plan 2026–29 should be retained at 42. In line with previous guidance from the Governing Body, the Action Plan 2026–29 will retain indicators that are specific to the ILO’s mandate, governance structure and tripartite composition, including those related to gender-responsive DWCPs, development cooperation and training for the tripartite constituents.

### Accountability and responsibility

31. Consistent with the ILO’s mandate and governance structure, the ILO Policy on Gender Equality and Mainstreaming requires that the Governing Body and the constituents are regularly informed of progress made under the Action Plan 2026–29, including with regard to how their guidance has informed implementation. This section of the Action Plan 2026–29 outlines the institutional roles, responsibilities and accountability mechanisms within the ILO that support the advancement of gender equality.

### Monitoring, reporting and evaluation

32. Annual monitoring results are reported to the Governing Body at the mid-term stage and at the conclusion of the implementation period. Based on these reports, the Governing Body provides guidance and instructions, including on the development of subsequent action plans. Follow-up actions arising from evaluations are tracked through established oversight mechanisms. In addition, the Office submits annual reports to the UN-SWAP online platform managed by UN-Women, contributing to the UN Secretary-General’s system-wide reporting on gender mainstreaming. These reports contain details of the Office’s performance under the UN-SWAP 3.0 and under the GEAP.

<sup>12</sup> The GEAP is built around five pillars, each comprising targeted “accelerators” to drive results towards 2030, namely: (1) a clarion call for gender equality, calling for united action to advance gender equality and address pushbacks, reverse systemic inequality and protect women human rights defenders globally; (2) gender-responsive leadership; (3) elevated accountability; (4) resourcing for gender equality; and (5) partnerships for system-wide gender equality. See UN, *United Nations System Wide Gender Equality Acceleration Plan (GEAP)*, 2024.

## Human and financial resources

33. The successful implementation of the Action Plan 2026–29 will depend on the availability of adequate human and financial resources. While responsibility for achieving results rests with all ILO staff and management, a core installed capacity of gender specialists – supported by an active ILO Gender Network – is essential to drive and sustain progress and impact. This requirement was underscored by both the high-level independent evaluation of the ILO’s gender equality and mainstreaming efforts, 2016–21,<sup>13</sup> and the independent evaluation of the implementation of the Action Plan 2022–25. At present, the ILO has three regional gender specialist posts in Africa (one of which is vacant); two senior gender specialist posts in Asia and the Pacific (one of which is vacant); one senior specialist for the Americas and the Caribbean; and one for the Arab States. Europe and Central Asia is served by one full-time and one part-time specialist. There are no earmarked financial resources for the implementation of the Action Plan 2026–29 at the global level.

## Performance indicators

34. The indicators of the Action Plan 2026–29 are based on consultation with the custodians and guidance from the Governing Body, while maintaining close alignment with the UN-SWAP 3.0 indicators. Long-standing ILO-specific indicators are retained to enable comparability over time and to strengthen institutional services and outputs. The Action Plan 2026–29 could include a revised indicator on gender parity to further disaggregate monitoring and reporting on senior ILO positions by age, in addition to gender.

## ► Draft decision

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35. **The Governing Body requested the Director-General to:**
- (a) **finalize and implement the ILO Action Plan for Gender Equality 2026–29, based on the guidance provided during the consideration of document GB.356/INS/3;**
  - (b) **integrate its guidance in pursuing the ILO’s mandate to achieve gender equality at work through a transformative agenda, taking into account the outcomes of the general discussion on advancing the transformative agenda for gender equality at work to be held by the International Labour Conference at its 114th Session (2026) and the conclusions concerning decent work in the care economy adopted by the Conference at its 112th Session (2024), especially when implementing the ILO’s Strategic Plan for 2026–29 and the corresponding programmes and budgets.**

<sup>13</sup> ILO, *High-level independent evaluation of ILO’s gender equality and mainstreaming efforts, 2016–21*, 2021.

## ► Appendix

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### ILO Action Plan for Gender Equality 2022–25: Targets met or exceeded, or unmet, during the period 2024–25, based on the six functional areas of the UN-SWAP 2.0

#### Results-based management (figure 2A)

##### Targets met/exceeded

- 100 per cent of ILO programme and budget policy outcomes contribute to the targets under Sustainable Development Goal 5 (target: 65 per cent).
- 75 per cent of ILO programme and budget policy outcomes include sex disaggregation and/or gender equality (target: 75 per cent).
- 100 per cent of policy outcomes reported in the programme implementation report with gender-specific results (target: 100 per cent).
- One report received by the Governing Body on mid-term Action Plan implementation results (target: one).
- 27 per cent of project and programme proposals with an improved gender-mainstreamed strategy and results framework, after an appraisal (target: 21 per cent – expected to drop as compliance with appraisal checklist increases).
- 51 per cent of cooperation agreements and their implementation arrangements for United Nations (UN)-wide initiatives include specific phrasing and impacts that reflect the ILO gender-transformative agenda (target: 40 per cent).

##### Unmet targets

- 48 per cent of Decent Work Country Programmes contain indicators of which at least 35 per cent disaggregate by sex and/or are gender inclusive (target: 85 per cent).

#### Oversight (figure 2B)

##### Targets met/exceeded

- 82 per cent of a representative sample of evaluations whose scope of analysis satisfactorily or fully integrates gender equality and women's empowerment; and whose criteria and questions are designed in a way that ensures that gender equality and women's empowerment-related data will be collected (target: 70 per cent).
- 84 per cent of representative sample of evaluations with a satisfactorily or fully integrated gender-transformative methodology, methods, tools and data analysis techniques (target: 50 per cent).
- One evaluation every 5–8 years on organizational performance on gender mainstreaming (target: one).

- 100 per cent of audited field office reports identify gender-related risks and mitigating action taken (target: 90 per cent).

### Unmet targets

- 42 per cent of representative sample of evaluations that satisfactorily or fully integrate findings, conclusions and recommendations reflecting a gender analysis (target: 70 per cent).

## Accountability (figure 2C)

### Targets met/exceeded

- 47 per cent of ILO senior positions (P5 and above on regular budget contracts) held by women (target: 42 per cent).
- 55 per cent of ILO Professional positions (P1–P4, regular staff) held by women (target: within 3 per cent of gender parity).
- Two sessions on gender-transformative themes held for all senior (D1 and above) and global management team members (target: two).
- Monitoring and reporting of ILO Professional positions to be disaggregated by headquarters and the regions (done).
- 46 per cent of the Senior Management Team's agendas feature gender equality, including better alignment – of the high-level strategic plan, and programmes and budgets including a dedicated strategic policy outcome on gender equality – with this Action Plan (target: 15 per cent).
- 100 per cent of departments, offices and other units that are custodians of at least three Action Plan indicators for which the performance-management outputs of directors or chiefs include achieving their respective targets (target: 100 per cent).
- Two meetings held with directors, chiefs and other unit heads to discuss achieving the targets of their respective custodianship indicators (target: two by the Assistant Director-General for the Governance, Rights and Dialogue Cluster; two by the Assistant Director-General for the Jobs and Social Protection Cluster; two by the Assistant Director-General for the External and Corporate Relations Cluster; and two by the Assistant Director-General for the Corporate Services Cluster).
- 73 per cent of ILO job vacancy announcements refer to gender-related skills or duties (target: 70 per cent of Professional regular budget core positions and Professional development cooperation positions).
- Up-to-date sex-disaggregated statistics shared with department and regional office directors prior to beginning-of-cycle performance discussions (target: shared).
- One-page scorecards of up-to-date sex-disaggregated statistics on the agenda of at least two meetings of two Assistant Directors-General with department and regional office directors (target: at least two meetings).

### Unmet targets

None.

### Human and financial resources (figure 2D)

#### Targets met/exceeded

- Statistics available based on a tool measuring professional staff time attributed to the gender equality and non-discrimination marker (target: available).
- 70 per cent of focal points and department gender coordinators are P4 level and above (target: 65 per cent).
- Terms of reference of gender coordinator updated to reflect their role of catalyst in supporting respective departmental colleagues' responsibility for – and management's accountability on – gender mainstreaming (target: terms of reference updated).
- Knowledge-sharing and team-building event held with gender coordinators team (targets: event held).
- 87 per cent (target set after tool revised) of ILO managers receive upward feedback about whom staff state they "agree" or "absolutely agree" that the manager promotes and values diversity in all its forms, taking positive action where appropriate (target: 80 per cent).

### Unmet targets

- 40 per cent of country programme outcomes scored as meeting gender equality and non-discrimination marker 2 or 3 (target: 50 per cent).
- 37 per cent of women delegates and advisers accredited in the International Labour Conference (target: at least 47 per cent).
- 37 per cent of women delegates and advisers accredited for the 20th American Regional Meeting in October 2025 (target: at least 47 per cent).
- One capacity-building event held for the ILO social partners on achieving gender parity (47–53 per cent women) in delegations in the International Labour Conference and regional meetings (target: two capacity-building sessions in each region).

### Capacity (figure 2E)

#### Targets met/exceeded

- Over 35 activities in 2024 and over 45 activities in four regions in 2025 to support the gender-transformative initiatives of constituents through region-relevant strategies and gender-transformative capacity development programmes, including a focus on pandemic recovery (target: at least one field office technical capacity activity held in five regions).
- Plan on staff capacity development for gender equality and mainstreaming finalized, based on entity-wide capacity assessment of relevant headquarters and field-based staff (target: results of capacity development plan reviewed, with other information, in order to identify emerging needs and update it accordingly).
- 30 per cent of males among ILO staff participants in gender-specific training activities of the International Training Centre of the ILO (Turin Centre) (target: 25 per cent).

### Unmet targets

- 39 per cent of participants in Turin Centre training sessions were female (target: 45 per cent).
- 50 per cent of ILO staff participants in Turin Centre training sessions were female (target: 55 per cent).
- 41 per cent of tripartite constituents in Turin Centre training sessions were female (target: 50 per cent).

### Knowledge, communication and coherence (figure 2F)

#### Targets met/exceeded

- 47 per cent of the Research and Publications Department's events feature women as authors of relevant studies (target: 37.5 per cent) and 56 per cent as speakers in respect of studies (target 51 per cent).
- 90 per cent of the Department of Communication and Public Information's communication plans and guides include gender-related references (target: 90 per cent).
- 95 per cent of inter-agency coordination mechanisms on gender equality and women's empowerment with contributions from or attended by ILO staff (target: 80 per cent).

#### Unmet targets

- 31 per cent of the studies presented by the Research and Publications Department at an event substantively address or take into account a gender dimension, based on an agreed checklist, including the sharing of gender-related experiences and lessons learned (target 70 per cent).
- 28 training sessions or other means of support for ILO staff and/or the constituents on gender equality and women's empowerment provided by the Department of Communication and Public Information (target: 30 training sessions/other means of support).