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Review of the implementation of the strategy to give effect to the resolution concerning the elimination of violence and harassment in the world of work

Purpose of the document

At its 337th Session (October–November 2019), the Governing Body endorsed a six-year strategy to address violence and harassment in the world of work, which was subject to a mid-term review by the Governing Body at its 349th Session (October–November 2023). The present document provides a final review of the implementation of the strategy, which concluded in December 2025, and presents considerations for the way forward (see the draft decision in paragraph 42).

Relevant strategic objective: All.

Main relevant outcome: Outcome 1: Strong, modernized normative action for social justice; outcome 5: Gender equality and equality of treatment and opportunities for all; outcome 6: Protection at work for all.

Policy implications: The proposed way forward is expected to strengthen the capacity of the ILO to promote the elimination of violence and harassment in the world of work, in line with ILO standards and policies.

Legal implications: None.

Financial implications: Within existing resources.

Follow-up action required: See the draft decision.

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

Related documents: GB.355/POL/2; GB.355/INS/3/1; GB.355/INS/16/1; GB.352/INS/3/1; GB.349/INS/8; GB.349/INS/6(Rev.1); GB.349/INS/3/2; GB.346/INS/5; GB.337/INS/3/1; GB.337/PV.

► I. Background

1. At its 337th Session (October–November 2019), the Governing Body discussed the strategy to give effect to the [resolution concerning the elimination of violence and harassment in the world of work](#), adopted by the International Labour Conference at its 108th Session (2019) alongside the Violence and Harassment Convention (No. 190) and Recommendation (No. 206). The Governing Body requested the Director-General to take the strategy and the related guidance into account in the implementation of the programme and budget, as well as when preparing subsequent strategic frameworks and facilitating resource mobilization.¹ At its 349th Session (October–November 2023), the Governing Body conducted a mid-term review of the implementation of the strategy.²
2. The present document provides a final review of the implementation of the strategy, which concluded in December 2025. It summarizes key results and progress achieved, with particular attention to the biennium 2024–25, highlights key success factors and lessons learned, and sets out considerations on the way forward for the guidance and decision of the Governing Body. The main publications and training courses developed under the strategy are listed in a separate reference document, which is available on the Governing Body website.³

► II. ILO strategy for action concerning the elimination of violence and harassment in the world of work: Final review

3. Grounded in Convention No. 190 and Recommendation No. 206, the strategy aimed to promote a world of work free from violence and harassment through an inclusive, integrated and gender-responsive approach. Implemented through three mutually reinforcing pillars – promoting ratification and effective implementation; supporting the constituents through knowledge and technical assistance; and fostering international cooperation – it combined legal and policy action with research and awareness-raising activities and changes in workplace practice, guided by social dialogue and constituent needs.
4. The strategy played a catalytic role in guiding coordinated work across the Office, both at headquarters and in the field, leading to strengthened cross-departmental collaboration and policy coherence. The establishment of a dedicated programmatic output within the programme and budget helped anchor this work within core organizational priorities. Furthermore, the integration of violence and harassment across other relevant strategies and action plans enhanced policy coherence and sustainability. At times, however, financial and human resource constraints limited the pace and scale of implementation, underscoring the need for continued prioritization and effective coordination.

¹ GB.337/PV, para. 78.

² GB.349/INS/6(Rev.1).

³ GB.356/INS/4/REF.

A. Wide ratification of the Convention and the effective implementation of the instruments

5. Throughout the implementation of the strategy, the Office promoted the ratification of the Convention through both direct, ratification-specific interventions and indirect support involving broader capacity-building, training and service development processes, which enhanced the constituents' understanding of the instruments. This support included awareness-raising initiatives and the strengthening of social dialogue through the organization of and participation in technical and promotional activities, such as tripartite workshops, technical missions and targeted briefings for the constituents in countries across all regions to support ratification⁴ or the consideration of ratification.⁵ Continuous engagement with, and timely support for, the constituents contributed to sustaining momentum. As at 1 February 2026, 54 ratifications of Convention No. 190 have been registered.
6. The Office actively supported pre-ratification legal review and validation processes in countries across all regions.⁶ By promoting social dialogue to identify legal and practical gaps in addressing violence and harassment in the world of work, based on a better understanding of Convention No. 190, such processes represented a critical step towards ratification and the development of integrated implementation approaches in several countries, including Montenegro and Namibia.
7. The Committee of Experts on the Application of Conventions and Recommendations has started to supervise the application of Convention No. 190. Since 2022, around 74 per cent of requested first reports under article 22 of the ILO Constitution have been received, with employers' and workers' organizations submitting observations on approximately 68 per cent of them. As at 1 February 2026, the Committee of Experts has addressed comments to 17 countries.
8. During the strategy's implementation period, and regardless of ratification, Convention No. 190 and Recommendation No. 206 acted as a strong catalyst for legislative and policy reform. At the request of the constituents, the Office systematically provided technical advice on aligning national legal frameworks with the instruments. Such advice contributed to recent or ongoing labour law reforms in a number of countries.⁷ The Office consistently promoted the integration of violence and harassment at work as a workplace hazard within occupational safety and health (OSH) frameworks, in line with Convention No. 190. This approach informed OSH law reforms in several countries.⁸

⁴ Argentina, Armenia, Bangladesh, Bahamas, Chile, Costa Rica, Fiji, Kyrgyzstan, Mexico, Republic of Moldova, Panama, Papua New Guinea, Peru, Samoa, Spain, Sri Lanka, Uruguay and Zimbabwe.

⁵ For example, Côte d'Ivoire, Colombia, Ethiopia, Honduras, Iraq, Jamaica, Jordan, Kenya, Malawi, Nepal, Oman, Pakistan, Senegal, Türkiye and Uzbekistan.

⁶ Albania, Algeria, Argentina, Armenia, Bahamas, Benin, Bosnia and Herzegovina, Colombia, Côte d'Ivoire, Egypt, Eswatini, Ethiopia, Fiji, Guinea-Bissau, Jamaica, Jordan, Indonesia, Kazakhstan, Kyrgyzstan, Madagascar, Malawi, Mexico, Montenegro, Morocco, Namibia, Pakistan, Republic of Moldova, Samoa, Senegal, Serbia, Thailand, Timor-Leste, Tunisia, Ukraine, Uzbekistan and Vanuatu.

⁷ Including Argentina, Armenia, Bangladesh, Cambodia, Chile, Colombia, Lesotho, Kazakhstan, Kyrgyzstan, Mexico, Republic of Moldova, Mongolia, Pakistan, Serbia, Sri Lanka, Uruguay, Uzbekistan, Viet Nam and Zimbabwe.

⁸ Including Eswatini, Kenya, Kyrgyzstan, Lesotho, Mongolia, Namibia and Serbia.

B. Support to the constituents through awareness-raising initiatives, promotional materials, research and technical assistance

Collection and measurement of data on violence and harassment

9. Early implementation of the strategy highlighted significant gaps in the availability and comparability of data on violence and harassment. Building on initial work, the Office responded to sustained constituent demand by working towards the development of international statistical standards and instruments to support the production of official statistics. Based on growing demand from the constituents, a preliminary survey questionnaire and an ethical and safety data collection protocol were developed and qualitatively tested in Côte d'Ivoire and Jordan. These tools were then piloted in three West African countries in 2024, through a [project to combat violence and harassment and promote gender equality in the workplace](#), funded by the Government of France. The project generated empirical data on the prevalence and forms of violence and harassment at work, as well as methodological insights to further refine survey design and data collection approaches, while contributing to national statistical capacity-building. The progress made in that regard was presented to the 21st International Conference of Labour Statisticians (ICLS) in October 2023, which mandated the ILO to continue its work towards international statistical standards and to report on progress at the next ICLS in 2028.⁹ The establishment by the Office of a tripartite Technical Working Group on Work-related Violence and Harassment Statistics in 2025, in line with the mandate received from the 21st ICLS, marked a further step towards developing coherent international statistical guidance in alignment with broader United Nations (UN) efforts on violence measurement.
10. Beyond this measurement workstream, the Office continued to respond to country-level requests to support data collection and evidence generation. This included support in Türkiye for large-scale research on perceptions and experiences of violence and harassment at work, providing the most comprehensive national evidence base to date. Through enterprise-level assessments and advisory support, enterprise advisers under the Better Work programme – an initiative of the ILO in partnership with the International Finance Corporation – also generated quantitative and qualitative data on gender-related non-compliance with labour standards, including violence and harassment against men and women, shedding light on root causes and informing corrective actions.

Research and resource materials

11. Building on earlier analytical work, the Office expanded its research during the strategy's implementation period to support policy dialogue and evidence-based implementation. Regional and subregional products, including guides on Convention No. 190 and Recommendation No. 206 for Asia and the Pacific and for Eastern Europe and Central Asia, contextualized global research. With support from the Government of France, the Office strengthened research coordination through the International Research Network on Violence and Harassment in the World of Work, facilitating regular exchanges among over 70 researchers and practitioners in francophone countries. Between 2022 and 2024, multidisciplinary research in West Africa, shaped by subregional tripartite consultations, generated new evidence on the prevalence, forms, root causes and impacts of violence and harassment across both the formal and the informal economies, which has been consolidated

⁹ For further information, see the ICLS website, <http://ilostat ilo.org/about/standards/icls>.

in a synthesis report entitled *Making the invisible visible – Understanding and addressing violence and harassment in the world of work in West Africa* (forthcoming). Findings were subsequently validated and disseminated through national and regional tripartite forums, including a subregional tripartite event on combating violence and harassment in the world of work and promoting equal pay, held in Dakar in 2024. Additional research examined gender-based violence and harassment in relation to OSH, supply chains and collective bargaining, and analysed underlying risk factors linked to discrimination and structural inequalities. This included studies on wage and employment inequalities, and on the violence and harassment faced by persons with disabilities, notably in Lesotho, Nigeria, Rwanda, South Africa, Uganda and Zimbabwe.

12. To strengthen the effectiveness of prevention measures, the ILO developed a tool to design interventions that take into account how behaviours, attitudes and workplace practices influence the occurrence and reporting of violence and harassment. With support from the Swedish International Development Cooperation Agency and in consultation with the relevant constituents, the tool was piloted in the health sector in Pakistan, helping to identify workplace norms and practices that contribute to the acceptance or underreporting of violence and harassment, particularly gender-based violence and harassment, with a view to informing the design of more effective prevention and response measures. In 2025, a second pilot was launched in the garment sector in Ethiopia under the Better Work programme, with a focus on improving data collection on violence and harassment, encouraging reporting and strengthening workplace-level prevention through approaches adapted to employers' and workers' behaviour and decision-making.
13. The Office continued to integrate violence and harassment prevention into training and skills development systems, including technical and vocational education and training (TVET). Global guidelines for TVET and skills systems on preventing and eliminating violence and harassment were developed, disseminated and applied at the country level. In Argentina, in the provinces of Buenos Aires and Córdoba, training programmes on violence and harassment were strengthened and institutionalized. In Bangladesh, under the [ProGRESS project](#), funded by the Government of Canada, resource materials were developed and disseminated across TVET institutions and 21 ministries during 2024–25, contributing to a nationwide effort to promote safer and more inclusive learning and work environments and to the adoption of the country's first Gender and Skills Action Plan (2025–27). In Costa Rica, the National Institute for Apprenticeships aligned institutional protocols with Convention No. 190, introducing training, complaint and referral mechanisms, and monitoring processes.

Gender-based violence and harassment and groups at higher risk

14. In line with the guidance received during the mid-term review, efforts were strengthened to support the practical prevention of and response to gender-based violence and harassment. This included enhancing employer engagement and workplace capacity-building in Malawi under a programme funded by the Government of Norway; providing support for the adoption and implementation of zero-tolerance policies and procedures on violence and harassment – including the establishment of complaint and support mechanisms and related training – under a project supported by the Government of Sweden in Türkiye; implementing factory-level tools and sexual harassment prevention training under the Better Work programme in Indonesia, Jordan, Nicaragua and Viet Nam; and providing legal and policy support through the [Safe and Fair project](#), which ran from 2018 to 2022, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Office on Drugs and Crime (UNODC). Additional initiatives translated gender-based

violence and harassment prevention into practice, and included the promotion of cross-border initiatives on gender-based violence and harassment against women migrant workers in Asia, under both the Safe and Fair project and the [PROTECT project](#), funded by the European Union and implemented by the ILO, UN-Women, the UNODC and the United Nations Children's Fund over the period 2024–26, to protect the rights of women migrant workers and migrant children in South-East Asia; the development of gender-responsive employer guidelines and training in Bangladesh; the integration of the prevention of violence and harassment, including gender-based violence and harassment, into employment-intensive infrastructure programmes, such as in Timor-Leste; and the implementation of tripartite training tools in Zimbabwe.

15. Recognizing that gender-based violence and harassment often intersects with other forms of vulnerability, country-level actions also focused on groups at heightened risk, including women migrant workers, refugees, persons with disabilities and workers in contexts of informality. For example, in Argentina, the Lazos project produced guidance and awareness-raising tools for employment offices addressing violence, discrimination and xenophobia affecting migrants and refugees; in Indonesia, interventions under the Safe and Fair and PROTECT projects led to the integration of safe migration services into local governance in 45 villages; while, in Mexico, resource centres supported migrant workers experiencing violence and harassment. In Senegal, the Network of Inclusive Businesses was established in 2025, bringing together employers' organizations to promote gender equality and disability inclusion.

Strengthening prevention and response systems

16. Increased attention was given to extending and adapting existing OSH frameworks to prevent violence and harassment, including as a psychosocial risk. The Office supported the constituents through awareness-raising, knowledge development and capacity-building activities and the provision of technical guidance on the application of Convention No. 190 within occupational risk management. Research explored the interaction between discrimination, violence and harassment, and other psychosocial risks, as well as emerging risks, including the psychosocial impacts of technologies based on artificial intelligence, examining how legal and policy frameworks can respond to risks to mental and social well-being through integrated approaches aligned with Convention No. 190. Building on this foundation, the Office strengthened its related work at the country level. Support was provided to integrate Convention No. 190 into OSH policies and programmes in countries such as Botswana, Eswatini, Malawi and South Africa, while in Namibia, Lesotho and Zambia, violence and harassment provisions were developed through complementary tools, including codes and implementation programmes. Practical tools were also developed to support workplace-level prevention, including a draft toolkit under the Vision Zero Fund to identify, analyse and prevent psychosocial risks at work in the agriculture sector, which was piloted in Mexico, illustrating how violence and harassment can be addressed through concrete, sector-relevant OSH instruments.
17. The Office also reinforced the integration of Convention No. 190 into labour inspection frameworks, guidance and capacity-building initiatives. Building on earlier work, a dedicated training module on violence and harassment for labour inspectors is being finalized. At the country level, support focused on strengthening inspectors' mandates, tools and skills, including through revised inspection checklists and guidelines (for example, in Albania and Senegal); expanded legal powers to verify workplace prevention and response procedures (for example, in the Republic of Moldova); targeted guidance and training programmes for labour inspectors and the constituents (for example, in Armenia, Costa Rica, Indonesia, Kazakhstan,

the Republic of Moldova, Panama and Uzbekistan); and new electronic case management systems (for example, in Trinidad and Tobago). In Costa Rica, support included providing assistance to prioritize the inclusion of sexual harassment and workplace bullying in the labour inspection strategy and to strengthen the capacities of labour inspectors and workers' organizations, as part of broader efforts to give effect to Convention No. 190.

18. In the light of growing interest among the constituents, the Office advanced work on access to justice and effective response mechanisms for violence and harassment. The recommendations of the first Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes, held in February 2025, specifically refer to addressing violence and harassment, and informed ongoing work to develop global guidance on establishing and strengthening grievance-handling procedures in line with Convention No. 190.¹⁰ At the country level, technical assistance included the development and piloting of internal grievance-handling guidelines with specific provisions on violence and harassment (for example, in Armenia); the integration of survivor-centred grievance redress mechanisms into employment-intensive infrastructure programmes (for example, in Jordan and Nepal); and capacity-building for institutions and the social partners to develop internal policies and grievance-handling procedures (for example, in Jordan and Türkiye). In Panama, the Ministry of Labour and Workforce Development, with ILO technical assistance, reviewed and validated a national technical guideline on employment counselling services, including procedures to address violence and harassment. Under the development cooperation programme for the occupied Palestinian Territory, ILO support to the Government of the State of Palestine contributed to the establishment and operationalization of complaint hotlines and trade union-led complaint units. The Better Work programme integrated gender-based violence and harassment into mainstream workplace grievance mechanisms and social dialogue processes, by revising training and advisory materials, piloting capacity-building for anti-harassment committees (for example, in Bangladesh) and initiating work on referral pathways (starting in Bangladesh and Ethiopia and expanding to Cambodia and Pakistan).

Informal economy

19. Building on guidance from the Governing Body during the strategy's mid-term review, the Office strengthened its focus on addressing violence and harassment in the informal economy. This orientation was reflected in the Office's contributions to the general discussion on innovative approaches to addressing informality and promoting the transition to formality for decent work at the 113th Session (2025) of the International Labour Conference, which included a review of country practices that informed a dedicated section of the background report.¹¹ The related [Conference resolution](#) calls on Members to address violence and harassment in the world of work in accordance with Convention No. 190, while the follow-up framework subsequently endorsed by the Governing Body at its 355th Session (November 2025) provides a basis for future technical assistance and the sustained promotion of Convention No. 190 in the context of informality.¹²
20. The strategy paid particular attention to specific groups, notably domestic workers and workers in informal public workspaces. Analytical work on domestic work, grounded in a

¹⁰ ILO, [Conclusions of the Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes](#), TMALJ/2023/6, 2025.

¹¹ ILO, [Innovative approaches to addressing informality and promoting the transition to formality for decent work](#), ILC.113/VI, 2025.

¹² GB.355/INS/3/1.

theory of change aimed at shifting social norms, informed qualitative research and pilot interventions in Argentina, as well as a review of international experience on protecting the rights of domestic workers. At the country level, integrated approaches combining infrastructure, prevention and community-based mechanisms have demonstrated how the principles enshrined in Convention No. 190 can be effectively operationalized in informal settings to improve safety, dignity and access to protection, particularly for women. Such an approach is illustrated by the Safe Markets and Decent Workspaces initiatives in Zimbabwe, which are complemented by women's economic empowerment measures as longer-term prevention and recovery strategies for survivors of gender-based violence and harassment. The abovementioned project to combat violence and harassment and promote gender equality in the workplace in West Africa, funded by the Government of France, also advanced this agenda through research, awareness-raising and capacity-building activities and through the provision of support to the formalization of women's cooperatives in fisheries and agriculture. Similarly, phase 2 of the [Promoting rights and social inclusion through organization and formalization \(PRS\) project](#) – a joint initiative between the ILO and the Government of Japan focused on Nepal, India and Pakistan – supported community-based prevention, grievance mechanisms, workplace policies and codes of conduct, and strengthened bipartite and tripartite dialogue for domestic and other workers at high risk of informality. In Nepal, this included the adoption of a code of conduct by the Solid Waste Management Association, covering all workers. Taken together, these experiences highlight that, in the informal economy, effective access to justice and remedies relies on grievance and referral mechanisms that are close to workers, including community-based and union-supported channels.

Strengthening capacity-building for employers' and workers' organizations

21. Since 2020, the Office has supported employer and business membership organizations (EBMOs) through practical guidance, training and capacity-building initiatives translating Convention No. 190 into concrete enterprise-level action, building on the growing commitment among EBMOs to gender equality and diversity. Joint research conducted by the ILO and the International Organisation of Employers in 2024 indicates that 42 per cent of EBMOs globally adopted a policy on violence and harassment, underscoring the importance of employer engagement. Within this context, the Office provided support to EBMOs, notably through key resources such as [Violence and harassment at work: A practical guide for employers](#) (2022), which has been widely translated and disseminated. Building on this foundation, a comprehensive training manual and training course for enterprises, entitled [How to prevent and address violence and harassment at work](#), was developed in 2024 and delivered through train-the-trainer approaches in Africa and Europe, with follow-up enterprise-level training and application in countries such as Eswatini, Mongolia and North Macedonia. In Uzbekistan, the employers' guide was adapted and applied through sector-specific tools used in internal programmes with companies in the aviation sector. Tailored initiatives at the national level further supported enterprise-level implementation. These included the development of practical guidance for private-sector Egyptian, Jordanian and Palestinian employers; the development of practical protocols and a digital guide for the implementation of Convention No. 190 in Mexico; the promotion of OSH risk-assessment tools integrating violence and harassment and psychosocial risks for large enterprises and micro, small and medium-sized enterprises in North Macedonia; and the provision of training and training-of-trainers for human resources staff and trade union officials in the Republic of Moldova. In South-East Asia, cooperation under the Safe and Fair project supported regional and national training initiatives, including toolkit development and employer training in Malaysia and Thailand. Additional employer-focused

guidance was also developed in El Salvador and Jamaica, further supporting the enterprise-level implementation of Convention No. 190.

22. The Office consistently supported workers' organizations through training, sensitization and technical assistance at the national, subregional and regional levels, enabling trade unions to engage effectively in ratification processes and to promote and monitor implementation. At the global level, this work was reinforced through the publication of a report *Violence and harassment in the world of work: Trade union initiatives, strategies and negotiations since the adoption of the Convention on Violence and Harassment (No. 190) and its Recommendation (No. 206), 2019* (2024), which documents trade union policies, strategies and collective bargaining practices across 11 thematic areas, providing practical reference points for union action. Country-level support was provided, upon request, in a number of countries.¹³ These interventions were translated into concrete results, including strengthened policy dialogue and awareness-raising (for example, in Costa Rica); improved collective bargaining outcomes and women's leadership (for example, in Albania and Malawi); reinforced ratification campaigns (for example, in Côte d'Ivoire, Ethiopia, Ghana, Malawi, Mozambique, Senegal and the United Republic of Tanzania); the better integration of violence and harassment prevention and gender equality into union policies and bargaining agendas (for example, in Armenia, Kazakhstan, Kyrgyzstan, Nigeria, Uganda and Türkiye); and the increased participation of women and young trade unionists (for example, in Cameroon, Malawi, the Republic of Moldova and Senegal). In parallel, Office support helped to give effect to Convention No. 190 through institutional and collective bargaining outcomes, including the development of referral-mechanism guidance in Albania; strengthened trade union capacity and institutional processes in Lebanon and Oman; the adoption of zero-tolerance policies and collective agreement clauses in Türkiye; and the adoption of a regional policy and related collective agreement provisions in Ukraine.

Work at the sectoral level

23. A key achievement at the sectoral level was the provision of support to the constituents in addressing violence and harassment at sea. In June 2025, the Conference adopted *amendments to the Code of the Maritime Labour Convention, 2006, as amended (MLC, 2006)*, which integrate and refer to the principles of Convention No. 190 and require measures to prohibit and prevent violence and harassment on board vessels, including sexual harassment, bullying and sexual assault, with entry into force expected in December 2027. In parallel, the Office continued to support the integration of violence and harassment provisions into *sectoral codes, guidelines and tools* in sectors such as construction, textiles, agri-food systems, forestry, tourism and manufacturing.
24. Sector-specific research and analysis on violence and harassment were expanded across a wider range of sectors. Particular attention was given to sectors where risks of third-party violence are heightened, such as health, hospitality, social services, entertainment, domestic work and public service. Research also covered agriculture, energy, mining and professional sport, as well as teachers in crisis contexts and whistle-blowers in the public service. Sectoral technical meetings and tripartite workshops, such as those held in respect of the forestry sector in East Africa, translated global standards into concrete action and reinforced national ownership, while a regional webinar organized jointly by the ILO and UN-Women in

¹³ Including Albania, Angola, Argentina, Armenia, Ecuador, Ethiopia, Ghana, Guatemala, Kyrgyzstan, Kazakhstan, Lithuania, Malawi, Republic of Moldova, Spain, Tajikistan, Trinidad and Tobago, Uganda, Ukraine, United Republic of Tanzania and Uzbekistan.

November 2024 illustrated the application of Convention No. 190 to prevent gender-based violence and harassment in the audiovisual sector in Latin America and the Caribbean. The Office also contributed to sectoral policy dialogue and awareness-raising through the Committee of Experts on the Application of the Recommendations concerning Teaching Personnel and global initiatives on the teaching profession, and through high-visibility events such as the [high-level symposium](#) to advance decent work and responsible event hosting in women's sport. Recently, its work in the health sector expanded significantly, notably through the [Working for Health Programme](#), a joint initiative between the ILO, the Organisation for Economic Co-operation and Development and the World Health Organization (WHO). Under this framework, the Office supported the implementation of the ILO-WHO HealthWISE approach at the facility level in Chad, Malawi, Pakistan and South Africa; the alignment of regulatory and policy frameworks with Convention No. 190 in Malawi and Pakistan; and the integration of violence and harassment prevention into health education curricula in Pakistan. These interventions resulted in strengthened reporting and response mechanisms. Development cooperation projects in other sectors, including plantation agriculture in Malawi's tobacco sector and agriculture in Uzbekistan, further embedded violence and harassment prevention in sectoral strategies.

Training and capacity-building

25. Capacity-building and training activities followed a multipronged approach to strengthening understanding of Convention No. 190 and Recommendation No. 206 and to promoting the exchange of experiences and good practices. Training and sensitization activities targeted governments, the social partners, legislative and judicial actors, labour inspectorates, parliamentarians and journalists in multiple countries.¹⁴ Specialized training on responsible business conduct was developed.
26. The International Training Centre of the ILO (Turin Centre) played a central role in supporting the implementation of the strategy by scaling up training delivery and knowledge dissemination at the country, global and regional levels. Initial efforts focused on foundational, multilingual online courses on Convention No. 190 and Recommendation No. 206, followed by an expanded offer including training-of-trainers, self-paced courses, experiential learning (including virtual reality) and the integration of violence and harassment modules into flagship programmes such as the Gender Academy and the Academy on Labour Administration, Labour Inspection and Workplace Compliance. Tailored post-ratification training focused on building capacity for reporting under article 22 of the ILO Constitution. Workplace policy design was also developed. Between 2020 and 2025, approximately 2,415 participants were trained through online, self-paced, face-to-face and blended learning activities directly linked to Convention No. 190 and Recommendation No. 206.¹⁵ Regional initiatives further supported sustained peer learning, including Gender Academies in Asia and the Pacific and in Latin America, and virtual symposia in West Africa, followed by the establishment of a community of practice. Several of these activities were supported through extrabudgetary contributions.

¹⁴ Including Argentina, Bangladesh, Plurinational State of Bolivia, Colombia, Côte d'Ivoire, Georgia, Ghana, Greece, Indonesia, Jordan, Kazakhstan, Kyrgyzstan, Peru, Philippines, Senegal, Türkiye and Uzbekistan.

¹⁵ See GB.356/INS/4/REF for more details.

Advocacy and awareness-raising

27. The ILO launched a global communication campaign in 2021 under the tagline “Free the world of work from violence and harassment” to raise awareness of Convention No. 190 and promote ratification and implementation. Designed primarily for social media, the campaign features messages from the constituents and influencers, animations, infographics, impact stories and short videos, and leverages key international initiatives such as the 16 Days of Activism against Gender-Based Violence campaign and the [ratification campaign](#) that was launched to celebrate the anniversary of the adoption of Convention No. 190. Throughout the strategy’s implementation, the ILO also promoted Convention No. 190 and Recommendation No. 206 through engagement in international policy forums, including the UN Commission on the Status of Women, and in other multilateral platforms such as the G20, helping to sustain political visibility and policy dialogue beyond the ILO context.
28. Convention No. 190 and Recommendation No. 206 were translated into several national languages and ready-to-use campaign materials were made available to the constituents and to partners. Alongside these global efforts, the Office carried out a wide range of awareness-raising and policy dialogue activities, tailored to specific audiences and contexts. These included workshops, conferences, campaigns, radio, social media and other channels to promote understanding of Convention No. 190, clarify its scope and sustain momentum for ratification and implementation.

C. Promotion of international cooperation and partnerships and of resource mobilization

29. Efforts were made to position Convention No. 190 within the broader international normative and policy framework. Since 2019, references to Convention No. 190 have been included in the relevant resolutions of the UN General Assembly and Human Rights Council. Upon request, the Office provided technical support to the European Union to ensure alignment between the principles of Convention No. 190 and its 2024 directive on combating violence against women and domestic violence; to the African Union in relation to its 2024 Convention on Ending Violence against Women and Girls; and to the Pan-African Parliament in relation to the 2025 Model Law on Gender Equality and Equity.
30. The Office strengthened cooperation with UN system entities and other international organizations working on violence and harassment, including UN-Women, the International Maritime Organization (IMO), the United Nations Educational, Scientific and Cultural Organization and the WHO. The ILO increasingly served as a reference institution for UN entities revising safeguards and policies for the prevention of sexual exploitation and abuse (PSEA). This also included embedding Convention No. 190 principles in UN-supported operational settings, notably through social and environmental safeguard frameworks and employment-intensive infrastructure programmes (Afghanistan, Haiti, the Philippines, the Syrian Arab Republic and Timor-Leste).
31. Extrabudgetary contributions, including dedicated funding from the Governments of Canada, France, Japan, Norway and Sweden, and from the European Union, were instrumental in advancing work on Convention No. 190 at all levels. A key achievement has been the progressive mainstreaming of violence and harassment considerations into broader ILO programmes and funding mechanisms as well as into initiatives not originally designed around this theme, such as the Vision Zero Fund, phase 2 of the PRS project in India, Nepal and Pakistan, the Safe and Fair and PROTECT projects in South-East Asia, and the Equality at Work project in Jordan.

► III. Institutional framework for implementation

32. To foster collaboration and coherence, a technical working group bringing together representatives of headquarters departments, the Turin Centre and regional offices facilitated regular information-sharing and joint planning. Through ongoing coordination and knowledge-sharing, the group supported alignment across normative, operational and internal initiatives and helped identify complementarities with related areas of work.
33. In line with the strategy, the Office promoted Convention No. 190 within its internal processes. Mandatory online training courses on preventing abuse of authority, discrimination, harassment, including sexual harassment, exploitation and abuse, and a mandatory ethics course were rolled out for staff. These efforts were complemented by regular refresher activities, guidance for managers and the development and use of a [code of conduct for the prevention of violence and harassment at ILO events](#). Recently, throughout the biennium 2024–25, tailored and ad hoc training interventions were delivered in a few selected offices. These targeted capacity-building efforts focused on harassment, including sexual harassment, and sexual exploitation and abuse, emphasizing the need for prevention, awareness-raising and the appropriate handling of cases in line with Convention No. 190. In addition, in 2025, the ILO launched the RESPECT campaign: *Together for a safer, more inclusive ILO*. Aligned with the Director-General's mandate and UN system priorities, the campaign promotes dignity, inclusion and zero tolerance for sexual exploitation, abuse, harassment and all forms of violence at work. Initially piloted in selected field offices, it will be expanded across the Organization in 2026. The Office also contributed to the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, which includes indicators on sexual harassment and sexual exploitation and abuse.
34. In parallel, the Office strengthened its work to prevent and respond to sexual exploitation and abuse, reinforcing principles of dignity, accountability and victim-centred approaches. Since 2023, a dedicated PSEA Officer has supported headquarters, regional and country teams through the provision of technical guidance and capacity-building and through enhanced safeguarding and risk management measures in development cooperation contexts, in alignment with UN system-wide standards, contributing to a culture of zero tolerance for abuse.

► IV. Key success factors and lessons learned

35. The overall experience of the past six years confirms that Convention No. 190 and Recommendation No. 206 represent a significant normative and policy success for the ILO and its constituents. Progress in ratification and implementation has been mutually reinforcing: promotional efforts and social dialogue around ratification have supported early policy and legal reforms, while implementation experiences have strengthened confidence in the instruments and generated further momentum for ratification. A key lesson learned is that this success has been underpinned by the systematic mainstreaming of Convention No. 190 across major ILO policy and programmatic frameworks, providing the constituents with a coherent and consistent reference point for action. In this context, the recognition of a safe and healthy working environment as the fifth fundamental principle and right at work has provided an additional impetus for prevention-oriented approaches by encouraging greater policy coherence between OSH and violence and harassment. By positioning violence and

harassment as integral to safe, healthy and inclusive workplaces, the strategy has enhanced the relevance and uptake of Convention No. 190 across policy, sectoral and workplace contexts.

36. Another important lesson is the central role of the social partners in recognizing and addressing violence and harassment as a significant societal and workplace challenge, with direct implications for workers' well-being and enterprise performance. Employers' and workers' organizations have engaged with Convention No. 190 not only as an international labour standard but also as a practical normative framework for responding to concrete risks affecting workplaces, sectors and labour markets. The Office supported this engagement through the provision of practical tools, guidance and targeted capacity-building, enabling the social partners to strengthen their services to enterprises and support to workers. The Office's support enhanced the institutional capacities of the social partners to address violence and harassment in ways that promote safe, healthy and inclusive workplaces, sound employment relations and sustainable enterprises. It has also strengthened the social partners' ownership of the Convention and their role as drivers of implementation through social dialogue, collective bargaining and workplace-level action.
37. A further success factor has been the inclusive and streamlined in-house coordination mechanism that was established shortly after the adoption of Convention No. 190, bringing together headquarters departments and field offices across technical services. This approach enabled efficiency gains, reduced duplication and fostered synergies across the Office's normative, and operational work, while supporting the exchange of country experience. At the international level, the unique status of Convention No. 190 as the only international treaty specifically addressing violence and harassment in the world of work has reinforced the ILO's leadership and convening role, and has strengthened partnerships with other UN agencies, such as UN-Women, the WHO, the Food and Agriculture Organization of the United Nations and the IMO, as well as with international and regional entities, including the European Union and the G20, amplifying the reach and influence of the Convention and its potential to inspire future normative and policy developments.

► V. The way forward

38. The strategy has proven to be an effective framework for guiding the Office's support to the constituents in advancing the ratification and implementation of Convention No. 190. Although initially designed for a six-year period, sustained interest from the constituents and increasing demand for technical assistance both towards ratification and effective implementation confirm its continued relevance. In a context of rapid economic, technological and social transformations shaping the world of work, and as more countries take action, there is increased scope to leverage policy and practice assessment and to promote cross-country learning, while future work will also need to support the constituents in responding to the guidance of the supervisory bodies.
39. At the same time, experience has highlighted persistent gaps and constraints. While awareness of Convention No. 190 and initial steps towards ratification and policy development have increased, many constituents continue to face challenges in achieving sustained and effective implementation, particularly in adapting legal, policy and institutional responses to evolving forms of work and risks. These challenges include limited institutional capacity, weak coordination across institutions, insufficient data and evidence, difficulties in translating legal

and policy frameworks into practical prevention measures – including through OSH frameworks – and gaps in enforcement and response mechanisms, including grievance-handling.

40. In the context of the ongoing ILO reform, maintaining a strong and visible focus on preventing and addressing violence and harassment remains essential. Advancing Convention No. 190 is critical to fostering safe, fair and harmonious working environments, protecting workers' rights, sustaining productivity and supporting sustainable development, including in the face of ongoing transformations and emerging risks, while contributing directly to progress on all the fundamental principles and rights at work. Given its inherently cross-cutting nature across the Decent Work Agenda, continued prioritization, adequate resourcing and the clear institutional anchoring of this area of work are key to ensuring continuity, coherence and impact in the future.
41. Going forward, and building on the lessons learned from the implementation of the strategy, the Office's work could continue to be guided by an integrated and cross-cutting approach. This approach would include sustaining momentum on ratification while supporting effective and coherent implementation through legal, policy and institutional reforms; reinforcing prevention and response systems through discrimination and OSH frameworks, labour inspection and access to labour justice; and strengthening the capacity and engagement of employers' and workers' organizations to act as drivers of implementation through social dialogue, collective bargaining and workplace-level action. Continued investment in data collection, research and knowledge-sharing will remain important to inform evidence-based policy development and cross-country learning, alongside targeted engagement in thematic areas of high constituent demand and risk, in line with the Office's mandate, comparative advantage and available resources.

► Draft decision

42. The Governing Body:

- (a) requested the Office to take into account the guidance provided during the discussion of document GB.356/INS/4 in respect of the way forward regarding the implementation of the strategy for action concerning the elimination of violence and harassment in the world of work;
- (b) requested the Director-General to continue to take into account the strategy, and the guidance provided during the discussion, in the context of the ongoing ILO reform, when preparing future programme and budget proposals and facilitating extrabudgetary resources.