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Purpose of the document

This document is submitted for debate and guidance (see the draft decision in paragraph 277).

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Follow-up action required: The Governing Body will provide guidance to the Office on future reporting, on the implementation of the ILO programme for 2026–27 and on the preparation of the Programme and Budget proposals for 2028–29.

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

Related documents: Programme and Budget for the biennium 2024–25 and Strategic Plan 2022–25.



► Preface

The 2024–25 biennium was a period of serious challenges and significant achievements for the International Labour Organization. It was marked by accelerating global transformation, heightened geopolitical tensions and growing pressures on multilateral institutions. Against this backdrop, the ILO remained firmly anchored in its mandate of advancing social justice through decent work, demonstrating resilience, adaptability and significant results.

The ILO continued to play a leading role in shaping global debates and outcomes. From the Summit of the Future and the Second World Summit for Social Development, to the G20, G7, BRICS and other multilateral forums, the ILO ensured that the voice of the world of work, the quest for social justice and the pillars of decent work remained central to global decision-making. The adoption of the Doha Political Declaration reaffirmed the relevance of our mandate and the urgency of a renewed social contract.

The biennium also marked important progress in 153 Member States with almost 1,200 decent work results achieved across the eight policy outcomes of the Programme and Budget for 2024–25. In terms of the ILO's normative mission, the adoption of a new Convention and Recommendation on protection against biological hazards strengthened the body of international labour standards and responded directly to lessons from recent global health crises. The ongoing standard-setting discussion on decent work in the platform economy further underscores the Organization's capacity to anticipate change and shape the future of work.

Yet the biennium tested the ILO in unprecedented ways. Severe financial constraints, driven by disruptions to development cooperation and delays in assessed contributions, exerted sustained pressure on operations and staff. These challenges exposed vulnerabilities and prompted necessary reflection and decisive action. In March 2025, I launched the ILO Review, not just as a response to the immediate financial shortfall, but as an opportunity to strengthen the effectiveness and efficiency of the ILO in the medium and long term. In November 2025, following substantive discussion at the Governing Body, the Organization embarked on a reform process aimed at ensuring that the ILO remains fit for purpose in an evolving multilateral landscape. The reform process now under way will ensure that the ILO emerges from this period of uncertainty with sharper focus, stronger institutional coherence and enhanced delivery for its constituents.

The results achieved over the biennium were a testament to the strong support and determination of the ILO's constituents and development partners. The commitment, professionalism and solidarity of ILO staff around the world were also essential. While uncertainty and significant challenges lie ahead, sincere dialogue, enhanced engagement with constituents and staff, and a shared sense of responsibility will enable the Organization to continue delivering tangible results for the constituents and strengthen the ILO's position in the context of renewed multilateralism.



The ILO has faced several junctures of uncertainty and transformation throughout its history. Reflecting on the Organization's performance in 2024 and 2025, I am confident that it will emerge stronger if it remains faithful to its values, which are embodied by its tripartite constituents and committed staff. It must also continue to adapt its services and delivery mechanisms to the changing world of work, and the ILO Reform sets out a plan to achieve this.

Gilbert F. HOUNGBO
Director-General



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► Abbreviations

ASEAN	Association of Southeast Asian Nations
BRICS	Brazil, Russia, India, China and South Africa
CEACR	Committee of Experts on the Application of Conventions and Recommendations
COVID-19	Coronavirus disease
DWCP	Decent Work Country Programme
EBMO	Employers' and business membership organizations
ECLAC	UN Economic Commission for Latin America and the Caribbean
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
IOE	International Organisation of Employers
IOM	International Organization for Migration
ITUC	International Trade Union Confederation
MPTF	United Nations Multi-Partner Trust Fund
MSME	Micro, small and medium-sized enterprise
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
TVET	Technical and vocational education and training
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WESO	World Employment and Social Outlook



► Introduction

1. This programme implementation report presents and analyses the performance of the ILO against the commitments made in its Programme and Budget for 2024–25. It delineates the developments in the world of work over the biennium, provides updates on the progress made in the promotion of social justice globally, summarizes decent work achievements at the country level, and reflects on the lessons learned from implementation, monitoring and evaluation.
2. The structure of the report is as follows:
 - **Part I** describes decent work trends during the biennium and the major milestones of the ILO's global initiatives in relation to global advocacy, international labour standards, knowledge generation and capacity-building, and institutional reform. This part also features highlights of the budget and expenditures in 2024–25.
 - **Part II** focuses on organizational performance during the biennium, presenting results achieved and the ILO's delivery under the policy outcomes and the enablers defined in the Programme and Budget.
 - **Part III** provides insights into lessons learned during the biennium that will play a pivotal role in implementing the programme for 2026–27 and the ILO reform process.
3. The preparation of the ILO programme implementation report is a collaborative effort that engages all ILO organizational units, both at headquarters and in the regions. This report provides a high-level overview for discussion by the ILO's Governing Body and for communicating key achievements to the International Labour Conference. It also highlights the Organization's ongoing learning and adaptation.
4. For more specific information about the results achieved in the countries where the ILO operates, please refer to the updated version of the [ILO Decent Work Results Dashboard](#).



► Part I. Advancing social justice amid high uncertainty

5. The 2024–25 biennium unfolded in a context of persistent global uncertainty, marked by geopolitical tensions, uneven economic recovery, accelerating climate and technological transitions, and growing strains on multilateral cooperation. These dynamics continued to shape labour markets and social outcomes worldwide, with significant implications for employment, labour rights, social protection and social dialogue. In this challenging environment, the ILO pursued its mandate of advancing social justice through decent work for all, strengthening its global leadership, supporting constituents in navigating complex transformations, and adapting its programmes and institutional capacities to sustain impact in a demanding operating environment.

Global unemployment stable but progress towards decent work stalled

6. The global economy and labour markets appeared to have weathered the uncertainty better than expected and showed notable resilience in 2024–25, with key indicators continuing to recover from the shocks of recent years (table I-1). Unemployment stabilized at historically low levels, declining from 6.0 per cent in 2021 to 4.9 per cent in 2024–25, while the employment-to-population ratio rose modestly above pre-pandemic levels. Working poverty also continued its gradual decline, falling from 8.3 per cent in 2023 to an estimated 7.9 per cent in 2025. The proportion of the world population covered by at least one social security benefit stood at 52.4 per cent in 2023 and this figure continued to increase during 2024–25.

► Table I-1. Key trends in decent work indicators, 2021–25

Indicators	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
Unemployment rate (SDG indicator 8.5.2)	6.0	5.3	4.9	4.9	4.9
<i>Female</i>	6.1	5.5	5.1	5.1	5.0
<i>Male</i>	6.0	5.1	4.8	4.8	4.8
<i>Youth (aged 15–24 years)</i>	14.1	12.9	12.3	12.3	12.4
Working poverty rate Proportion of employed population below the international poverty line (SDG indicator 1.1.1)	8.9	8.6	8.3	8.1	7.9
Employment-to-population ratio (aged 15 years and above), by sex	56.7	57.5	58.1	58.0	57.9
<i>Female</i>	45.0	45.7	46.4	46.4	46.3
<i>Male</i>	68.6	69.4	69.8	69.6	69.5
Annual growth rate of output per worker (SDG indicator 8.2.1)	3.4	1.0	1.2	2.1	2.1
Proportion of informal employment in total employment (SDG indicator 8.3.1)	57.7	57.5	57.6	57.8	57.7



Indicators	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
<i>Female</i>	55.2	55.2	55.6	56.0	56.0
<i>Male</i>	59.3	59.0	58.9	59.0	58.9
Proportion of youth (aged 15–24 years) not in employment, education or training (SDG indicator 8.6.1)	21.4	20.4	19.7	19.9	20.0
<i>Female</i>	29.0	28.1	27.0	27.3	27.4
<i>Male</i>	14.2	13.2	12.9	13.0	13.1
Proportion of children aged 5–17 years in child labour (SDG indicator 8.7.1)	9.6 ^(*)			7.8	
<i>Girls</i>	7.8 ^(*)			6.9	
<i>Boys</i>	11.2 ^(*)			8.6	
Proportion of children aged 5–17 years in hazardous work	4.7 ^(*)			3.1	
<i>Girls</i>	3.6 ^(*)			2.2	
<i>Boys</i>	5.8 ^(*)			3.8	
Proportion of women in managerial positions (SDG indicator 5.5.2)	28.6	29.5	30.1	30.3	30.5
Labour income share as a percentage of GDP (SDG indicator 10.4.1)	52.8	52.3	52.3	52.4	52.6
Proportion of the population covered by at least one social protection benefit (SDG indicator 1.3.1)	50.2	51.8	52.4		
<i>Female</i>	48.2	49.6	50.1		
<i>Male</i>	52.3	54.0	54.6		

Data for 2025 are projections.

^(*) Data corresponding to 2020.

Source: ILO modelled estimates, January 2026.

7. The global labour market puts forward an appearance of stability; however, this masks a dire deficit of decent work. Employment growth has increasingly been driven by low-quality and informal jobs. Despite sustained efforts in many countries, the global informal employment rate remained high at nearly 58 per cent in 2025 due to fiscal fragility and social protection constraints. This means that about 2.1 billion workers lack access to social protection, rights at work and job security. Labour productivity growth, after a sharp slowdown in 2022–23, recovered only partially and remains well below the levels needed to support sustained wage growth and inclusive economic transformation. As a result, labour income shares have stagnated, underscoring the limited extent to which economic recovery has translated into broadly shared gains.
8. The number of children engaged in child labour fell by more than 20 million between 2020 and 2024. The proportion of children aged 5–17 in child labour decreased from 9.6 per cent in 2021 to 7.8 per cent in 2024. The number of children in hazardous child labour decreased by about 25 million, from 4.7 to 3.1 per cent. This reflects a return to a positive trajectory after past



setbacks. Despite progress, there were still 138 million children engaged in child labour in 2024, including around 54 million in hazardous work. The world missed its target of eliminating child labour by 2025.

9. Inequalities in access to decent work remain pronounced. Women continue to face a significantly lower employment-to-population ratio, with 46.3 per cent for women and 69.5 per cent for men in 2025. The unemployment rate is higher for women than for men while progress in the representation of women in managerial positions has been gradual. Youth labour market outcomes remain particularly fragile: unemployment among young people stood at 12.4 per cent in 2025, more than double the rate for adults. One in five young people globally remained without employment, or were not in education or training, with young women disproportionately affected.
10. Slowing global growth, geopolitical tensions, debt distress in many developing economies and climate-related shocks are constraining job creation and weakening the prospects for sustained improvements in job quality. Many countries are entering a period of “low-growth, low-productivity” equilibrium that worsens informality, working poverty and labour market exclusion. As highlighted in the UN [2025 High-Level Political Forum \(HLPF\) review of progress on SDG 8](#), decent work underpins poverty reduction, gender equality, education and climate resilience. Achieving it requires both the quantity and quality of employment to be addressed – with equal attention being given to rights, social protection, productivity and inclusion.

The ILO in 2024–25: Major milestones in a complex global context

11. Against this backdrop, the ILO furthered its mandate of promoting social justice through decent work amid accelerating global transformations and growing pressures on multilateral institutions. The Organization combined global leadership, evidence-based policy support and institutional reform to respond to evolving constituent needs. This section reviews the ILO’s action and achievements during the biennium, highlighting efforts to reinforce the global call for social justice, operationalize the Global Coalition for Social Justice, advance international labour standards, strengthen knowledge and policy coherence, and enhance institutional resilience.

Reinforcing the global call for social justice through decent work

12. The ILO played an active role within the United Nations, engaging in system-wide coordination through mechanisms such as the UN System Chief Executives Board for Coordination and the UN Sustainable Development Group, as well as the UN80 Initiative. Through these platforms, the ILO promoted people-centred and rights-based approaches to economic transformation and reinforced the integration of decent work considerations into collective UN responses at all levels. The Organization made substantial contributions to the major UN summits and conferences held during the biennium, notably the UN Summit of the Future (September 2024), the Fourth International Conference on Financing for Development (June–July 2025) and the Second World Summit for Social Development (September 2025).
 - The Summit of the Future adopted the [Pact for the Future](#), together with the Global Digital Compact and the Declaration on Future Generations. The outcome document is testimony to the commitment of the international community to the United Nations and to multilateral cooperation and lays a framework for reform to address the challenges ahead. Decent work is referenced in five paragraphs of the Pact for the Future, including in relation to youth employment, poverty alleviation, universal health coverage and universal access to social protection.



- The [Sevilla Commitment](#) adopted at the Fourth International Conference on Financing for Development renewed global commitments to mobilizing financial resources for sustainable development. It encourages countries to integrate the financing of social protection systems and policies, in line with international labour standards, into their national plans and strategies. It also commits to providing support to developing countries that aim to expand social protection coverage by at least 2 percentage points annually.
- The ILO played a central role throughout the process of the Second World Summit for Social Development, participating actively in shaping the agenda and in the deliberations. In preparation for the Summit, the ILO's Governing Body established a Working Party on the New Social Contract for Our Common Agenda and developed a tripartite input to the Summit, while in 2025 the International Labour Conference adopted a resolution in this regard. The ILO's contribution is well reflected in the [Doha Political Declaration](#), which reaffirms decent work, social dialogue and universal social protection as core pillars of inclusive and resilient societies (box I-1). The Governing Body also endorsed a three-pronged strategic approach to the follow-up to the Summit at its 355th Session in November 2025.

► **Box I-1. Doha Political Declaration: Key commitments for social justice and decent work**

The Doha Political Declaration reaffirms a renewed global commitment to advancing social justice in support of the 2030 Agenda for Sustainable Development by:

- placing decent work at the centre of social development, recognizing employment, rights at work and social dialogue as essential drivers of inclusive and sustainable growth;
- accelerating progress towards universal social protection, including social protection floors, in line with international labour standards, to reduce poverty, vulnerability and inequality;
- strengthening labour rights and social dialogue, reaffirming the role of tripartite institutions in managing economic and social transitions;
- promoting equality and inclusion, with particular attention to women, youth, persons with disabilities and workers in vulnerable situations; and
- enhancing multilateral cooperation and policy coherence, recognizing the need for coordinated action across the UN system and international financial and development institutions.

The Declaration explicitly recognizes the ILO's leadership role in advancing these commitments and provides renewed political momentum for global initiatives such as the Global Coalition for Social Justice and the Global Accelerator on Jobs and Social Protection for Just Transitions.

13. In addition, the ILO pursued the promotion of decent work for social justice through active engagement with the G20, BRICS, G7 and other regional and multilateral forums. The ILO's technical inputs to these forums have been highly appreciated and decent work has been reflected in their agendas. The [G20 Rio de Janeiro Leaders' Declaration](#) highlights the importance of decent work in tackling inequality, achieving social inclusion, and ensuring women's equal, full and meaningful participation in the economy. The [G20 South Africa Summit: Leaders' Declaration](#) underscores the need to address inequality, unemployment, underemployment and informal work, and calls for stronger labour institutions to address these challenges.
14. Within the G7, the ILO supported employment-related discussions and informed outcomes reflected in G7 Labour and Employment Ministers Declarations, which reaffirm commitments to decent work, skills development, inclusive labour markets and social protection in the context of digital, demographic and green transitions. In the BRICS context, the ILO provided



substantive inputs to labour and employment exchanges, contributing to BRICS Labour and Employment Ministers Declarations that emphasize the importance of labour rights, universal social protection, skills development, safe and healthy working environments, digital inclusiveness and transition, social dialogue and productivity growth.

Forging a Global Coalition for Social Justice for greater policy coherence

15. Following its endorsement by the Governing Body in November 2023, the ILO moved decisively from establishing to operationalizing the Global Coalition for Social Justice, positioning it as a key platform to strengthen coherence and collaboration across the multilateral system. The Coalition established its governance and operating arrangements and deployed its thematic, advocacy and knowledge functions. This strengthened the Organization's convening power and reinforced its leadership in promoting integrated policy responses for social justice and decent work. Its relevance and value were reflected in recognition at the highest political level, including in the Doha Political Declaration adopted at the Second World Summit for Social Development.
16. Partner engagement expanded rapidly, with the Coalition bringing together more than 400 partners across governments, employers' and workers' organizations, international and regional bodies, enterprises, civil society and academia by late 2025. This broad and diverse uptake demonstrated strong demand for a coordinated platform centred on social justice and anchored in the ILO's normative mandate and tripartite foundation. Through six thematic areas and 14 Governing Body-endorsed key interventions (box I-2), the Coalition created concrete entry points for multi-stakeholder collaboration, mobilizing complementary mandates in areas such as youth, skills, artificial intelligence (AI), inequalities, social dialogue and just transitions. Advocacy and agenda-setting activities, including annual forums and high-level events, further positioned the Coalition as a reference point in global debates, strengthening the visibility of decent work as a central pillar of sustainable development.

► Box I-2. Global Coalition for Social Justice: Key interventions

The Global Coalition for Social Justice advances coordinated action through 14 key interventions, co-convened by the ILO with partners and aligned with the Organization's programmatic priorities:

- **Reducing inequalities and advancing rights:** Centre of excellence on inequalities; human rights economy; Equal Pay International Coalition (EPIC); initiative on living wages; social dialogue as a governance tool.
- **Promoting inclusive growth and productive transformation:** Productivity ecosystems for decent work; responsible business for inclusive and sustainable societies; sustainable investment for social justice.
- **Supporting just transitions and sustainability:** Global Accelerator on Jobs and Social Protection for Just Transitions; Just transition towards environmentally sustainable economies; equitable food systems; Partnership for Cotton.
- **Preparing for future transformations:** Empowering youth for social justice; AI for social impact.

Together, these interventions translate the Coalition's ambition into practical collaboration at the global, regional and national levels, reinforcing the ILO's role in accelerating progress towards the Sustainable Development Goals (SDGs).

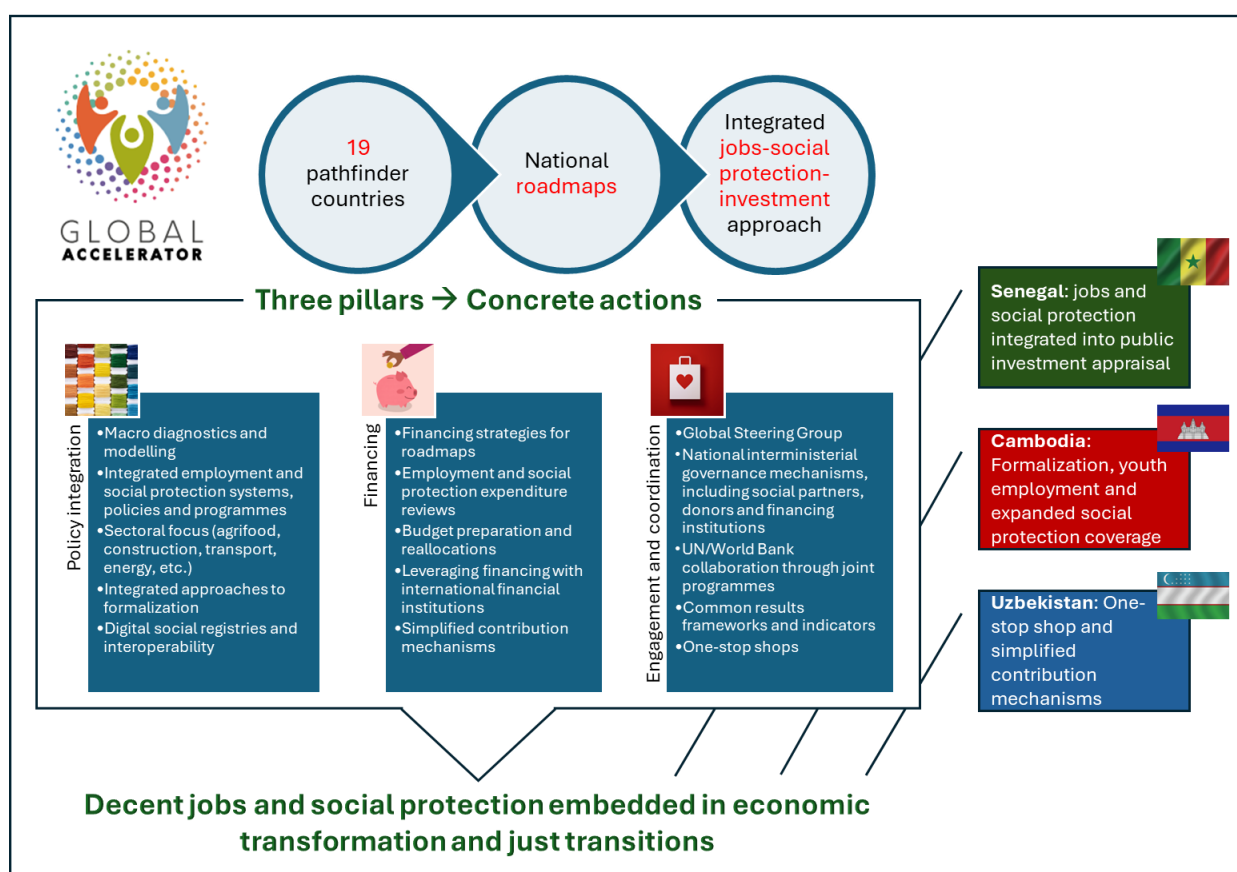
17. Progress towards policy coherence was also achieved through the unfolding of the four priority action programmes on formalization, just transition, supply chains and decent work in crisis established in the Programme and Budget for 2024–25. By leveraging the Office's technical



expertise and combining all ILO means of action, the action programmes reinforced internal coordination across the Office to provide more coherent policy advice to tripartite constituents, grounded in robust evidence-based knowledge, data and digital platforms, while improving communication of results at the country level. A review of the functioning of the action programmes will be undertaken in the first half of 2026 to determine if and how this approach should continue.

18. The Global Accelerator on Jobs and Social Protection for Just Transitions, an ILO-led multilateral initiative launched by the UN Secretary-General that brings together UN entities, international financial institutions, development partners, social partners, civil society and private sector actors, supported 18 pathfinder countries in aligning employment creation, social protection expansion and investment strategies, fostering integrated solutions that bridge macroeconomic, social and environmental objectives at the country level (figure I-1).

► **Figure I-1. The Global Accelerator on Jobs and Social Protection for Just Transitions**



Delivering on the normative mandate

19. The ILO constituents further developed the body of international labour standards during the biennium. At its 113th Session, the International Labour Conference adopted the [Biological Hazards in the Working Environment Convention, 2025 \(No. 192\)](#), and its accompanying [Recommendation No. 209](#). Drawing on lessons from the COVID-19 pandemic and other health emergencies and by clarifying employers' and governments' responsibilities and reinforcing the role of social dialogue, these instruments strengthen occupational safety and health governance and enhance the resilience of workplaces and labour markets in the face of future biological risks. At the same session, the Conference held the first standard-setting discussion

on decent work in the platform economy, advancing the work for a second discussion in 2026. In addition, the International Labour Conference in 2024 abrogated four Conventions (the Underground Work (Women) Convention, 1935 (No. 45), the Safety Provisions (Building) Convention, 1937 (No. 62), the Convention concerning Statistics of Wages and Hours of Work, 1938 (No. 63), and the Labour Inspectorates (Non-Metropolitan Territories) Convention, 1947 (No. 85)) and in 2025 adopted the amendments to the Code of the Maritime Labour Convention, 2006, as amended.

20. In November 2025, the Governing Body adopted a decision ¹ to streamline statutory reporting arrangements through the progressive roll-out of thematic implementation reports, with a view to improving the quality, timeliness and use of information submitted by Members and enhancing the overall effectiveness and legitimacy of supervision. This contributes to the modernization of the supervisory system and its consolidation as a core pillar of the ILO's normative work.
21. Ratification of international labour standards accelerated during the biennium. The 101 ratifications recorded exceeded the performance in 2022–23 (97 ratifications). The ratification of the Occupational Safety and Health Convention, 1981 (No. 155), the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), the Violence and Harassment Convention, 2019 (No. 190), and the Safe and Healthy Working Environment (Consequential Amendments) Convention, 2023 (No. 191), accounted for more than 40 per cent of the total. Performance varied across regions and instruments, with lower-than-expected results in parts of Asia and the Pacific and in the Arab States.

Strengthening the knowledge base, innovation and capacity development

22. To support policy advice and institutional capacity development, the ILO further strengthened its global knowledge base, statistical systems and training provision. Through research, statistics, publications, innovation in data and dissemination, and targeted training for constituents, the Organization reinforced its role as the authoritative source of evidence on the world of work and as a catalyst for informed, coherent and forward-looking action.
23. The ILO published a set of flagship reports providing authoritative analysis of labour market trends, wages, social protection and social dialogue, as well as the first global report on the state of social justice (figure I-2 and box I-3). Together with a broad portfolio of research and policy briefs on technological, environmental and demographic transformations and the [Observatory on AI and Work in the Digital Economy](#), these products informed global and national debates on decent work and the effect of emerging trends in employment, social protection and labour rights. To enhance reach and impact, the ILO expanded digital-first dissemination, multimedia storytelling and interactive data tools, and initiated work to consolidate its flagship outputs into one single new World of Work flagship series from 2026.

¹ GB.355/LILS/1/Decision.



► Figure I-2. ILO flagship publications in 2024–25



► Box I-3. A comprehensive analysis of the state of social justice in the world

Launched in September 2025 ahead of the Second World Summit for Social Development in Doha, the report *The state of social justice 2025: A work in progress* provides the most comprehensive global assessment to date of advances and persistent challenges across four core pillars: fundamental rights and capabilities; equal access to opportunities; fair distribution of outcomes; and fair transitions.

Drawing on extensive data and case evidence, the report highlights important achievements over the past three decades – including substantial reductions in extreme and working poverty, significant declines in child labour, expanded educational attainment and increased social protection coverage – while also documenting stubborn inequalities, high informality and eroding trust in institutions that continue to constrain social justice outcomes. It emphasizes that social justice is foundational to peace, stability, cohesion and sustainable progress, and calls for coordinated policy action that places decent work, rights and inclusive governance at the centre of global and national agendas.

24. The development of the knowledge base was underpinned by strengthened labour statistics and standards. [ILOSTAT](#), the world's leading source of labour statistics, was further expanded and modernized to support SDG monitoring and modelled estimates. The ILO also updated guidance on statistical standards covering platform work, migration, violence and harassment, care work and occupational classifications. An updated labour force survey toolkit and expanded training – delivered with the International Training Centre of the ILO (Turin Centre) – supported national statistical capacity, including on informality and unpaid care work. In parallel, the ILO advanced its Strategy on Knowledge and Innovation through the establishment of an Innovation Scouts Network and targeted seed funding for digitally

enabled learning and policy solutions, reinforcing internal coordination and accelerating the uptake of innovative approaches to decent work across regions.

25. During the biennium, the Turin Centre continued to serve as the Organization's global hub for capacity development, supporting constituents and partners in advancing the priorities set in the Programme and Budget for 2024–25. The Turin Centre delivered a diversified portfolio of face-to-face, blended and online learning activities, directly reaching more than 210,000 learners worldwide, with a further 125,000 learners reached indirectly through digital platforms and capacity development systems developed for constituents and partners. This expanded outreach was driven by sustained investment in innovation, including eCampus solutions, learning analytics and AI-enabled tools, which allowed training to increase rapidly while maintaining quality, relevance and accessibility in a constrained operating environment.
26. The Turin Centre continued to prioritize tripartite reach and inclusion, providing fellowships to thousands of workers' and employers' representatives – particularly from lower-income countries – and making progress towards gender balance in participation across learning modalities. Strong partnerships with ILO departments at headquarters and field offices, UN system organizations, donors and international financial institutions supported large-scale, multi-country initiatives and innovation projects. Sound financial management and improved operational efficiency enabled reinvestment in innovation and expanded constituent participation.

Initiating organizational reform to enhance effectiveness, efficiency and resilience

27. Heightened external uncertainty in 2024–25 tested the ILO's institutional resilience and its capacity to reform and adapt to the changing environment. A sharp contraction in development cooperation resources, including the early termination of a substantial number of extrabudgetary projects in early 2025, combined with delays in the payment of assessed contributions by several Member States, placed sustained pressure on programme delivery and operations, notably during the second year of the biennium.
28. In response, the Office took timely and decisive measures to safeguard financial stability and continuity of core functions. Temporary actions included strict expenditure controls, delaying or freezing of recruitment, reduced discretionary spending, notably on travel and subcontracts, and the reprioritization of activities, while maintaining major commitments, the functioning of governing organs and essential services for constituents. These measures enabled the ILO to meet its obligations through the end of the biennium and demonstrated the Organization's capacity to adapt rapidly in challenging circumstances, supported by strong staff commitment and transparent communication with constituents.
29. Recognizing that short-term measures alone would not be sufficient, in March 2025 the Director-General launched the ILO Review to assess strategic priorities, organizational structures and ways of working, with a view to strengthening effectiveness, efficiency and impact. The Review was conducted in parallel with, and informed by, the UN80 process, in which the ILO co-led the cluster related to the specialized agencies. Presented to the Governing Body in November 2025,² the ILO Review set out a reform pathway to align resources with priorities, enhance delivery and ensure the Organization remains fit for purpose in an evolving multilateral landscape. The ILO reform is structured around the three following pillars:

² GB.355/INS/7.



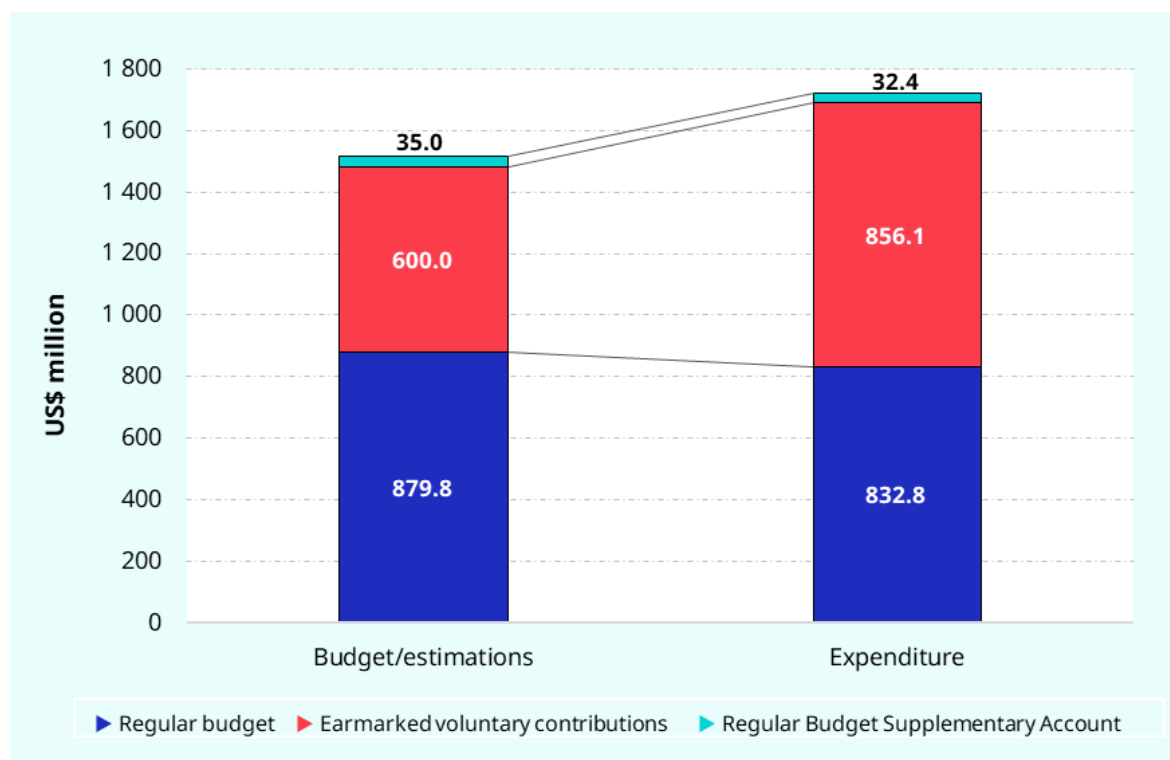
- **Refocusing the Organization on its core mandate.** The reform places a strong emphasis on delivering the ILO's core mandate by sharpening strategic focus, reducing fragmentation and aligning organizational arrangements with the priorities set out in the approved Programme and Budget for 2026–27 and the ILO Strategic Plan 2026–29. This includes the reorganization of headquarters functions and management structures better to support normative work, policy advice, institutional capacity-building and high-impact knowledge, while discontinuing or scaling down activities that do not closely align with the Organization's core mandate and comparative advantage. The objective is a more coherent, mandate-driven Office that allocates resources more effectively to areas of highest constituent demand and impact.
 - **Strengthening field capacity while preserving critical expertise at headquarters.** A second pillar of the reform aims to reinforce the ILO's capacity to deliver results at the country and regional levels, including through targeted relocations of functions and staff to strengthen technical capacity in the regions, while maintaining the critical mass of expertise required at headquarters for standards-related work, policy development and global coordination. This balanced approach seeks to bring expertise closer to constituents and country realities, improve responsiveness and partnerships on the ground, and ensure that decentralization enhances, rather than weakens, institutional coherence, knowledge sharing and quality assurance across the Office.
 - **Working better together through improved planning, results orientation and operational efficiency.** The third pillar focuses on strengthening how the Office works together by enhancing strategic planning, results-based management and accountability, and by generating efficiency gains through streamlined business processes. This includes simplifying procedures, improving delegation and accountability, making better use of digitalization and automation, and aligning ways of working with UN system reforms. Within this pillar, the establishment of a global service centre could further improve the efficiency and consistency of transactional services, while freeing up staff capacity for higher-value technical and strategic work.
30. The ILO will build on this reform process while implementing the Programme and Budget for 2026–27 and advancing efforts to diversify and strengthen its resource base. In doing so, it reaffirms its commitment to delivering on its mandate to promote decent work and social justice worldwide, while ensuring alignment and coherence with UN-wide approaches in the framework of UN80.



Budget and expenditure highlights

31. The total ILO regular budget for 2024–25 was US\$879.8 million, of which US\$699.6 million was earmarked for the delivery of the policy outcomes. In addition, the ILO estimated that extrabudgetary expenditure in the biennium for policy outcomes would amount to US\$635 million, of which US\$35 million would be funded from the Regular Budget Supplementary Account (RBSA). The total actual regular budget expenditure over the biennium was US\$832.8 million, 94.7 per cent of the budget, and extrabudgetary expenditure was US\$888.5 million (including US\$32.4 million from the RBSA), about 40 per cent over the estimates (figure I-3).

► Figure I-3. ILO budget and expenditure in 2024–25



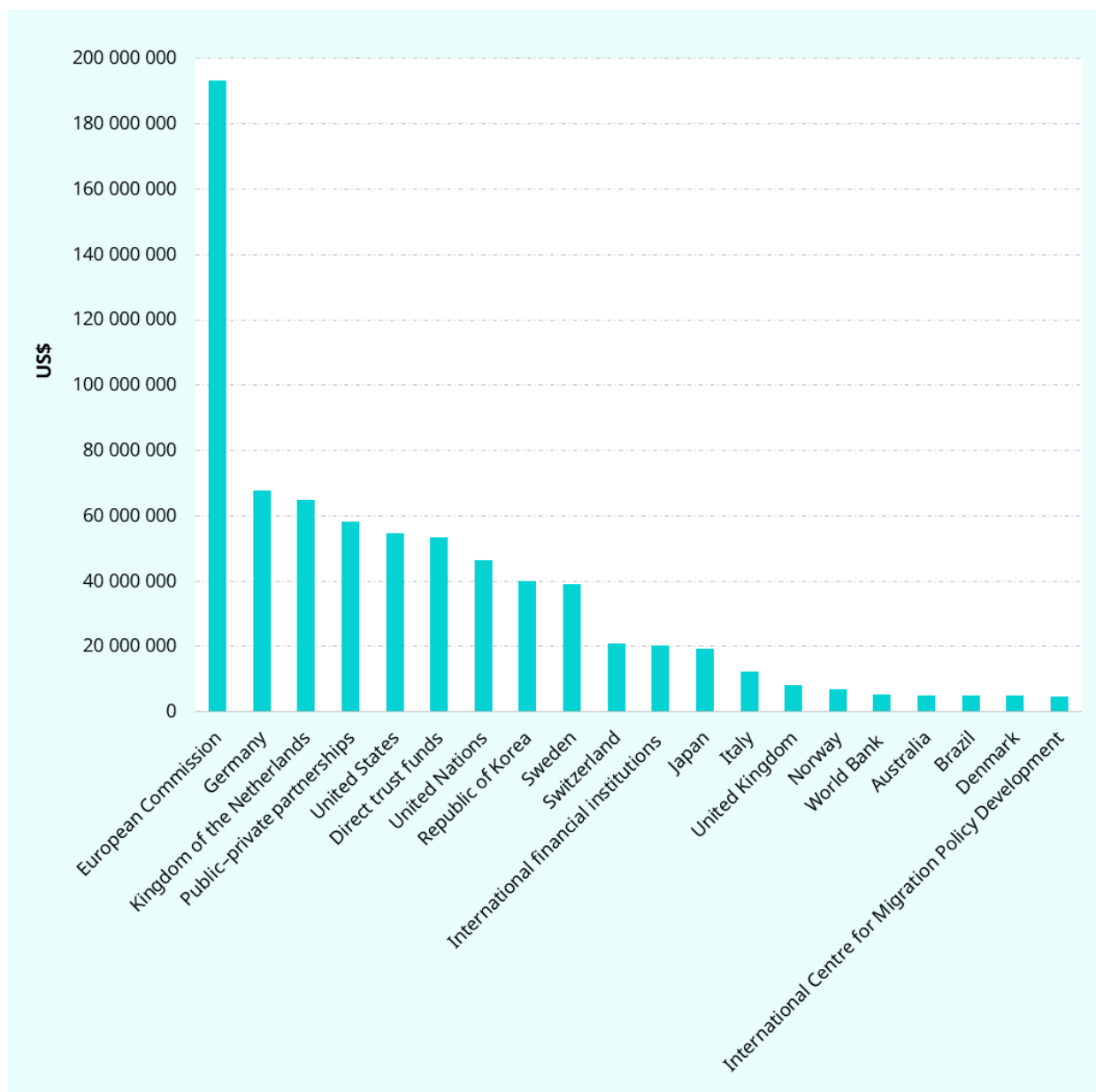
32. The underspending of the regular budget was a consequence of cash-flow constraints at the end of 2025 stemming from delays in the payment of assessed contributions. This required the implementation of expenditure controls across both staff and non-staff accounts, including reduced travel and meeting allocations, a temporary recruitment freeze, and close management of contract extensions.

Where do ILO's resources come from?

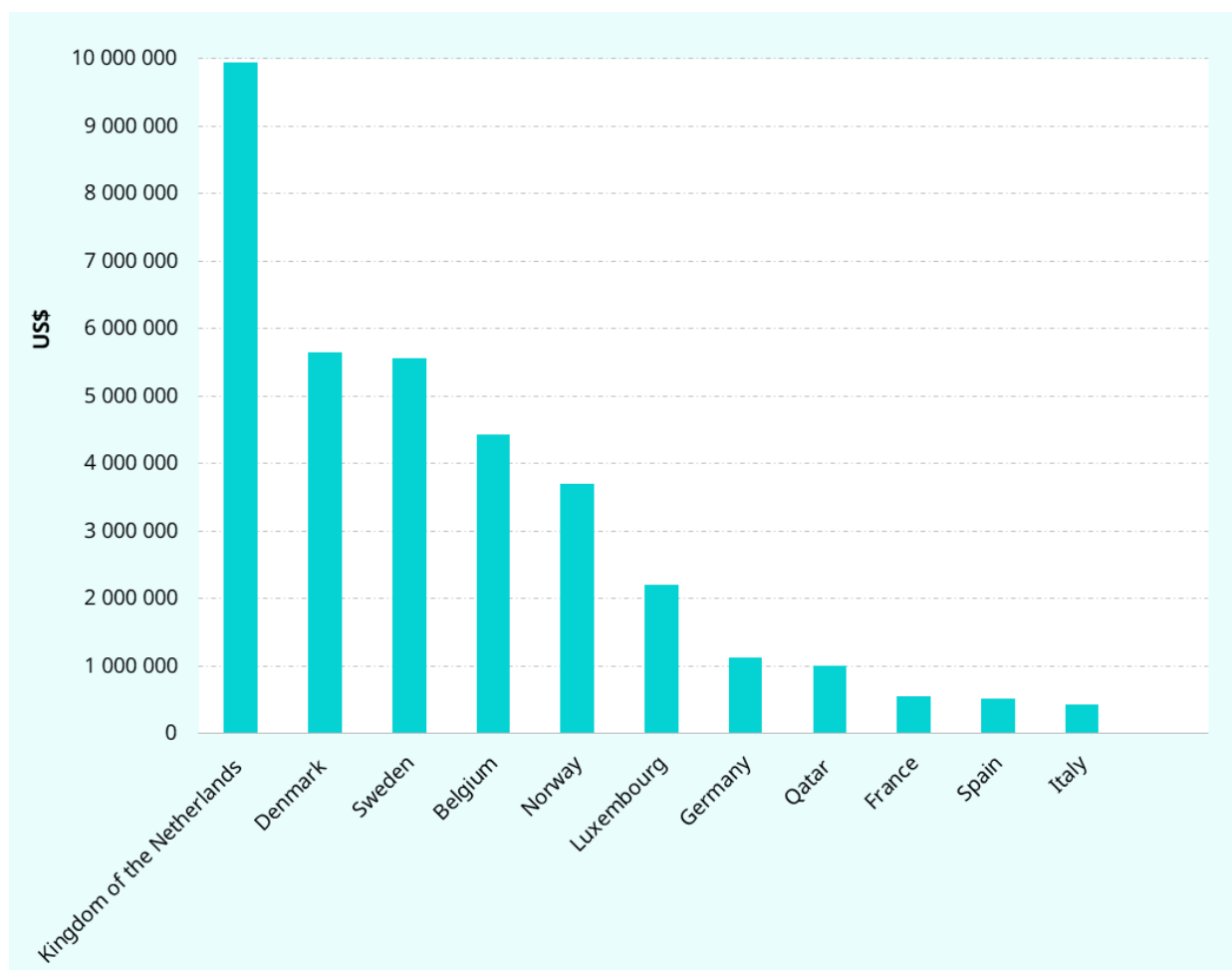
33. The implementation of the ILO's programme is financed by Member States' assessed contributions to the ILO regular budget and voluntary contributions from donors provided by a wide range of development partners for development cooperation projects or as unearmarked funding through the RBSA.
34. During the biennium, new approvals of voluntary funding amounted to US\$802 million, reflecting sustained confidence in the ILO's mandate and its role in advancing social justice and decent work in an increasingly complex global context. Notwithstanding this overall level, approvals followed a downward trajectory compared with the previous biennium (US\$934 million), with the decline more pronounced in 2025, as approvals fell from US\$433 million in 2024 to US\$369 million.
35. More than 130 partners, including government agencies, multilateral organizations, the private sector and civil society organizations, provided voluntary funding to the ILO during the biennium through diverse modalities, including public-private partnerships, direct trust funds for domestic resources of the Member States that request ILO assistance, and South-South and triangular cooperation (SSTC) arrangements.
36. As in previous biennia, the top 20 contributors (figure I-4) accounted for about 95 per cent of the total non-core voluntary funding approvals. Unearmarked voluntary funding from the contributors to the RBSA in 2024–25 – the number of which increased from 9 to 11 – amounted

to US\$35 million, confirming the continued relevance of this funding modality as a source of flexible and catalytic resources to respond to emerging priorities and constituent demands across policy outcomes. (figure I-5). –

► **Figure I-4. Top 20 contributors to extrabudgetary funding in 2024–25**



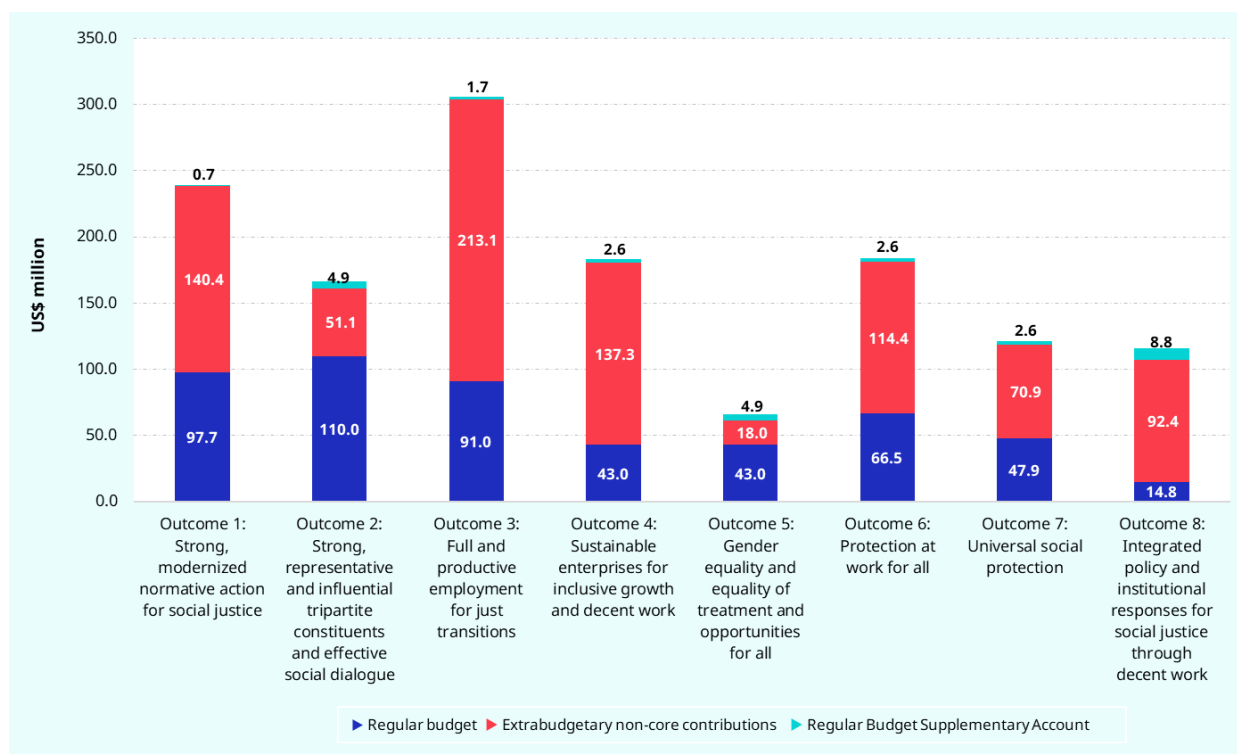
► Figure I-5. Donors to the RBSA in 2024–25



Where are the ILO resources spent and on what?

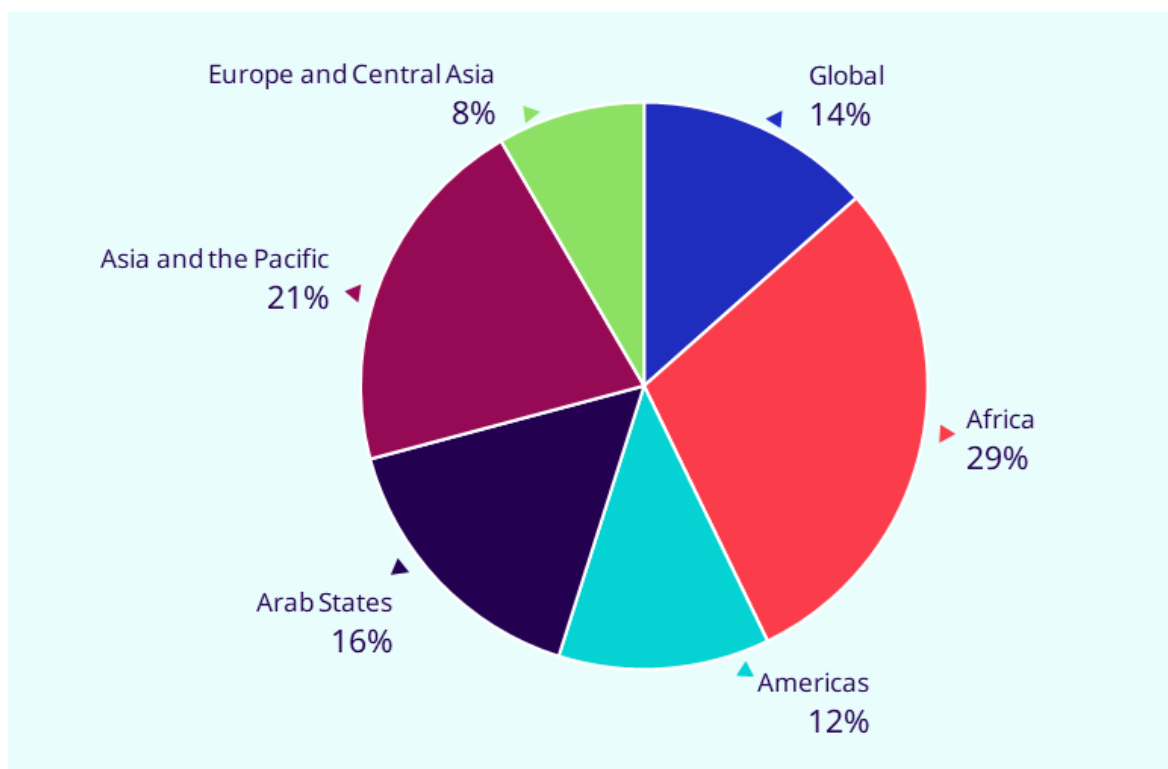
37. In 2024–25, the ILO spent US\$1.4 billion on delivering the eight policy outcomes included in its programme (excluding support services). Of this, US\$513.9 million came from the regular budget, US\$837.6 million from non-core voluntary funding, and US\$28.7 million from the RBSA (figure I-6). Voluntary funding expenditure accounted for 63 per cent of the total expenditure on policy outcomes. Some voluntary funding also contributed to the enabling outcomes, notably for the development of labour market statistics and information systems.
38. In addition, the ILO spent US\$318.9 million on the functioning of policymaking organs such as the Governing Body, the International Labour Conference and regional meetings, management and support services, institutional investments, and other unforeseen or extraordinary items.

► **Figure I-6. Total expenditure by policy outcome (in US\$ million)**



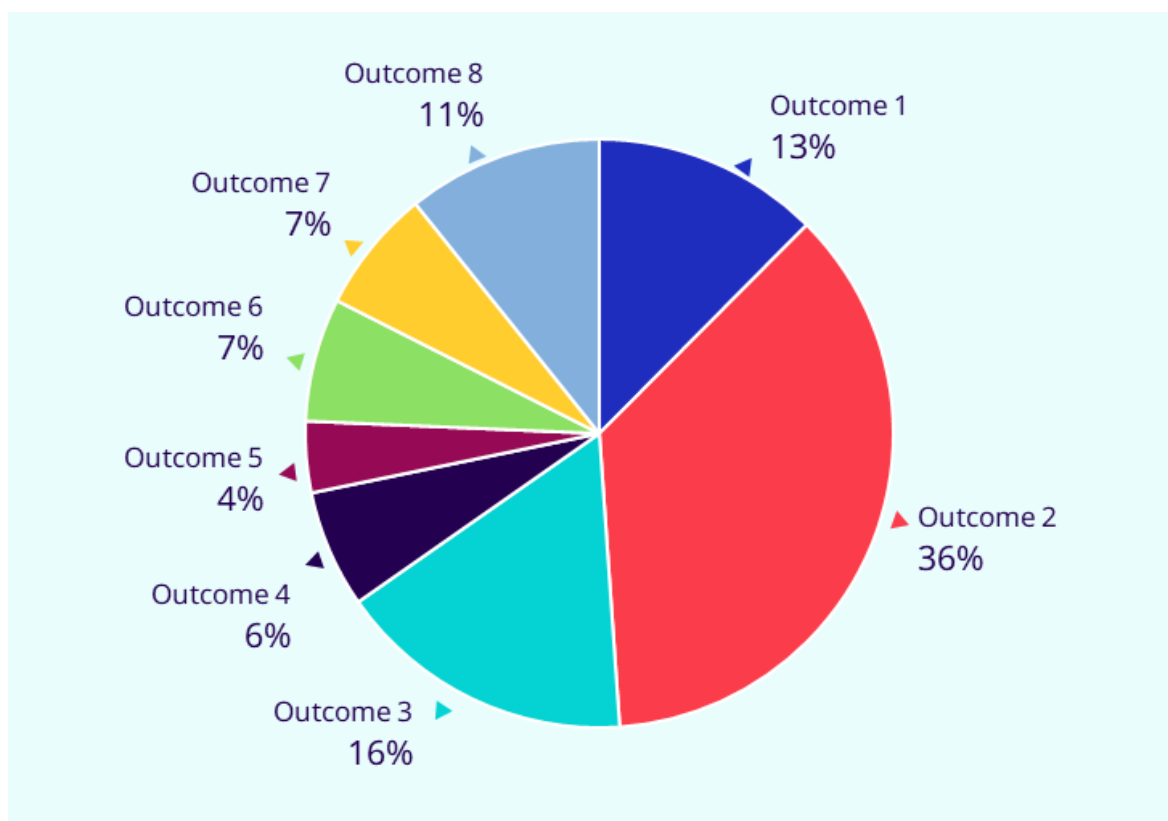
39. Eighty-six per cent of expenditure on the delivery of the policy outcomes was in the regions, with 14 per cent dedicated to global activities (on knowledge and capacity development, policy advice and normative action) (figure I-7).

► **Figure I-7. Total expenditure on the policy outcomes by region (percentage)**



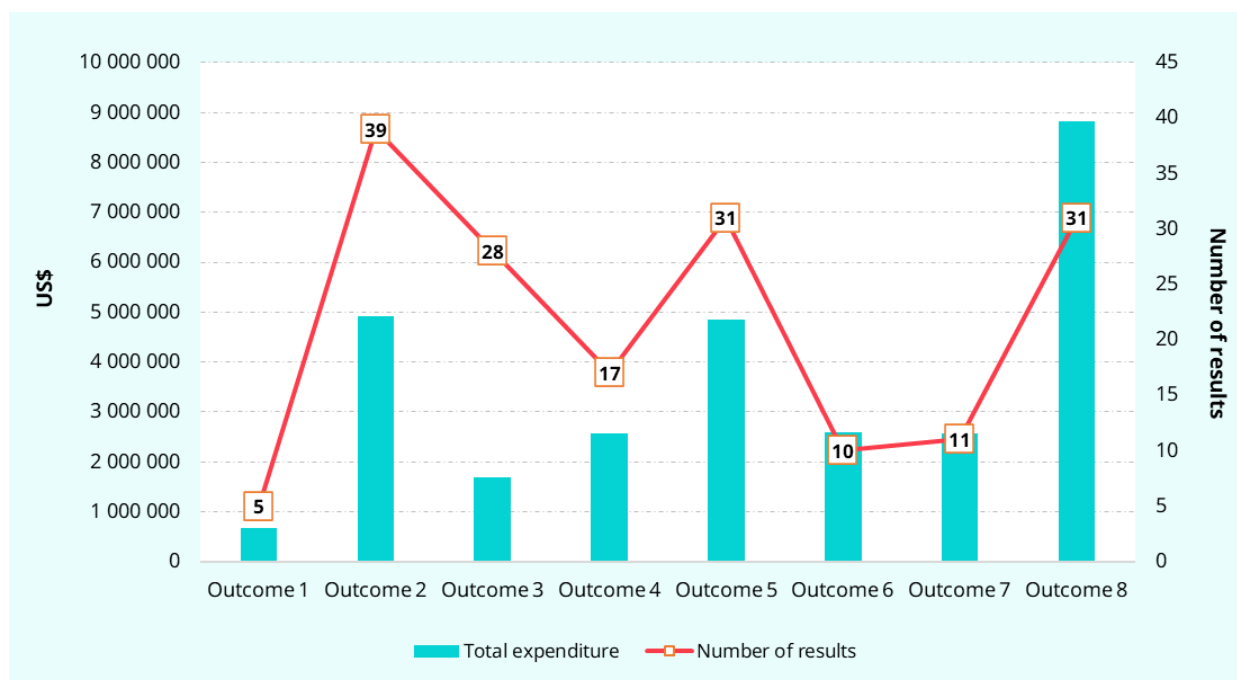
40. A total of US\$35.4 million of the regular budget was spent on technical cooperation (RBTC) to support policy outcomes, advocacy for decent work, institutional capacity-building activities carried out through the Turin Centre and SSTC. Outcome 2 on social dialogue and tripartism received the largest share of RBTC (figure I-8).

► **Figure I-8. Distribution of RBTC expenditure by policy outcome**



41. The RBSA expenditure during the biennium was US\$32.4 million, slightly lower than estimated. This corresponds to 2 per cent of total ILO expenditure during the biennium and 3.7 per cent of expenditure of development cooperation voluntary contributions. The RBSA, however, contributed to 14 per cent of the country results reported and achieved during the biennium, confirming the strategic relevance of this source of funds to respond to constituent demands in prioritized areas (figure I-9).

► Figure I-9. RBSA expenditure and results by policy outcome



42. In line with the commitments set out in the Programme and Budget, the RBSA was deployed strategically to advance constituent priorities at the country level. RBSA resources supported institutional capacity development, including a dedicated programme for employers' and workers' organizations, and strengthened a programmatic approach through the financing of professional positions at headquarters and in the field. These positions were instrumental in advancing priority action programmes and reinforcing technical work on gender equality, occupational safety and health, social protection, industrial relations and social dialogue. In accordance with Office commitments, several positions identified as critical for sustained technical implementation were subsequently absorbed by other funding sources for 2026–27 without recourse to the RBSA.

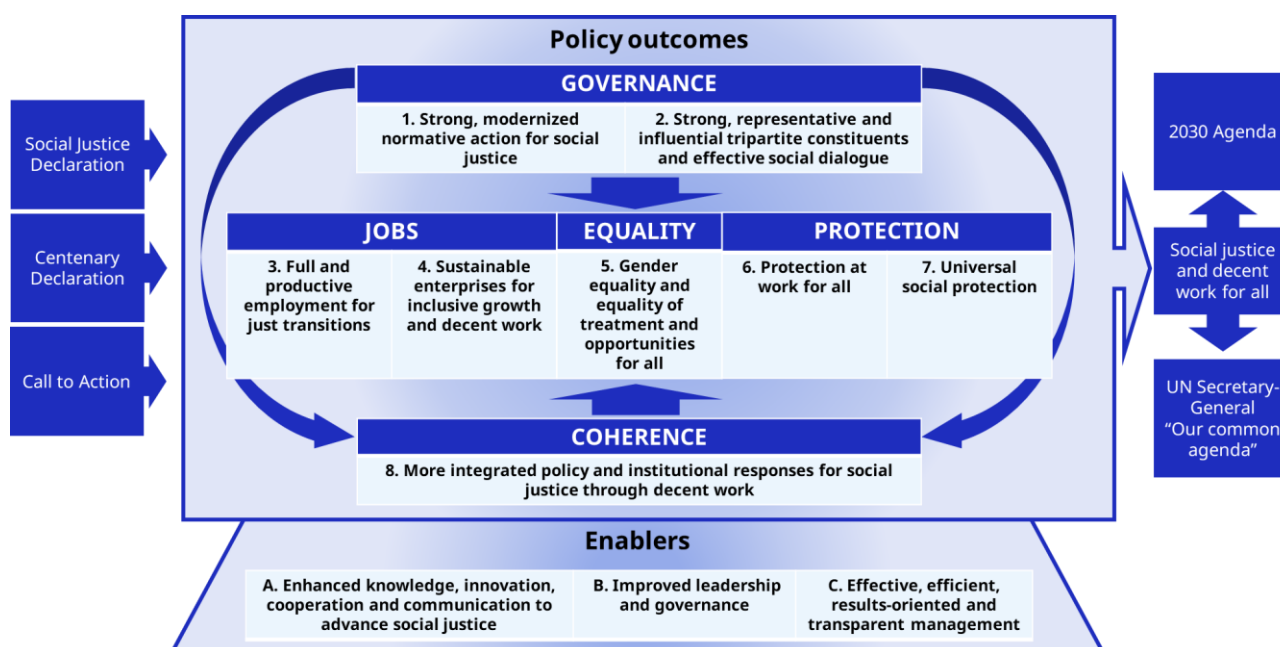


► Part II. Organizational performance in 2024–25

43. The Programme and Budget for 2024–25 sets out a global social justice programme structured around eight policy outcomes and three enablers (figure II-1), designed to:

- modernize, strengthen and disseminate the ILO’s model of governance in the world of work based on international labour standards and on social dialogue and tripartism, as the distinctive value added by the Organization (outcomes 1 and 2);
- provide support to constituents to develop and adapt policies and institutions of work that creates decent jobs, ensures equality and extends protection to all (outcomes 3, 4, 5, 6 and 7);
- increase policy coherence and investments for social justice and decent work globally and in countries through the Global Coalition for Social Justice and priority action programmes in key cross-cutting areas (outcome 8);
- consolidate the ILO’s position as a global leader in knowledge, innovation, cooperation and communication to advance social justice through decent work (enabler A);
- reinforce organizational leadership, governance and results-based management (enablers B and C).

► Figure II-1. Summary of the elements of the Programme and Budget for 2024–25



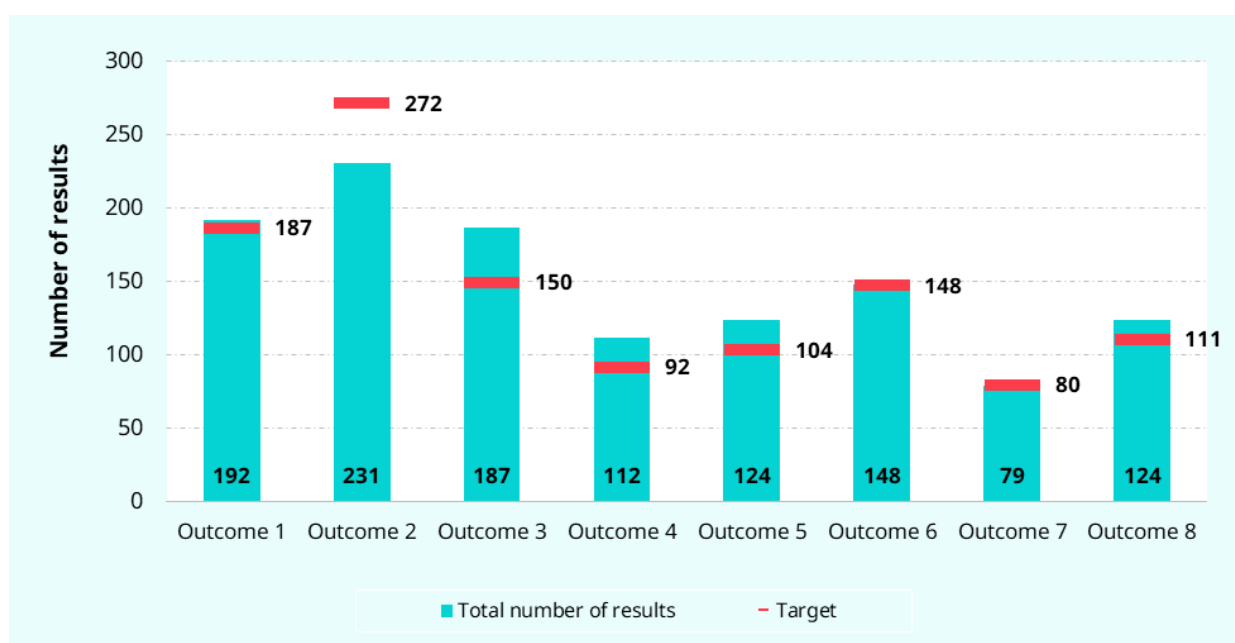
44. The accompanying results and measurement framework specify the outputs to be delivered during the biennium under each outcome and enabler, together with the indicators and targets used to measure and track progress towards results. This section summarizes the achievements against these commitments at the global and regional levels, as well as by outcome and enabler. The [ILO Decent Work Results Dashboard](#) provides comprehensive

information on the results ³ achieved with the ILO's contribution, along with additional details on progress across policy areas and countries.

Global overview of results

45. Overall, the ILO contributed to the achievement of 1,196 country results during the biennium under the eight policy outcomes, 5 per cent above the target set in the Programme and Budget. These results include 1,095 cases of policy-related and institutional progress and 101 new ratifications of ILO Conventions or Protocols (figure II-2, and details in Appendices I and II).
46. Despite the challenging financial environment outlined in Part I, the Office met or exceeded the total biennial target in six of the eight policy outcomes. This performance reflects a combination of factors. First, many results were achieved in 2024, before the full impact of the financial constraints materialized. Second, several results represent the culmination of longer-term policy and institutional reforms initiated in previous biennia, where sustained support was provided. Third, in several policy areas, multi-donor support arrangements allowed the Office to partially offset funding reductions by maximizing the integrated use of all available resources. Finally, careful financial planning and prioritization towards the end of the biennium made it possible to deliver a limited number of critical activities that were instrumental in finalizing key streams of work. At the same time, the funding cuts did affect aspects of programme delivery, slowing the pace of some reform processes and postponing certain activities, whose results may materialize in the next biennium.

► **Figure II-2. Total number of results achieved and target, by policy outcome**



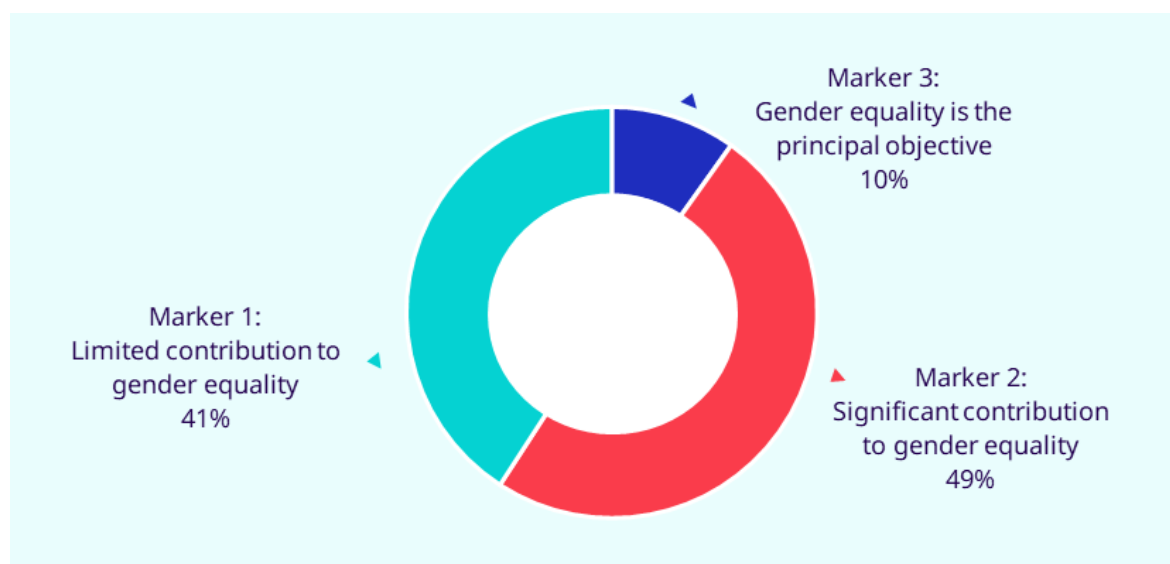
³ A result is an improvement in capacities, policies, or legislation for decent work – including ratification of ILO Conventions and Protocols – produced during the biennium with ILO support, which can be measured through the output indicators defined in the Programme and Budget and further elaborated in the [updated results and measurement frameworks](#).

47. The results achieved under the policy outcomes were underpinned by efforts to strengthen the ILO's capacity to generate knowledge through statistics and research, promote innovative policies, expand partnerships and development cooperation, exercise leadership through its governance organs, and ensure efficient, effective, results-oriented and transparent management. Most targets for the biennium set in the Programme and Budget under these enabling functions were met (Appendix III).

Contribution to gender equality

48. In line with the ILO Declaration on Social Justice for a Fair Globalization, gender equality is a priority that cuts across all the strategic objectives of the Decent Work Agenda. As such, its promotion is integrated into all ILO programmes and initiatives. For monitoring and reporting purposes, and following UN practice, the ILO's results-based management system applies a three-level gender equality marker to all country programme outcomes, based on their level of contribution to this goal.
49. During the biennium, promoting gender equality and non-discrimination was the primary objective of 10 per cent of reported results, while a further 49 per cent made a significant contribution to this goal (figure II-3). These figures are broadly consistent with performance in 2022–23 (7 per cent and 50 per cent, respectively). Most of these results were reported under policy outcome 5. However, substantial contributions were also recorded under outcome 2, notably in respect of the adoption of gender equality action plans and other measures by employers' and workers' organizations and social dialogue institutions, and under outcome 6, particularly in relation to the protection and formalization of domestic workers and other sectors with a high concentration of women workers.

► **Figure II-3. Distribution of results by the gender equality marker**



Contribution to the 2030 Agenda for Sustainable Development

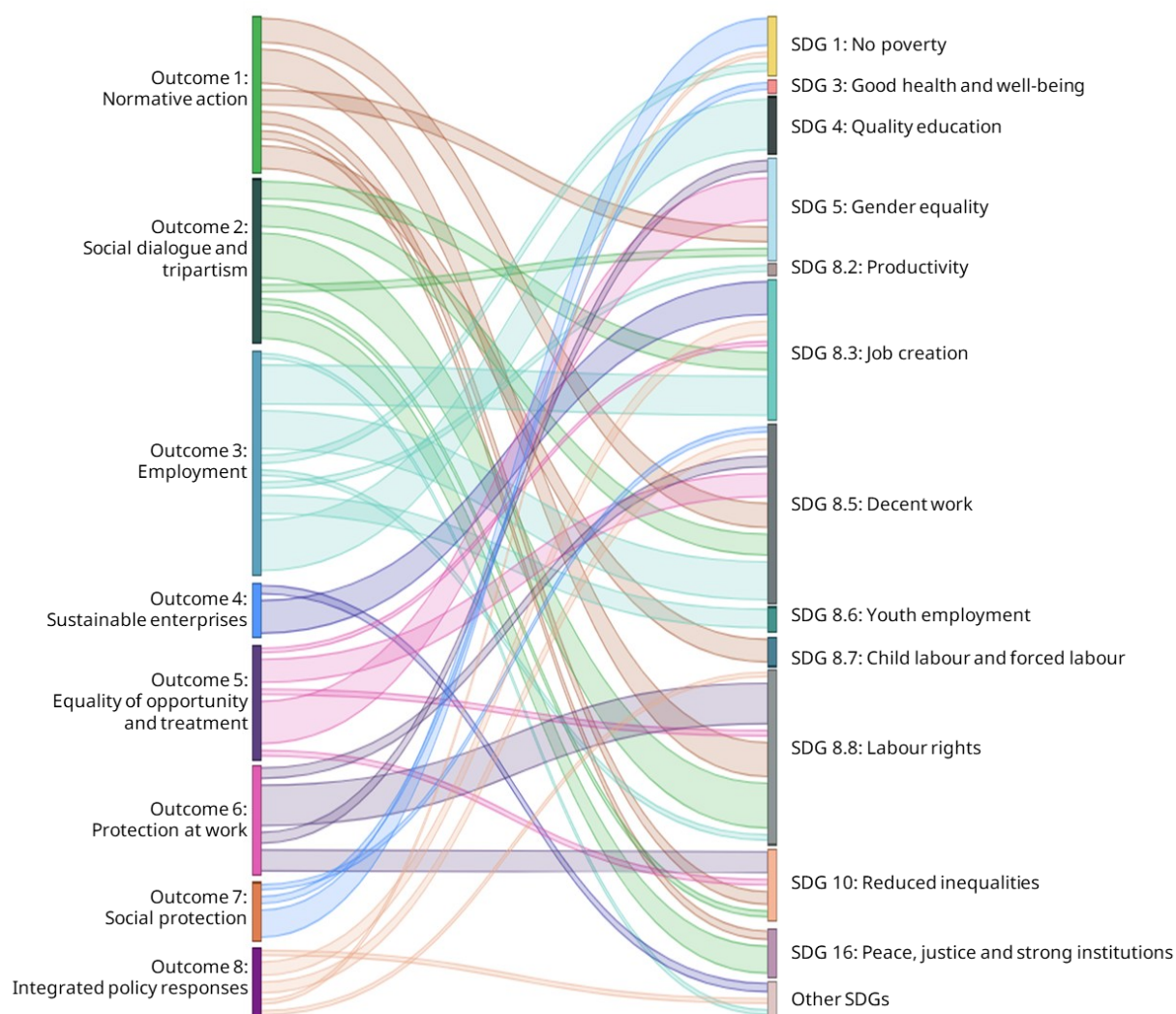
50. ILO-supported results delivered tangible progress across multiple SDGs, with a strong concentration on SDG 8 on decent work and economic growth. Overall, 89 per cent of results advanced SDG 8 targets, including target 8.5 (36 per cent of results), target 8.8 (34 per cent) and target 8.3 (30 per cent).



51. Beyond SDG 8, the results achieved during the biennium drove progress across other goals, as illustrated in figure II-4.

- SDG 1 and SDG 3: Expanded social protection under outcome 7 contributed to reducing poverty and moving closer to universal health coverage.
- SDG 4: Achievements in skills development and lifelong learning under Outcome 3 strengthened access to quality education.
- SDG 5: Efforts to ensure equal opportunities and treatment, recognize and reduce unpaid care work, protect care workers, and combat violence and harassment at work under Outcome 5 advanced gender equality.
- SDG 10: Protection of migrant workers under Outcome 6 promoted responsible mobility and equality.
- SDG 16: Progress in social dialogue and tripartism and improved access to labour justice, strengthened democracy, participation, transparency and the rule of law.

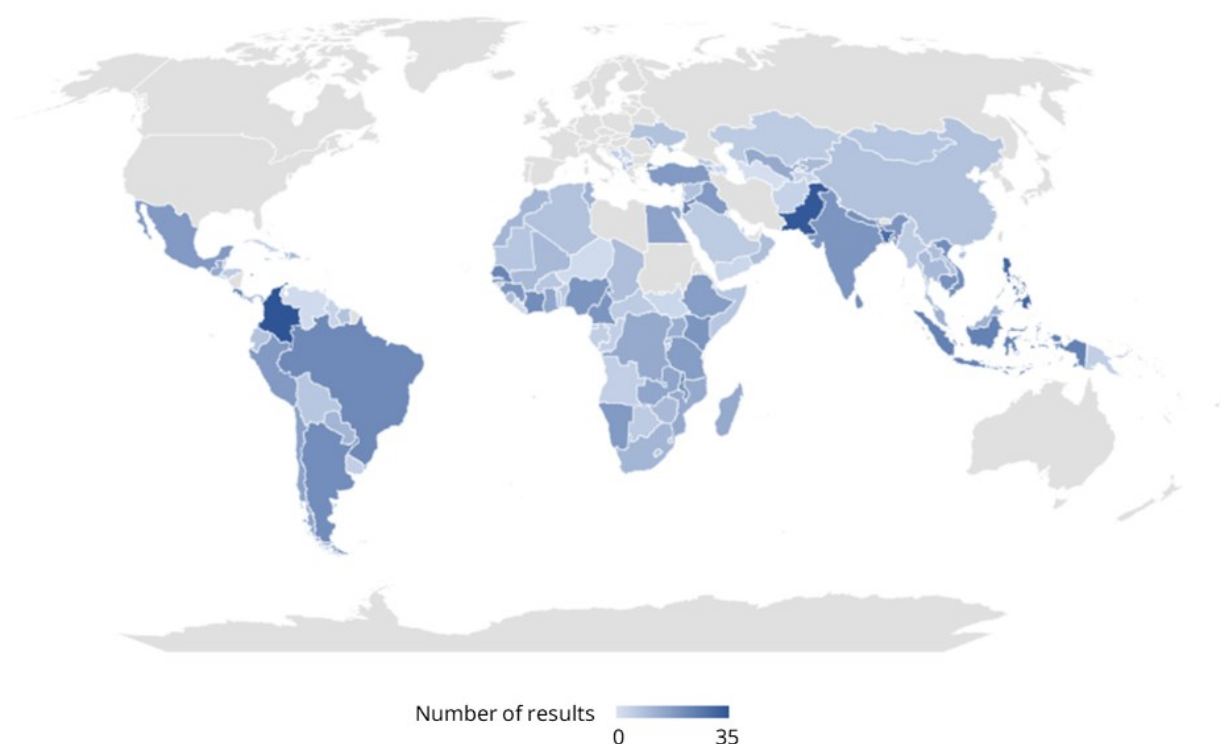
► **Figure II-4. Contribution of the SDGs**



Results by region

52. The ILO contributed to decent work results in 153 Member States and five territories during the biennium, underscoring both its global footprint and the breadth of constituent engagement (figure II-5). In 16 Member States – Argentina, Bangladesh, Brazil, Cambodia, Colombia, Costa Rica, Côte d'Ivoire, Indonesia, Malawi, Nepal, Nigeria, Pakistan, the Philippines, and Senegal, Uzbekistan and Viet Nam – the ILO supported constituents to achieve 20 or more results, reflecting sustained programme delivery in diverse regional contexts.

► **Figure II-5. Geographic distribution of results**



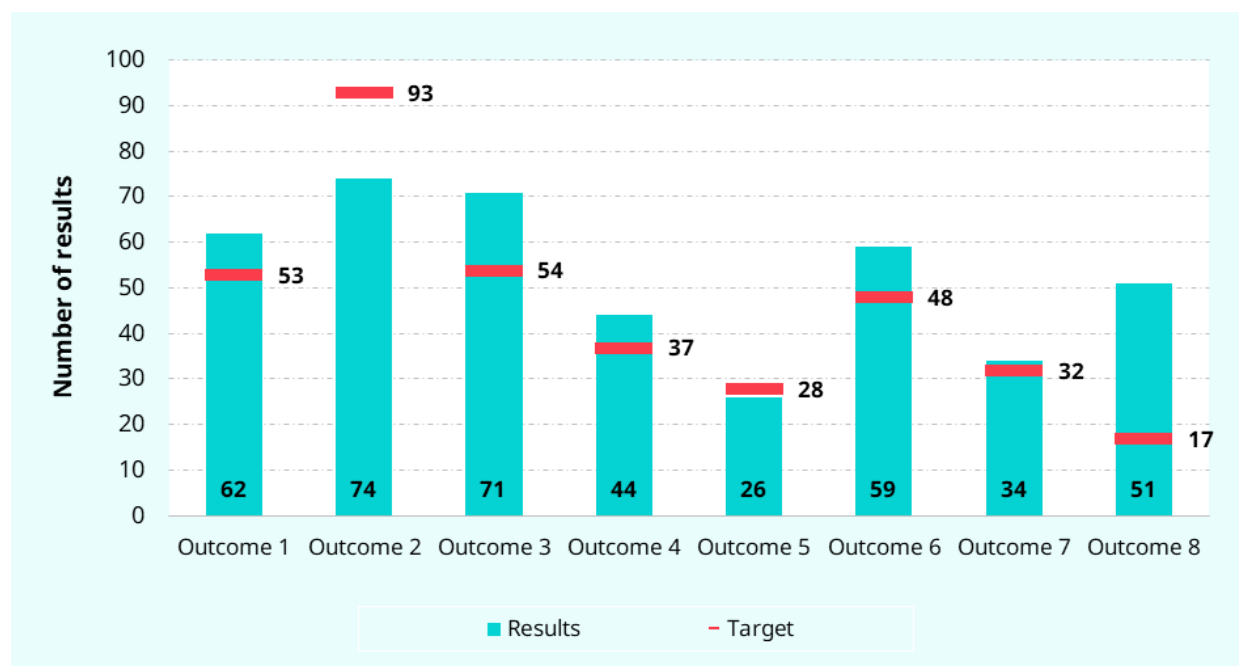
Africa

► **Table II-1. Development cooperation budget in Africa (2024–25)**

Total: US\$294.7 million			
Top five recipients		Top five funding partners	
Ethiopia	US\$23.9 million	Netherlands (Kingdom of the)	US\$64.2 million
Kenya	US\$23.2 million	European Union	US\$37.2 million
Tunisia	US\$20.9 million	Germany	US\$21.7 million
Egypt	US\$19.1 million	Sweden	US\$19.3 million
Uganda	US\$18.1 million	United States	US\$15.5 million

53. During the biennium, despite a constrained global financial environment and episodes of political instability in several countries, the region made substantial progress in implementing the [Abidjan Declaration](#) (2019). Supported by the largest development cooperation portfolio among all regions and strong engagement from development partners (table II-1), the Office registered 421 results, exceeding the biennial target for six of the eight policy outcomes (figure II-6).

► **Figure II-6. Results achieved and targets in Africa, by policy outcome**



Creating more decent jobs for young women and men

54. In response to Africa's persistent employment and youth unemployment challenges, the ILO supported integrated policy and programmatic action at the national, subregional and continental levels, achieving several major milestones:
- adoption of the [African Union \(AU\)-ILO Youth Employment Strategy for Africa](#);
 - institutionalization of a youth jobs and skills marker system for the investment and financial operations of the African Development Bank;
 - adoption of the [Dakar Compact](#) of Young Women and Men of West Africa and the Sahel for the Promotion of Decent Work and Education in Emergencies;
 - validation of the AU/ILO/UNESCO CREATE Programme (Creative Economy for African Sustainable Development);
 - organization of the 20th ILO Regional Conference for Labour-based Practitioners, focused on job creation and climate-resilient infrastructure and piloting of a green jobs assessment model in three countries;
 - implementation of employment-intensive investment programmes in 15 countries, generating 527,000 workdays directly and about 450,000 indirectly, 40 per cent for women.

Developing skills for the future of work

55. The ILO operationalized its “Africa Skills Hub” and supported constituents in strengthening skills and lifelong learning systems in 30 countries and accelerating digitalization through the Global Skills Programme. It also supported the adoption of the African [Continental Technical and Vocational Education and Training \(TVET\) strategy 2025–34](#) and the Southern African Development Community (SADC) TVET framework 2025–34, enhancing regional coherence in skills governance. The region made progress in generating skills-related data and statistics: 41 countries reported the share of youth completing TVET, while 35 collected information on work-based learning. About 250,000 people in the region benefited from skills and lifelong learning programmes supported by the ILO.

Promoting inclusive transformations with decent work in the informal and rural economies

56. ILO-supported programmes for the rural economy contributed to improved working conditions, enhanced social dialogue – notably in Equatorial Guinea, Ghana, Malawi, Mozambique and Senegal – and decent job creation in agribusiness in Kenya and Zimbabwe. Furthermore, constituents in 16 countries improved their capacity to design inclusive formalization pathways, identifying innovative solutions and good practices.

Enabling sustainable enterprises and the social and solidarity economy

57. The ILO provided technical expertise and developed knowledge products to support policy formulation and build institutional capacities for sustainable enterprises in six Member States. In February 2025, the African Union Assembly adopted the Second Ten-Year Implementation Plan (2024–33) on the Social and Solidarity Economy. To support its implementation, the ILO and the African Union conducted mapping studies in the Democratic Republic of the Congo, Egypt, Kenya, Madagascar, Nigeria and Zambia, identifying entry points, policy gaps and opportunities to strengthen the sector’s contribution to decent work and sustainable development. Progress at the country level included the development of a programme in Tunisia that facilitated access to hybrid public-private financing for more than 170 entities operating in the social and solidarity economy.

Strengthening social dialogue and tripartism

58. The ILO supported the adoption of the SADC Model Framework for Labour Dispute Resolution Systems (2024) and facilitated the establishment of a joint technical committee on public sector labour relations within the SADC to reinforce labour administration capacity. Employers’ and workers’ organizations in 25 countries enhanced their institutional capacity and policy influence. With ILO support, Business Africa adopted a revitalization road map in 2025.

Extending social and labour protection

59. Since 2015, social protection coverage in Africa has increased by only 4 percentage points, with about half of this progress achieved after COVID-19, highlighting the impact of the pandemic on political prioritization and societal recognition of this critical issue. Against this backdrop, the ILO supported the expansion of social protection systems in 25 African countries, with a focus on workers in the informal economy, rural populations, migrants and refugees. One of the highlights of the biennium is the extension of health insurance to 6 million coffee and cocoa producers in Côte d’Ivoire. The Africa Regional Social Protection Strategy (2021–2025) provided a framework for national reforms, while the African Social Security Coordination and Cooperation Forum, established in 2024 with ILO and African Union support, strengthened policy coordination at the continental level.



Advancing labour standards and gender equality

60. In 2024–25, 12 African Member States ratified 26 ILO Conventions, including 8 ratified by Angola alone. The ILO supported constituents in meeting reporting obligations and preparing for supervisory mechanisms.
61. The ILO also advanced efforts to eliminate child labour and protect migrant children, including through policy harmonization and regional consultations in preparation for the Sixth Global Conference on the Elimination of Child Labour to be hosted by Morocco in 2026. On gender equality, the ILO supported countries in addressing care work (box II-1), labour market discrimination and gender-based violence and harassment. It contributed to the development of the AU Convention on Ending Violence Against Women and Girls, adopted in February 2025, which is aligned with Convention No. 190.

► Box II-1. A national care policy in Kenya

The ILO supported the Government of Kenya in developing its national care policy through technical advice, ensuring alignment with international labour standards and the 5R Framework for Decent Care Work (Recognize, Reduce, Redistribute unpaid care work, Reward and Represent care workers). The policy adopts a multi-sectoral approach to address the disproportionate burden of unpaid care work on women and girls and promote gender equality through infrastructure, services, decent employment in care and stronger representation of care workers.

Reinforcing labour market information systems

62. African countries made progress in labour statistics and decent work data production. Overall, 22 Member States conducted labour force surveys or improved labour market information systems with ILO technical support, including in relation to child labour statistics and SDG indicators.

Deepening partnerships and global engagement

63. In May 2025, the ILO signed a new partnership agreement with the United Nations Economic Commission for Africa to strengthen policy coherence for Africa's transformation. The ILO provided inputs to key continental initiatives, including the Africa Regional Forum on Sustainable Development, the Africa Sustainable Development Report and the Conference of African Ministers of Finance, Planning and Economic Development. In February 2025, the African Union Assembly adopted the landmark decision "Social Justice in Africa: Advancing People-Centred Economic, Social and Environmental Progress", calling for enhanced cooperation with the ILO and embedding decent work within Africa's transformation agenda.



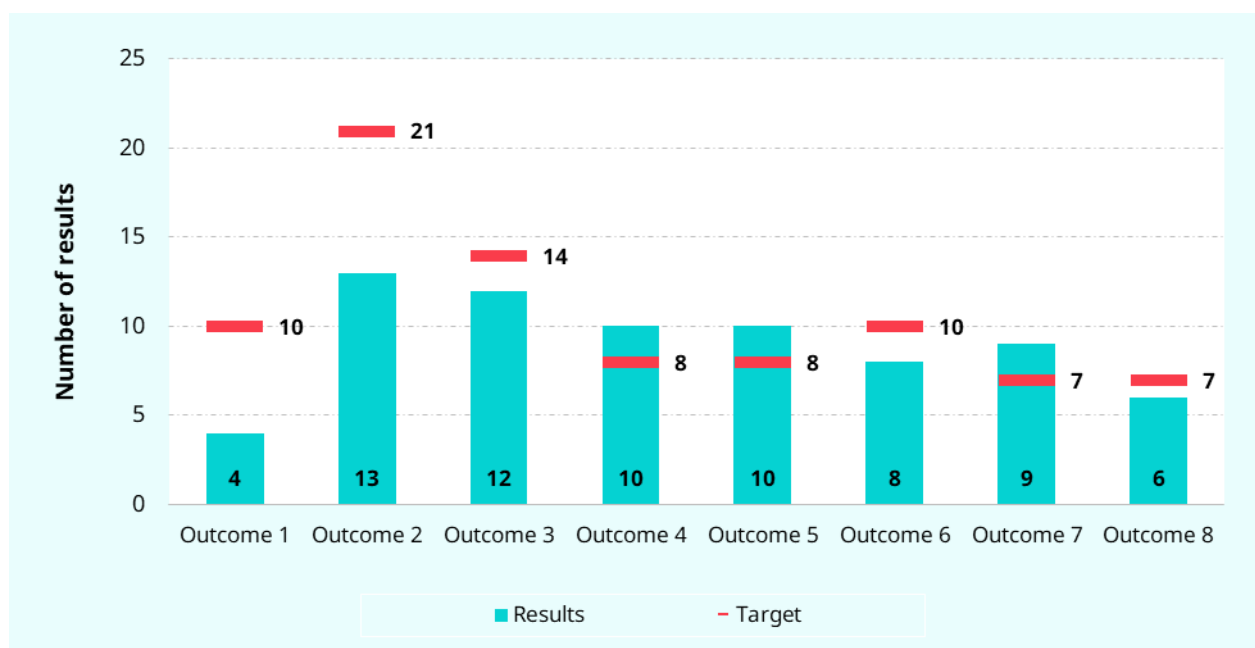
Arab States

► **Table II-2. Development cooperation budget in the Arab States (2024–25)**

Total: US\$162.0 million			
Top five recipients		Top five funding partners	
Jordan	US\$55.7 million	Germany	US\$48.2 million
Lebanon	US\$44.6 million	European Union	US\$27.3 million
Iraq	US\$32.3 million	Netherlands (Kingdom of the)	US\$22.5 million
Occupied Palestinian Territory	US\$11.0 million	Qatar	US\$6.9 million
Qatar	US\$6.6 million	Italy	US\$5.1 million

64. The ILO continued to support its constituents in the Arab States responding to demands both in high-income countries and in fragile economies highly dependent on international aid, some of which have been particularly affected by armed conflicts, climate change and natural disasters. With a growing development cooperation portfolio (table II-2), the ILO contributed to 72 results in nine Member States and, under the development cooperation programme for the Occupied Palestinian Territory, in the State of Palestine across all the policy outcomes, achieving or exceeding the target in three of them (figure II-7).

► **Figure II-7. Results achieved and targets in the Arab States, by policy outcome**



Promoting the application of standards, social dialogue and tripartism

65. Progress in the ratification of ILO Conventions in the region remained below target during the biennium, with Saudi Arabia's ratification of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), being the only new ratification recorded. However, significant advances were made in integrating comments and recommendations of

the ILO supervisory bodies into national policy and programming frameworks, such as in Jordan's Decent Work Country Programme (DWCP) 2025–27 and Bahrain's United Nations Sustainable Development Cooperation Framework. In addition, the Syrian Arab Republic cleared a decade-long reporting backlog, signalling renewed commitment to compliance with its international labour standards obligations. In December 2025, the ILO, Oman and the Cooperation Council for the Arab States of the Gulf (GCC) co-organized a tripartite regional workshop with a view to increasing ratifications and improving application of international labour standards.

66. The ILO supported national efforts to strengthen social dialogue frameworks and mechanisms across the region. In Oman, the Government convened the National Labour Forum in August 2025, establishing a new tripartite platform for dialogue on labour reforms and the future of work. This process led to the issuance of three ministerial decisions to standardize workplace governance, covering grievance handling, disciplinary procedures and model internal labour regulations.
67. Employers' organizations in the Syrian Arab Republic (box II-2) and Yemen strengthened their service delivery and policy advocacy capacities, while trade unions in four Member States expanded their outreach and inclusivity, reinforcing their role in social dialogue. The Palestinian General Federation of Trade Unions improved the provision of legal services to its members and strengthened its complaint mechanism, contributing to the resolution of 320 cases. In Iraq, trade unions adopted a joint national strategy and governorate-level action plans in 2024 aimed at expanding social security coverage for both formal and informal economy workers.

► **Box II-2. Industrial training in the Syrian Arab Republic**

In April 2025, the Damascus Chamber of Industry (DCI) reopened its Industrial Training Centre in Adra, reactivating a facility that had been dormant for 14 years. As part of the DCI's strategy to support industrial recovery, the Centre now delivers tailored technical and entrepreneurship training, including quarterly courses on occupational safety and health. To date, these activities have benefited 80 participants, strengthening skills for reconstruction and private-sector revitalization.



Advancing social protection and contributing to gender equality

68. Between 2024 and 2025, the ILO supported social protection reform and expansion across the Arab States. In Iraq, a Social Protection Expenditure Review led to reforms strengthening financing and governance, with a sharp increase in private sector social security enrolment. Oman implemented a unified contributory pension scheme that extended maternity and paternity benefits, setting a benchmark for gender-responsive social insurance within the GCC. The Syrian Arab Republic strengthened system governance and financial sustainability while the State of Palestine improved policy coherence by harmonizing social assistance delivery.
69. Progress on gender equality was also consolidated through legislative and policy reforms. Jordan extended maternity leave, introduced budget allocations for childcare infrastructure, strengthened protections for care workers, and adopted a landmark legal amendment establishing a 20 per cent quota for women on corporate boards. The State of Palestine adopted its first Gender Equality Strategy.

Fostering employment and sustainable enterprises

- 70. The ILO continued to support Member States in generating decent jobs and developing skills for workers in the digital and green economies. This included promoting integrated policy frameworks for just transitions, productivity growth, supply chain development, responsible business conduct, and an enabling environment for sustainable enterprises.
- 71. With ILO assistance, Iraq and Oman strengthened their comprehensive employment policy frameworks, and Jordan developed a sectoral road map for job creation in the construction sector. The ILO also supported improvements in technical and vocational education and training, work-based learning systems, and occupational standards in four countries.
- 72. Employment-intensive investment programmes for infrastructure development and rehabilitation, generated 899,780 workdays in Iraq, Jordan, Lebanon, the Occupied Palestinian Territory and the Syrian Arab Republic.
- 73. Iraq validated its first national small and medium-sized enterprises development policy, launched a Public Employment Services Centre, piloted Job Search Clubs, and introduced green skills training. The State of Palestine and Yemen expanded cooperative and micro, small and medium-sized enterprises (MSME) support through targeted training, financial inclusion, and green business initiatives. In Qatar, the Ministry of Labour introduced a toolkit on Responsible Business Conduct through stakeholder engagement and training. Saudi Arabia adopted a national cooperative strategy.
- 74. In Iraq, the ILO provided capacity-building and technical inputs for the revision of the nationally determined contribution (NDC). Lebanon launched its Long-Term Low-Emissions Development Strategy, incorporating ILO research and piloting climate-smart agricultural solutions.

Responding in crisis setting

- 75. Many countries and territories in the region experienced crises and conflicts during the biennium. In this context, the ILO continued to operate within the framework of the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), promoting measures to support prevention, recovery and reconstruction.
- 76. At a landmark Regional Tripartite Forum on the Impact of Socio-Economic Developments on Labour Markets in Syria and Neighbouring Countries, held in Damascus in October 2025, constituents endorsed a framework for regional dialogue that focuses on employment promotion, skills and mobility, social protection and tripartite policy coherence.
- 77. In Lebanon, employment-intensive programmes enabled municipalities to host internally displaced people during the 2024 war, providing decent employment to 665 individuals. In the State of Palestine, national institutions improved regulation of emergency employment schemes, while humanitarian actors adopted a unified cash-for-work guidance note, reducing fragmentation and ensuring a coherent, rights-based approach.



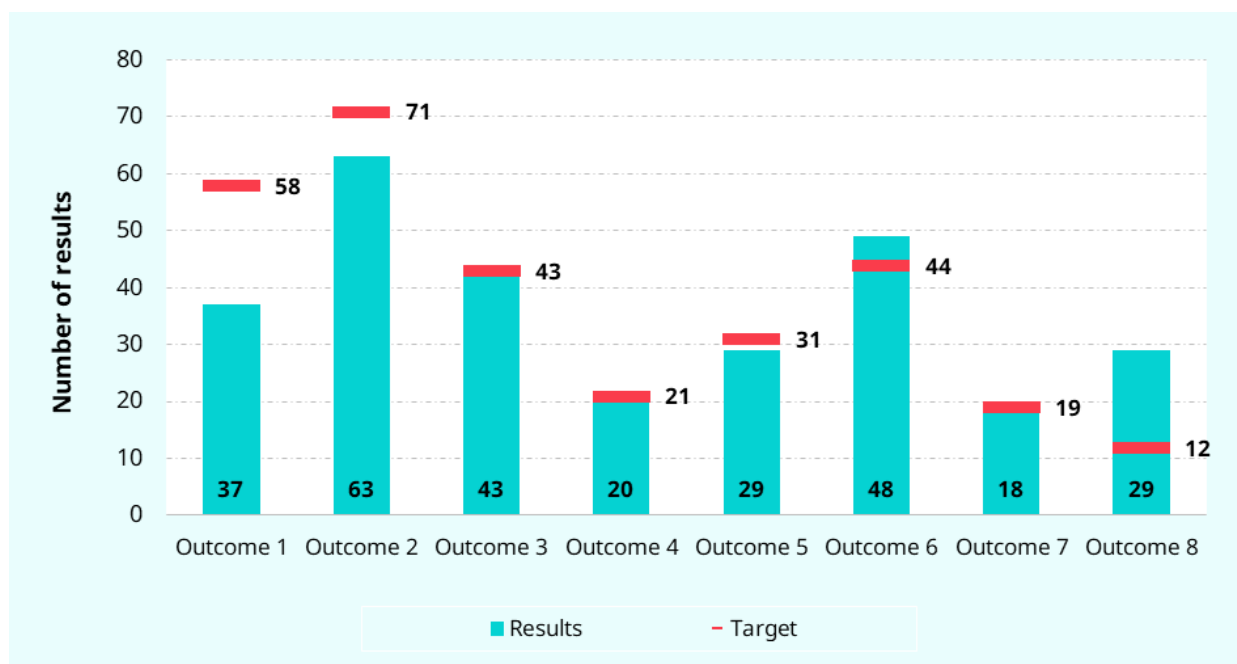
Asia and the Pacific

► **Table II-3. Development cooperation budget in Asia and the Pacific (2024–25)**

Total: US\$209.8 million			
Top five recipients		Top five funding partners	
Bangladesh	US\$48.6 million	European Union	US\$40.2 million
Viet Nam	US\$20.4 million	Canada	US\$25.2 million
Cambodia	US\$16.0 million	Private sector	US\$25.0 million
Papua New Guinea	US\$15.2 million	Japan	US\$20.0 million
Indonesia	US\$14.5 million	United States	US\$18.2 million

- 78.** Asia and the Pacific faced economic, geopolitical and environmental challenges, including supply chain disruptions, climate shocks and political instability. While employment growth remained relatively strong in 2024–25, job quality continued to lag behind: informality and gender gaps persisted, and many young people – particularly women – remained excluded from employment, education and training. At the same time, the region demonstrated resilience and dynamism, driven by rapid digital transformation, private-sector innovation and renewed reform efforts by tripartite constituents, including strengthened social dialogue and growing focus on responsible business conduct and decent work in supply chains.
- 79.** Despite a slight decline in the region's development cooperation portfolio, sustained support from funding partners (table II-3) enabled the ILO and its constituents to achieve 287 country-level results across the policy outcomes (figure II-8). While the number of ratifications during the biennium was similar to 2022–23, constituents' capacity to engage with standards-related processes increased in many countries, signalling an encouraging improvement in the region's normative performance. These results span all priority areas of the Singapore Statement (2022), as described below.



► **Figure II-8. Results achieved and targets in Asia and the Pacific, by policy outcome**

Revitalizing social dialogue and tripartism

- 80.** National social dialogue mechanisms were revitalized in ten Member States. Six countries re-established tripartite consultations on labour law reform, follow-up to ILO supervisory body observations and on minimum wages. Sectoral social dialogue also expanded to address productivity, working conditions, wages (box II-3) and grievance mechanisms in key economic sectors, contributing to more stable industrial relations, essential for investor confidence and inclusive growth. Fiji addressed long-standing concerns on the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and Right to Organise and Collective Bargaining Convention, 1949 (No. 98), through renewed dialogue on its Employment Relations Act, drawing positive feedback from the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR).

► **Box II-3. Papua New Guinea announces historic minimum wage increase**

In September 2025, Papua New Guinea approved its first minimum wage increase in nearly a decade, raising the rate from 3.50 Papua New Guinean kina to 5.00 kina in 2026, with further increases to 5.25 kina in 2027 and 5.50 kina in 2028. The reform followed an inclusive and evidence-based process led by the re-established Minimum Wages Board, involving government, workers' and employers' representatives, and nationwide consultations. The ILO supported the process through technical advice and capacity-building for the social partners, with attention to gender equality and non-discrimination in line with the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111).

- 81.** ILO-supported initiatives strengthened the institutional capacity of employers' and workers' organizations in 20 countries. In Pakistan, the Employers' Federation, together with the UN Global Compact Network and the Federation of Pakistan Chambers of Commerce and Industry, established the Pakistan Business Task Force to promote coordinated private sector support for the implementation of the UN Sustainable Development Cooperation Framework. Papua

New Guinea reinstated its national trade union centre and in Viet Nam, 10,976 new grassroots trade unions were established, strengthening worker representation at the enterprise level.

Advancing gender equality and women's empowerment

82. Significant progress was made in advancing gender equality and women's empowerment. Ten countries adopted or strengthened legislation and institutional mechanisms in line with Conventions Nos 100 and 111, the Workers with Family Responsibilities Convention, 1981 (No. 156), the Maternity Protection Convention, 2000 (No. 183), and Convention No. 190. With RBSA funding, the ILO supported the development of Indonesia's National Roadmap on the Care Economy for a Transformative, Fair and Equal World and Bangladesh's National Roadmap for Childcare. In addition, eight countries enacted or amended laws on gender-based violence and harassment, advancing the implementation of Convention No. 190 and contributing to safer, more inclusive workplaces.

Promoting inclusive employment policies, social protection and skills for life transitions

83. Member States increasingly pursued integrated approaches to skills, employment and social protection to support life-course transitions, from school to work, parenthood, ageing and disability. Malaysia hosted the ASEAN Year of Skills 2025, which led to the adoption of a [joint statement on the importance of skills development to prepare the future workforce of the region](#). Cambodia established national policy frameworks on social protection and health coverage. The first National Social Protection Policy of Sri Lanka introduced a life-cycle approach linking social assistance, care, social insurance and labour-market inclusion. China upgraded its actuarial pension model, Malaysia extended invalidity and survivor's benefits to all foreign (migrant) workers, and Timor-Leste introduced a social security portal, enhancing access to information and digital services. Five countries in the region – Indonesia, Cambodia, Nepal, Pakistan and the Philippines – were designated as Global Accelerator Pathfinder Countries, demonstrating leadership in aligning national strategies on employment social protection, and a just transition.

Facilitating transitions to the formal economy

84. The region strengthened national ownership of formalization as a driver of productivity, decent work and fiscal sustainability, increasingly embedding this objective in MSME development, social protection policies and enterprise ecosystems, supported by digitalization. With RBSA support, the ILO provided knowledge, practical tools and policy advice, including through the Regional Knowledge Sharing Forum on Formalization (Bangkok, 2024). This contributed to the adoption of national formalization road maps and other policy initiatives in Cambodia, Mongolia, Nepal, Pakistan and the Philippines. India, Kiribati and Tuvalu introduced digital platforms for social protection registration and enterprise compliance; Cambodia advanced MSME formalization frameworks; and Mongolia extended social insurance to informal economy workers. In parallel, China, India and the Philippines developed diagnostics or protections for platform workers.

Fair labour migration and protection of migrant workers

85. During the biennium, four bilateral and one regional framework and memoranda of understanding were concluded, and eight Member States adopted or revised migration policies on fair recruitment, benefit portability and reintegration. The expansion of Migrant Resource Centres and Employment Service Centres strengthened access to grievance mechanisms, skills support and reintegration services for over 300,000 migrant workers and



family members. ASEAN leaders adopted three regional instruments on skills recognition, portability of social security benefits and migrant fishers, and the Pacific Islands Forum adopted regional principles on labour mobility.

Promoting decent work in crisis situations

86. Countries in the region increasingly integrated decent work into recovery and resilience efforts. In Pakistan, post-flood programmes combined jobs, training and labour standards, generated 5,200 workdays; in the Philippines, emergency employment in the coconut sector generated 2,205 workdays while rebuilding community assets. In Viet Nam, post typhoon recovery support enabled cooperatives to restore production, while generating 4,000 workdays for affected population. In Afghanistan, employers' organizations helped preserve MSMEs and jobs amid instability. Similar approaches supported livelihoods in Myanmar and other crisis-affected contexts.

Institutionalizing just transition frameworks and developing green jobs

87. Seven countries institutionalized just transition frameworks linking climate and labour policies. Through the Partnership for Action on Green Economy (PAGE), the Global Accelerator and donor coalitions, the ILO contributed to strengthening policy coherence and tripartite engagement. Bangladesh, Nepal, Pakistan and Timor-Leste integrated green jobs and just transition principles into their NDCs; Indonesia advanced a just transition in the energy sector; and the Philippines adopted a Just Transition Framework for Green Jobs (2025), setting a regional benchmark for integrated climate and labour governance.

Developing coalitions and knowledge for social justice in Asia and the Pacific

88. Asia and the Pacific played a pivotal role in shaping the Global Coalition for Social Justice, providing intellectual and political leadership. In February 2025, the Government of India launched the Regional Dialogue on Social Justice under the Global Coalition. In September 2025, the Government of Sri Lanka and the ILO hosted the Regional Living Wage Dialogue, which saw the launch of the Asia-Pacific Digital Repository for Minimum Wages, an online platform to support transparent official minimum wage data. In the Pacific, the Government of Fiji and the ILO hosted a Pacific-wide high level tripartite event "Celebrating 50 Years of ILO in the Pacific", linking decent work and social dialogue with the 2050 Strategy for the Blue Pacific Continent. In November 2025, the ILO and the Pacific Islands Forum Fisheries Agency signed a Memorandum of Understanding to promote decent work and stronger labour standards across the Pacific fishing industry.
89. The ILO promoted knowledge partnerships through regional forums and South-South cooperation, ensuring alignment with regional frameworks such as ASEAN's labour and social protection strategies and the Pacific Labour Mobility initiatives. These partnerships positioned ILO research as a reference for regional decision-making and donor engagement.



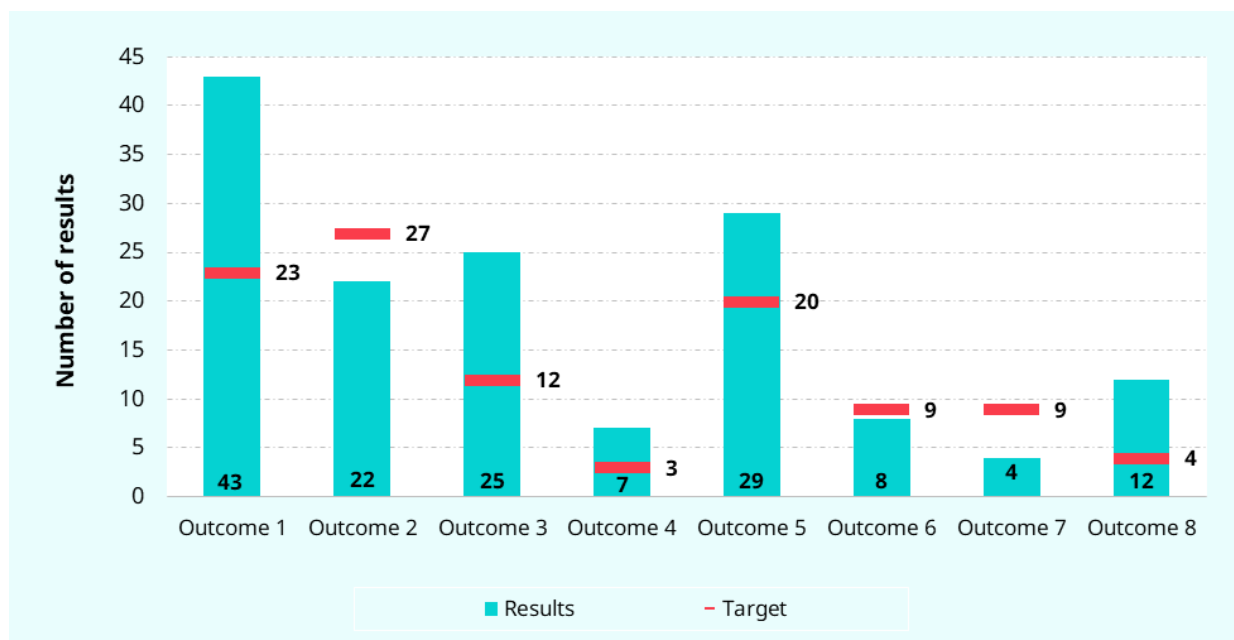
Europe and Central Asia

► **Table II-4. Development cooperation budget in Europe and Central Asia (2024–25)**

Total: US\$84.9 million			
Top five recipients		Top five funding partners	
Türkiye	US\$47.6 million	European Union	US\$33.8 million
Bosnia and Herzegovina	US\$7.9 million	Germany	US\$15.8 million
Ukraine	US\$6.5 million	Private sector	US\$7.4 million
Republic of Moldova	US\$5.3 million	United States	US\$5.7 million
Uzbekistan	US\$4.5 million	Sweden	US\$3.7 million

90. The ILO supported Member States in Europe and Central Asia to tackle informality, wage gaps and labour rights deficits through legal reforms, institutional strengthening, employment programmes and strategic partnerships. Driven by a development cooperation portfolio covering a range of issues across the region and a large number of ratifications (table II-4), the Organization contributed to 150 results, exceeding the overall target level for the region and the targets for five policy outcomes (figure II-9). This included 34 ratifications of ILO Conventions by 23 Member States.

► **Figure II-9. Results achieved and targets in Europe and Central Asia, by policy outcome**



Promoting labour rights at work

91. During the biennium, six Member States adopted measures to address gender and other forms of discrimination in the world of work through social dialogue. With ILO support, legal and policy reforms advanced maternity protection, the rights of domestic workers, and protection against violence and harassment at work (Convention No. 190). These reforms introduced clearer employer obligations, strengthened labour inspection and improved

institutional responses to gender-based violence. The ILO also supported targeted employment programmes to reduce structural barriers faced by women, youth and persons with disabilities, including through access to childcare, transport and vocational training. Evidence-based tools – such as the ILO Care Policy Investment Simulator, time-use surveys and gender pay gap analyses – informed national planning, care policy reforms and, in several cases, European Union accession strategies.

92. In Kyrgyzstan, the ILO trained government officials, parliamentarians and civil society actors to support the implementation of Convention No. 190, ratified in 2024, with a focus on the health sector, where women face heightened risks of workplace violence. In Türkiye, gender equality and non-discrimination in the world of work were integrated into the new UN Sustainable Development Cooperation Framework (2026–2030).
93. The ILO and the Government of Turkmenistan signed a cooperation agreement in May 2024 to improve labour conditions in the cotton sector. The resulting road map strengthened the legal and policy framework, enhanced enforcement capacity and informed the monitoring of the 2024 cotton harvest, marking a key step in preventing and addressing child labour and forced labour in the country.

Fostering employment and formalization

94. The ILO supported countries in the region to advance employment creation, including in the green economy. To address low labour market participation, particularly among young people, several countries scaled up Youth Guarantee schemes (box II-4) and expanded targeted vocational training. In Montenegro, unemployment fell from 11.6 per cent at the end of 2024 to a historic low of 9.13 per cent by mid-2025. In Kazakhstan, the Government signed a Roadmap for the Promotion of Decent Work (June 2024) and declared 2025 the Year of Working Professions, aiming to strengthen technical and vocational education and increase state-funded training opportunities.

► Box II-4. Regional Momentum on Youth Guarantee Schemes

With ILO support, Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia scaled up Youth Guarantee schemes targeting young people not in employment, education or training (NEETs).

In 2025, Bosnia and Herzegovina's governmental entities and the Brčko District endorsed Youth Guarantee action plans developed through interministerial and tripartite coordination. With support from the European Union, the ILO provided technical guidance, updated knowledge tools, and facilitated working sessions to identify policy priorities aligned with ILO standards and EU practice. Peer-learning exchanges and collaboration with the European Training Foundation further strengthened public employment services and improved the integration of young people not in education, employment or training.

In Serbia, the pilot Youth Guarantee Implementation Plan, introduced in three districts, helped reduce the NEET rate to below 13 per cent, despite youth unemployment remaining high at 24.1 per cent. Based on these results, the Government plans to expand the scheme nationwide by 2027.

95. In parallel, concrete progress was made in formalizing employment, including through the introduction of formal job pathways and social support mechanisms for refugees in Türkiye; the use of AI tools by the labour inspectorate in Albania, which led to a 63 per cent increase in detected cases of informal employment; and the strengthening of public employment services and local employment partnerships across the region.



Building resilience through decent work

96. In Armenia, Türkiye and Ukraine, the ILO contributed to peace, recovery and resilience by embedding decent work into national reconstruction and employment strategies. In Armenia, support focused on the labour market integration of forcibly displaced persons from Nagorno-Karabakh through expanded employment services and formalization pathways. In Türkiye, decent work principles were integrated into the 12th National Development Plan (2024–28) and the National Employment Strategy (2025–28) following the 2023 earthquakes.
97. In Ukraine, the ILO's Transitional Cooperation Strategy (2024–25) promoted employment and social protection for veterans, persons with disabilities, returnees and internally displaced persons, alongside expanded childcare services and skills development for women. Support also included strengthening local employment partnerships, advancing MSME integration into supply chains, promoting fair recruitment in high-risk sectors, reinforcing occupational safety and health systems, and supporting labour-law reforms aligned with international labour standards and European Union requirements. A tripartite memorandum signed at the 2025 Ukraine Recovery Conference reaffirmed national commitment to social dialogue and labour-governance reform.

Accelerating progress through partnerships and regional initiatives

98. Through engagement in the Global Accelerator and the Global Coalition, the ILO strengthened regional cooperation on key priorities, including international labour standards, social dialogue, a just transition, demographic change and digitalization. Albania and Uzbekistan became pathfinder countries of the Global Accelerator, prioritizing areas such as social protection, the care economy, vocational education and formalization, with the ILO supporting national coordination mechanisms and multi-stakeholder action plans. In Bosnia and Herzegovina, a Global Accelerator project advanced green transition efforts in the coal sector while strengthening household resilience to climate shocks.
99. In partnership with the UN system, the ILO re-launched the Issue-based Coalition on Social Protection and Jobs. The Organization also deepened its engagement with the United Nations Economic Commission for Europe and the United Nations Population Fund to analyse the effect of demographic shifts in the region's labour markets, as an opportunity to build more equitable, inclusive and resilient societies.

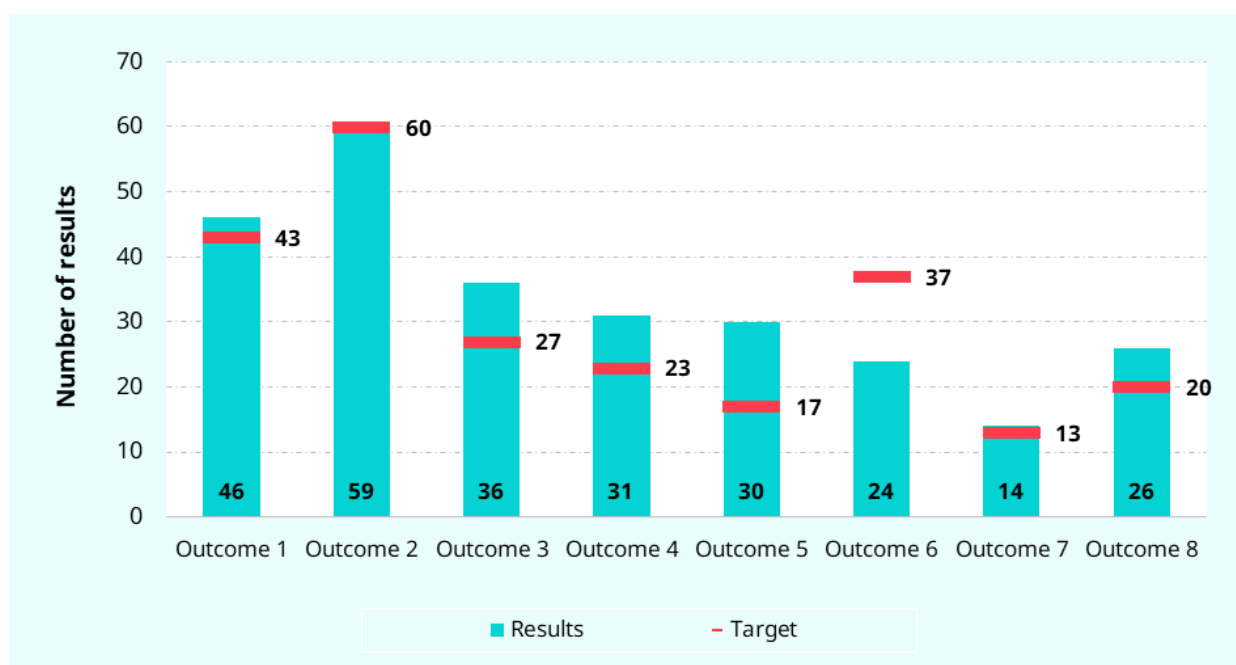
Latin America and the Caribbean

► **Table II-5. Development cooperation budget in Latin America and the Caribbean (2024–25)**

Total: US\$112.4 million			
Top five recipients		Top five funding partners	
Colombia	US\$50.9 million	Colombia	US\$47.7 million
Mexico	US\$10.4 million	United States	US\$17.8 million
Brazil	US\$10.1 million	Canada	US\$7.4 million
Haiti	US\$7.5 million	Brazil	US\$7.0 million
Peru	US\$6.8 million	European Union	US\$3.9 million

- 100.** At the 20th American Regional Meeting in October 2025, the ILO constituents adopted the [Punta Cana Declaration](#) for democracy, peace, decent work and social dialogue: Uniting the Americas for a future with sustainable development and social justice, setting out priorities with the aim of promoting inclusive and sustainable growth, reducing informality, closing structural gaps and ensuring social justice for all people in the region.
- 101.** The ILO continued supporting its constituents in Latin America and the Caribbean with a limited development cooperation portfolio composed primarily of trust funds (table II-5). The termination of projects funded by the United States affected planned interventions, notably in Brazil and Mexico. The 266 results registered in the region, however, are above the target set for the biennium in six of the eight policy outcomes (figure II-10), due to the continued engagement of the national constituents, at the provincial, regional and national levels.

► **Figure II-10. Results achieved and targets in Latin America and the Caribbean, by policy outcome**



Promoting international labour standards, social dialogue and labour relations

- 102.** Eleven Member States from Latin America and the Caribbean ratified 22 ILO Conventions, including five ratifications of the fundamental Conventions on occupational safety and health (OSH). The Office continued promoting the effective application of standards through technical and normative advice, including by leveraging capacity building – including for magistrates, judges and legal professionals –, knowledge sharing and peer exchanges carried out in the framework of the Regional Initiative for the Strengthening of Social Dialogue and Collective Labour Relations launched in 2024 with RBSA support.

Fostering respect for fundamental principles and rights at work, with a focus on gender equality, child labour and occupational safety and health

- 103.** To address persistent gender inequality in the region, the ILO supported the development of care policies through social dialogue in nine Member States, promoting the integration of the 5R Framework for Decent Care Work into legislative reforms, national care systems and institutional programmes, and contributing to its inclusion in the Tlatelolco Regional

Declaration (2025) for the professionalization and social recognition of care work. The equalization of pension credits in Chile and the adjustment of pension and maternity benefits in the Bahamas also contributed to gender equality.

104. The ILO reinforced regional and national action to eliminate child labour, building on the strengthened Regional Initiative for a Child Labour-Free Latin America and the Caribbean. This tripartite alliance, comprising 31 Member States, launched the Regional Observatory on Child Labour, expanded the implementation of Child Labour Risk Identification Models (MIRTI) and rolled out the *Monitora+* digital tool, which facilitates the monitoring of national commitments and results.
105. In parallel, the ILO advanced efforts to strengthen OSH systems through tripartite social dialogue, peer learning and regional cooperation, with results achieved in eight countries. In 2025, the ILO supported the launch of the Tripartite Regional Collaboration Space on Occupational Safety and Health and contributed to the annual meetings of the Ibero-American Network of Labour Inspections (REDIBIT).

Strengthening the institutional capacity of the social partners

106. The ILO strengthened the institutional capacities of workers' organizations through targeted publications, campaigns and training programmes on issues such as collective bargaining, technological change and the care economy. These initiatives enabled workers' organizations in nine Member states to enhance their role and influence in public policy and regulatory processes at the national and regional levels.
107. The ILO supported employers' organizations through tailored training on productivity drivers, digital transformation and AI, with results achieved in 18 Member States. Key regional initiatives included the Business Forum on Productivity (2024), the Business Workshop on Artificial Intelligence (2025), a high-level tripartite regional forum co-organized with the UN Economic Commission for Latin America and the Caribbean (ECLAC) on responsible business conduct in supply chains (2024), and a dedicated programme on environmental, social and governance (ESG) standards.

Innovative solutions to promote transitions to the formal economy

108. Informal employment remains a structural challenge in Latin America and the Caribbean, affecting 47.6 per cent of the working population. This was addressed, among other strategies, by the formalization of entities in the social and solidarity economy and the extension of social protection coverage – reaching, for example, 650,000 domestic workers in Colombia (Law 2466). The ILO launched the [FORLAC 2.0 Regional Strategy for the Promotion of Formalization in Latin America and the Caribbean \(2024–30\)](#), which advanced innovative, technology-enabled solutions to support enterprises and workers in transitioning to the formal economy.
109. A key example is “MAIA”, an AI-enhanced platform piloted with around 500 coffee producers in Huila, Colombia, that provides contextualized guidance on business and financial management, agricultural practices, formalization processes and decent work. The tool has also been used by MSMEs in Panama and will be applied in value chains in the Dominican Republic and Costa Rica.



Developing skills and lifelong learning systems to foster inclusion and decent jobs

- 110.** The ILO – notably through the Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR) – supported Member States in strengthening skills systems through tripartite social dialogue, with significant results registered in nine countries. Such results include improved governance and financing mechanisms, strengthened labour market intelligence on skills needs, more flexible and innovative learning pathways, inclusive skills development programmes and higher-quality work-based learning initiatives, and a regional mechanism for the recognition of certifications and prior learning (box II-5) adopted in the framework of the Regional Strategy on Labour Migration and Human Mobility in Latin America and the Caribbean 2023–2030.

► Box II-5. A “skills passport” to facilitate labour mobility

The Skills Passport is a regional initiative to support safe, orderly and regular labour mobility through the mutual recognition of skills certifications and prior learning. Developed in the framework of the ILO Regional Strategy on Labour Migration and Human Mobility in Latin America and the Caribbean 2023–2030, the passport aims to strengthen the socio-economic integration and decent work opportunities of people in situations of mobility, addressing high informality, increasingly complex migratory flows and limited cross-border recognition of qualifications. To date, tripartite representatives from 15 countries have joined the regional mechanism for mutual recognition, which establishes common quality criteria to ensure that certifications issued in one country are officially recognized in others.



Advancing green jobs and a just transition

- 111.** The ILO stepped up its support for a just transition to more environmentally sustainable economies and societies in ten Member States, particularly in Central America and the Caribbean. The ILO strengthened partnerships and national capacities to apply quantitative methodologies to estimate green jobs and assess transition scenarios. It also supported the participation of the tripartite constituents in key regional and global processes, including the United Nations Climate Change Conference (COP30) and the Amazon Cooperation Treaty Organization, supporting the effective participation of indigenous peoples in the design of climate change policies and green jobs strategies.

Developing partnerships, statistics and knowledge

- 112.** The ILO actively participated in multiple thematic coalitions and inter-agency working groups in the region, including the UN regional collaboration platform (RCP LAC 2.0). The Office participated actively in the development of United Nations Sustainable Development Cooperation Frameworks and has developed seven DWCPs. At the regional level, the ILO contributed to key political forums such as the Inter-American Conference of Ministers of Labour, the Council of Labour Ministers of Central America and the Dominican Republic, the 13th Meeting of Caribbean Labour Ministers, and the XVI Regional Conference on Women in Latin America and the Caribbean in partnership with the ECLAC and the United Nations Programme for Gender Equality and the Empowerment of Women (UN Women). The ILO also supported national efforts to improve labour statistics and adopt the recommendations from the International Conference of Labour Statisticians and continued developing flagship knowledge products such as its annual publication *Labour Overview*.

Results by policy outcome

Outcome 1. Strong, modernized normative action for social justice

Highlights

- During 2024–25, 56 Member States registered 101 new ratifications, demonstrating continued commitment to international labour standards. Momentum was particularly strong in relation to gender-equality-related instruments, with a total of 30 ratifications covering the Equal Remuneration Convention, 1951 (No. 100); the Violence and Harassment Convention, 2019 (No. 190); the Domestic Workers Convention, 2011 (No. 189); the Maternity Protection Convention, 2000 (No. 183); and the Workers with Family Responsibilities Convention, 1981 (No. 156). The ILO supervisory bodies also recorded 12 cases of improved application of Conventions Nos 100 and 111.
- The International Labour Conference adopted the Biological Hazards in the Working Environment Convention (No. 192) and Recommendation (No. 209), 2025. The Governing Body also decided to include on the agenda of the 115th Session of the International Labour Conference (2027) a standard-setting discussion on the consolidation of chemical-hazard instruments, marking progress towards a coherent and modernized body of standards on occupational safety and health.
- In November 2025, the Governing Body approved a package of measures to streamline reporting and improve information quality, introducing innovative online tools to share examples of compliant laws and practices. *
- The political declaration of the Second World Summit on Social Development renewed global commitments to the fundamental principles and rights at work and encouraged Member States to ratify and implement the ILO fundamental Conventions, reinforcing the Organization's leadership in social justice.

* GB.355/LILS/1/Decision.

- 113.** The ILO continued to reinforce and modernize its normative action in a challenging environment marked by resource constraints and complex global developments. Standard-setting, promotion, ratification and supervision remained a core pillar for delivering results across policy outcomes. Member States sustained strong interest in normative work, and the Office advanced the modernization of supervisory working methods through tripartite consultation. Collaboration with UN entities deepened at the country and global levels, while development cooperation projects continued to make tangible contributions to the application of international labour standards (box II-6).

► Box II-6. Effective application of international labour standards through development cooperation

The High-Level Evaluation of the ILO Development Cooperation Strategy (2024) confirmed that projects embedding the ILO's tripartite and normative approach are particularly effective in meeting constituents' needs.

- In **Turkmenistan**, the ILO and the Government adopted a road map for the implementation of the Abolition of Forced Labour Convention, 1957 (No. 105), following a discussion in the Committee on the Application of Standards (CAS). Despite resource constraints, with support from the United States and with RBSA funding, the ILO organized two observation campaigns for the cotton harvest, leading to wage increases and the inclusion of cotton picking and growing in the list of hazardous work, prohibiting child participation.
- The **Syrian Arab Republic**, with support from the PROSPECTS project funded by the Kingdom of the Netherlands, resumed regular dialogue with the ILO supervisory bodies and submitted

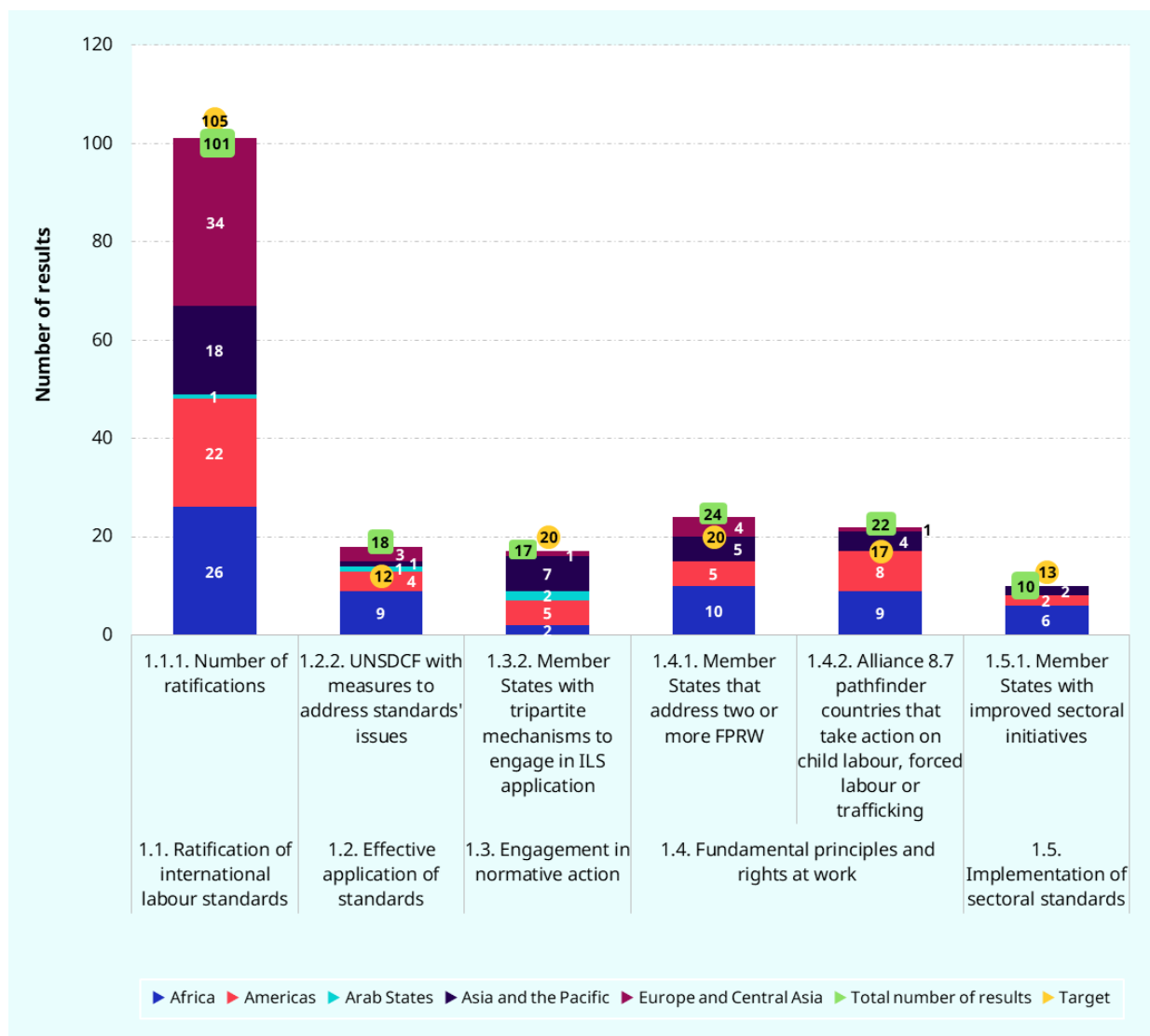


40 outstanding article 22 reports in 2025 with active social partner engagement, signalling a renewed political and institutional commitment towards the application of international labour standards in the country.

Performance in relation to the 2024–25 targets and commitments

- 114.** During the biennium, the ILO supported Member States in advancing the ratification and application of international labour standards, strengthening tripartite engagement in normative action, promoting the fundamental principles and rights at work and implementing sectoral standards. Progress was significant: the number of results was very close to the biennial target in all the indicators (figure II-11). The supervisory bodies noted 51 cases of progress – surpassing the target of 50 – and timely submission of article 22 reports rose to 42 per cent in 2024 and 55 per cent in 2025, well above the 40 per cent benchmark.

► **Figure II-11. Results achieved under outcome 1, by output indicator and region**



- 115.** The Office assisted constituents through legal gap analyses, tripartite consultations, knowledge-sharing initiatives and technical advice to advance **ratifications**. Although the 101 ratifications recorded (see details in Appendix I) fell slightly short of the Programme and

Budget target, the level remained consistent with previous biennia (97 in 2022–23). Ratification of newer technical instruments – designed to replace outdated ones – progressed more slowly, explaining the constituents’ careful consideration of abrogation within the broader ILO standards policy to preserve the coherence and relevance of the standards system.

116. Of the total ratifications, 68 concerned technical instruments, 28, fundamental Conventions and 5, governance Conventions. Global ratification campaigns generated particular momentum for gender-equality-related Conventions Nos 190, 189, 183 and 156, and for sectoral instruments such as the Maritime Labour Convention, 2006, as amended (MLC, 2006), and the Work in Fishing Convention, 2007 (No. 188).
117. Following the designation of a safe and healthy working environment as a fundamental principle and right at work in 2022, the Occupational Safety and Health Convention, 1981 (No. 155), and Convention No. 187, were ratified by 9 and 13 Member States, respectively. This renewed focus on occupational safety and health also spurred additional ratifications of sectoral OSH Conventions in construction, mining and agriculture, as well as of the Safe and Healthy Working Environment (Consequential Amendments) Convention, 2023 (No. 191), which entered into force in October 2024. At the same time, there were very few new ratifications of the other fundamental Conventions, and each governance Convention received one ratification only. The outcomes of the Second World Summit on Social Development and the Governing Body’s 2024 plan of action on fundamental principles and rights at work are expected to help renew momentum in this area.
118. The supervisory bodies maintained regular monitoring of the **application** of international labour standards, supported by the Office. The CEACR noted 51 cases of progress and 144 with potential for further improvement. Of 1,237 observations made by the CEACR in 2023 and 2024, the Conference Committee on the Application of Standards (CAS) selected 48 individual cases for discussion in 2024 and 2025. The CAS also held two special sittings concerning Belarus following a resolution of the International Labour Conference under article 33 of the ILO Constitution. The Committee on Freedom of Association (CFA) reviewed 101 active and 33 follow-up cases, as well as five representations under article 24 of the ILO Constitution concerning trade union matters. The total number of article 24 representations before the Governing Body peaked at 34 pending cases in March 2025; 16 were examined and 2 resolved through voluntary conciliation. The CEACR continued its annual exchanges with UN human rights mechanisms to strengthen coherence across supervisory systems.
119. The Office provided tailored support for the application of the standards through legislative reviews, facilitation of voluntary conciliation and tripartite dialogue. In Chile, following six article 24 representations and four CFA complaints, Office support for optional conciliation led to successful outcomes in three cases. Tripartite dialogue was also reinforced through joint examination of labour-law reforms to strengthen dispute-resolution mechanisms.
120. Complaints under article 26 of the ILO Constitution before the Governing Body concerned Bangladesh, Chile, Guatemala, Nicaragua and Saudi Arabia. Although a Commission of Inquiry on Nicaragua (Conventions Nos 87, 98, 111 and 144) could not be established due to late-2025 financial constraints, the Office actively supported the Governing Body and the International Labour Conference in following up on recommendations from Commissions of Inquiry concerning the Bolivarian Republic of Venezuela, Belarus and Myanmar, as well as related article 33 resolutions.
121. In 18 Member States, observations of the ILO supervisory bodies were integrated into new UN Sustainable Development Cooperation Frameworks or DWCPs derived from them. This progress reflected sustained capacity-building by the Office and the Turin Centre. The ILO also



contributed to UN System Staff College training promoting the integration of international labour standards into UN programming principles, including the human rights-based approach, leave no one behind, and gender equality and women's empowerment.

122. Member State capacity for **engaging in normative action** was reinforced in 17 countries, including through tripartite reviews of labour-law reforms guided by supervisory body observations in Bangladesh, Guatemala, North Macedonia and Pakistan. In Latin America, targeted support for dispute resolution on international labour standards strengthened tripartite institutions in countries such as Chile, the Dominican Republic, Guatemala and Honduras.
123. Timely submission of article 22 reports improved, driven by innovative CEACR working methods and continued capacity-building by the Office and the Turin Centre. The new streamlined reporting modalities regrouping all article 22 reports around 15 thematic implementation reports to be launched in 2027 is expected to enhance efficiency and transparency further.
124. The Turin Centre remained a cornerstone of constituent engagement on normative mechanisms and fundamental principles and rights at work. It trained hundreds of constituents, judges and legal professionals through global and regional courses, including the flagship Academy on International Labour Standards, which resumed in-person sessions in 2024.
125. With ILO support, 24 Member States adopted integrated frameworks to promote **fundamental principles and rights at work**, surpassing the biennial target despite funding reductions in early 2025. The Office mitigated resource constraints by focusing on priority areas of the 2024 plan of action, mobilizing new partnerships and optimizing the use of regular budget resources.
126. Results in this area confirmed the interdependence between freedom of association, collective bargaining and the prevention of child labour, forced labour and discrimination. In Côte d'Ivoire, the 2025–2029 National Action Plan to Combat Child Labour, Trafficking and Exploitation – developed jointly with the social partners – integrated these principles and strengthened labour inspection. In parallel, the Inter-Union Committee to Combat Child Labour launched a sectoral plan to promote unionization among cocoa-sector agricultural workers.
127. The ILO supported 22 Alliance 8.7 pathfinder countries in combating child labour, forced labour and trafficking in persons, following the 2024 Annual Pathfinder Workshop that convened national focal points from 33 countries to share progress and financing strategies. Sectoral initiatives reinforced these efforts. For example, a 2024 survey of tenant growers in Malawi's tobacco sector provided key data on labour conditions in response to observations of the Conference Committee on the Application of Standards under the Forced Labour Convention, 1930 (No. 29). The [Regional Initiative: Latin America and the Caribbean Free of Child Labour](#) celebrated its tenth anniversary by accelerating national action for the elimination of child labour and the protection of adolescent work.
128. Measures to apply **sectoral labour standards**, codes of practice and guidelines were adopted in ten countries with ILO support. Key highlights include:
 - Cameroon, Chad and Pakistan adopted OSH strategies and established OSH committees in health services through the ILO–OECD–WHO Working4Health programme;



- the [ILO code of practice on safety and health in textiles, clothing, leather and footwear](#) provided updated information on a new factory-compliance tool in Cambodia and an OSH Directive in Ethiopia;
 - in Lesotho, a public-service bargaining council and national implementation plan on Convention No. 151 were validated; in Antigua and Barbuda, a tripartite plan of action for full implementation of Convention No. 151 was adopted;
 - in Namibia's fisheries sector, constituents adopted a work plan and concluded five new collective agreements;
 - drawing on the [ILO code of practice on safety and health in construction](#), national codes were adopted in Pakistan and Vanuatu, the latter adapted for post-disaster reconstruction.
- 129.** Technical meetings were held on the [building materials](#), [food and beverages](#), and [railways](#) sectors; expert meetings adopted new codes of practice in forestry, recycling and fishing; and regional meetings in Latin America and Africa addressed the [road transport](#), [mining](#) and [culture and creative](#) sectors. Enhanced interagency collaboration with the Food and Agriculture Organization (FAO), the International Maritime Organization (IMO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO) ensured the integration of international labour standards within instruments and initiatives of other entities – including for example on the blue economy (box II-7) – , ensuring policy coherence across the UN system.

► **Box II-7. Advancing Decent Work in the Blue Economy**

The Partnership for Advancing Decent Work in Fisheries, launched at the Third United Nations Ocean Conference by the ILO in collaboration with the Governments of France and the United Kingdom of Great Britain and Northern Ireland, accelerated the ratification and effective implementation of Convention No. 188. The MLC, 2006, reached the symbolic threshold of 110 ratifications, further strengthening the global framework for decent work at sea.

A Joint Tripartite Working Group promoted by the ILO and the IMO adopted recommendations on violence and harassment at sea and guidelines for the fair treatment of seafarers detained in connection with alleged crimes. This prompted the International Labour Conference to adopt amendments to the MLC, 2006, for enhanced protection along with recognition of seafarers as key workers, strengthening rights to shore leave and repatriation.

In addition, the ILO concluded an agreement with the International Seabed Authority to enhance OSH in seabed activities. The Joint ILO-IMO Database on Abandonment of Seafarers, ILO-IMO collaborations with the FAO on labour in fisheries and continued ILO engagement in port State control regimes are undertaken regularly, reaffirming the ILO's role as guardian of the human and social dimensions of ocean governance.



Budget and expenditure

- 130.** Total expenditure in outcome 1 during 2024–25 was US\$238.8 million, of which 41 per cent corresponded to the regular budget and 59 per cent to extrabudgetary resources, including from the RBSA (table II-6). Total expenditure was above the strategic budget for the biennium by 4 per cent. Most of the extrabudgetary development cooperation contributions for this outcome (94 per cent) was dedicated to the promotion of fundamental principles and rights at work, overall and in supply chains.

► Table II-6. Outcome 1: Strategic budget, expenditure and top five funding partners

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		99.9	97.7
Regular budget supplementary account		1.5	0.7
Extrabudgetary development cooperation		127.1	140.4
Total		228.5	238.8
Top 5 funding partners	United States		35.3
	European Union		25.2
	Private sector		15.0
	Netherlands (Kingdom of the)		12.6
	Japan		5.3

Outcome 2. Strong, representative and influential tripartite constituents and effective social dialogue

Highlights

- During 2024–25, the ILO strengthened the institutional capacity of enterprise and business membership organizations (EBMOs) in 55 Member States. Despite challenging operating environments, ILO assistance enabled 38 EBMOs to improve governance, broaden representativeness and expand the quality and range of services provided to their members, while 17 EBMOs enhanced their advocacy capacity.
- Support to workers' organizations in 76 Member States led to improvements in strategies and services provided by 35 trade unions and more effective advocacy and social dialogue carried out by workers' organizations in 31 Member States.
- Social dialogue institutions became more strategic and influential in 34 Member States. Collective bargaining was revitalized in 19 countries through stronger bipartite structures and updated collective agreements, while workplace cooperation improved joint problem-solving and grievance handling in eight countries. Sixteen Member States reformed regulatory frameworks for labour dispute prevention and resolution.
- Through the Better Work programme, 2,200 factories employing 3.6 million workers (65 per cent women) across 11 countries improved compliance, productivity, gender equality, and industrial relations.
- Sixteen Member States reinforced labour-administration systems, and 30 countries strengthened labour inspection, increasingly adopting digital tools to boost efficiency and data-driven enforcement.

- 131.** Strong social partners, labour administrations and social dialogue mechanisms and institutions are essential for the world of work to adapt to fast-evolving labour-market challenges. Working collectively through meaningful dialogue strengthens labour-market governance, policy coherence and respect for fundamental principles and rights at work, while improving working conditions, fostering sustainable enterprises and advancing social and environmental progress (box II-8). Strong, democratic and representative employers' and workers' organizations, alongside effective, inclusive and adequately resourced labour administrations and sound social dialogue systems, remain central to achieving social justice and fulfilling the ILO's mandate.



► **Box II-8. Social partners driving social and environmental sustainability**

With RBSA funding, the ILO implemented a joint programme to strengthen the capacity of EBMOs and workers' organizations to promote and implement social and environmental policies and practices.

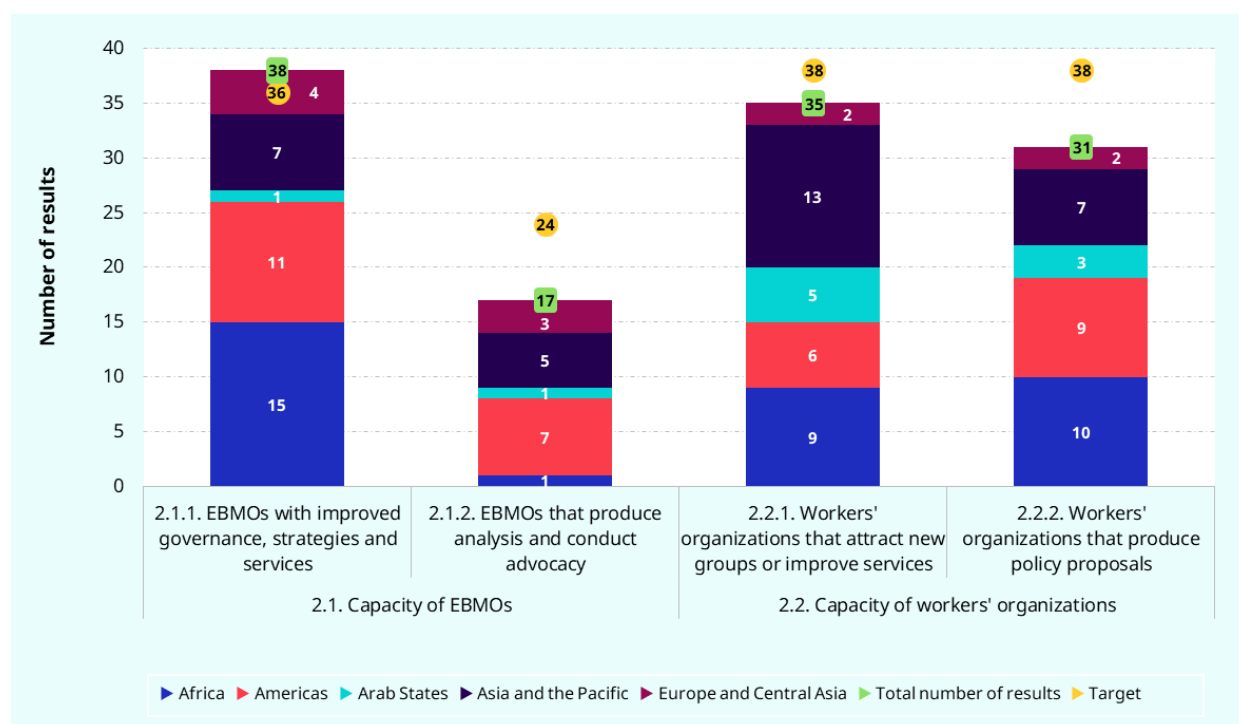
To support EBMOs, together with the Turin Centre, the Office developed a training and advisory service programme and a [resource hub](#) on Environmental, Social and Governance (ESG) issues. Following initial training in November 2024 with 72 participants from 14 EBMOs, the programme was adapted to eight national contexts. Training-of-trainers courses were completed, and enterprise-level sessions were held in Morocco, Nigeria, the United Republic of Tanzania, the Philippines, Honduras and Viet Nam. Videos, case studies and policy briefs are supporting EBMOs to build partnerships and develop sustainable ESG services for members. As a result of the programme, seven EBMOs in three regions have developed commercially viable training services.

Focusing on workers' organizations, the ILO published *Trade unions and Nationally Determined Contributions (NDCs): A guide for involvement* (2025) to support advocacy for the integration of just transition principles into NDC revisions under the Paris Agreement, and to advance policy proposals through social dialogue. Using this tool and with ILO support, the Nigeria Labour Congress issued position papers, organized campaigns and engaged in exchanges – including with the Trades Union Congress of Ghana. Their proposals were presented in a [public launch](#) and at the Pre-COP 30 Synthesis Meeting and Regional Strategy Review Session. References to a just transition and workers' priorities were incorporated in the NDCs of many other countries, including Colombia, Côte d'Ivoire, India, Morocco and Somalia.

At the global level, the German Federal Ministry for Economic Cooperation and Development (BMZ), the ILO, the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE) jointly issued a “[Call to Action: Fostering social dialogue for a just transition to a resilient low-carbon economy](#)” (October 2024), reaffirming the commitment to joint action for a sustainable future and highlighting innovation and inclusive social dialogue as drivers of change.

**Performance in relation to the 2024–25 targets and commitments**

- 132.** During the biennium, the ILO contributed to 231 results under this outcome, below the target of 272 across nine indicators. Performance reflected global headwinds, including challenges to the independence of EBMOs and workers' organizations, shrinking democratic space for social dialogue, political instability, armed conflict and the suspension of major development-cooperation projects. In response, many constituents focused on consolidating internal structures and financial stability rather than expansion.
- 133.** A large share of work under this outcome focused on strengthening the institutional capacity of EBMOs and workers' organizations, and improving governance, services and advocacy for greater policy influence (outputs 2.1 and 2.2). The 121 results achieved were about 10 per cent below the biennial target (figure II-12).

► **Figure II-12. Results achieved under outputs 2.1 and 2.2, by indicator and region**

- 134.** The Office invested significant effort in strengthening EBMOs' organizational structures and service portfolios across all regions. Many results related to strategic planning and new membership strategies (box II-9), reinforcing these organizations' resilience as independent and democratic actors. EBMOs expanded services in areas such as ESG, prevention of violence and harassment, OSH, formalization and productivity. Several also reviewed representativeness and governance. In Africa and in the Pacific, new strategic plans prioritized outreach to small and medium-sized enterprises and sectoral expansion.

► **Box II-9. EBMOs prioritizing organizational strength and strategy**

In 2024–25, employer organizations in Algeria, Mali, the Solomon Islands, Timor-Leste and Trinidad and Tobago strengthened their capacity through strategic-plan development and implementation. The General Confederation of Algerian Enterprises (CGEA) advanced its 2022–23 plan by launching a permanent formalization support service. The National Council of Employers of Mali (CNPM) implemented its plan by reinforcing governance and regional structures, training leaders and staff and launching OSH and online-learning services with a new communication strategy to boost visibility and engagement. The Solomon Islands Chamber of Commerce and Industry (SICCI) produced a 2025–30 strategic plan guided by membership surveys. In Timor-Leste, the HOTL Association evolved into a sectoral umbrella organization with a 2025–28 plan, new governance and digital platforms, growing membership from 5 to 70 companies. The Employers Consultative Association of Trinidad and Tobago (ECATT) adopted a 2025–27 strategic and operational plan, expanded member services and strengthened advocacy and communication.

- 135.** The ILO produced nine global products for EBMOs, including research on the evolving trends and global realities of business and their representative organizations with recommendations for reinforcing their roles in promoting democratic governance, the rule of law and sustainable development. Guides and training courses were developed on [advocacy and lobbying](#), policy analysis using AI, and a compendium of good practices to [attract and retain members](#)

prepared with the Turin Centre. Training materials and manuals on [preventing violence and harassment in the workplace](#) and [environmental, social and governance](#) issues supported EBMOs in expanding their service provision. The ILO and the IOE developed a [report](#) on how EBMOs can drive gender equality.

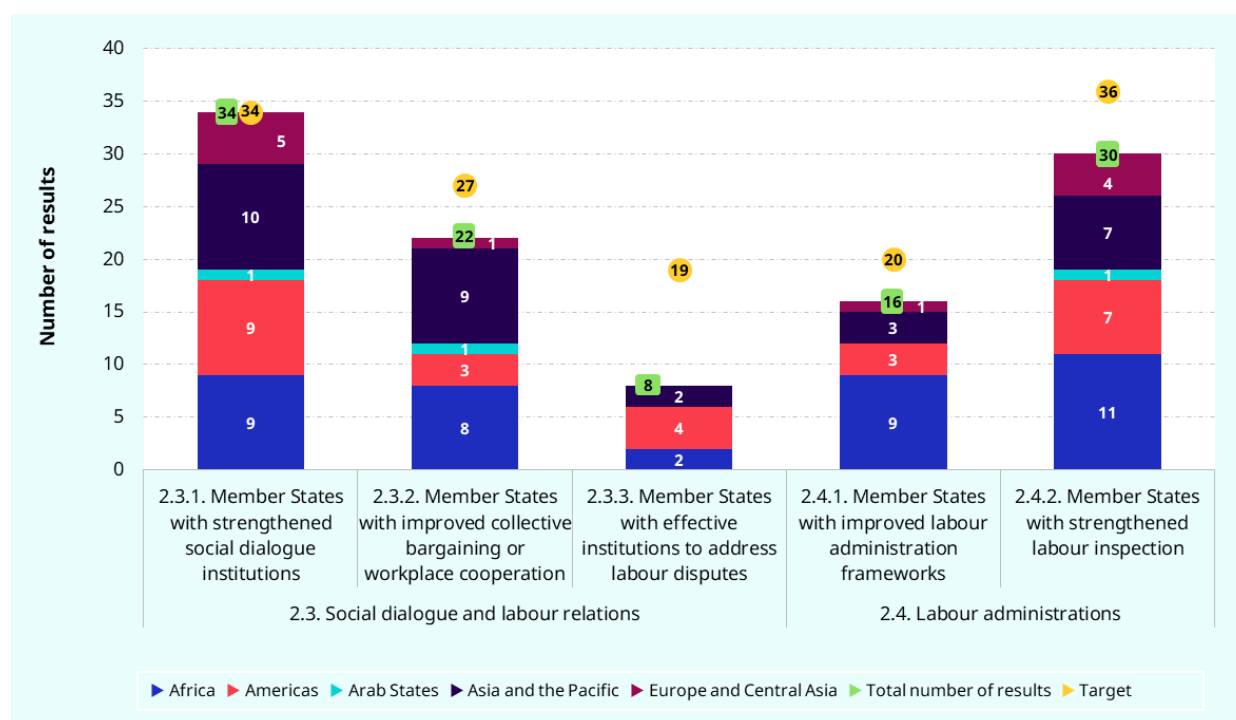
- 136.** Facing growing geopolitical, climate-related and technological challenges, many **workers' organizations** focused on consolidating structures and governance. The ILO supported unions in expanding digitalization and online tools for administration, service delivery and member recruitment. Efforts also prioritized unionizing youth and women, promoting gender equality, and organizing workers in informal and rural economies, yielding notable results (box II-10). Amid growing concerns over union independence and the safety of worker representatives, workers' organizations led advocacy campaigns for ratification and implementation of ILO standards, contributing to the ratification of Convention No. 190 in Botswana, Colombia and Zambia. With rising costs of living, many unions also re-examined wage policies and advocated for living wages.

► **Box II-10. Progress in unionization in Ethiopia and Viet Nam**

In Ethiopia, the Confederation of Ethiopian Trade Unions (CETU) revitalized youth mobilization using digital platforms and social media, boosting membership from 750,000 in January 2024 to over 1 million by July 2025. At its 20th Congress in December 2024, the CETU amended statutes to create a Women's and Youth Affairs Department and expanded female representation on its executive committee from one to three. In Viet Nam, unionization also accelerated: by 2024, 10,976 new grassroots unions were established, including 505 in the informal economy, bringing total membership to nearly 11.9 million. Of these, 2,165 unions were formed through a new voluntary, worker-initiated method.

- 137.** The ILO supported trade unions through the documentation and dissemination of [innovative approaches to represent and provide services to workers in the informal economy](#), the development of global resource packages on OSH, supply chains, youth, climate change and just transition, and the implementation of capacity-building initiatives for trade union leaders, notably through the Turin Centre. The [Trade Unions in Transformation: Actors for Change Programme](#) has supported organizations to navigate uncertainty and change through research, strategic foresight and capacity-building. A conceptual framework around "Trade Union Strategic Development" has been developed and will be used in the 2026–27 biennium better to monitor and measure the impact of ILO interventions in relation to individual unions.
- 138.** Under this outcome, the ILO also contributed to 110 results related to the promotion of social dialogue, the improvement of labour relations and the strengthening of labour administration and inspection, achieving about 81 per cent of the biennial target (figure II-13). Political instability and resource constraints slowed progress in some contexts. The Office responded by diversifying activities at the workplace, sectoral, subnational, regional and global levels, while deepening collaboration with networks such as the International Association of Economic and Social Councils and Similar Institutions (AICESIS), the Internationale francophone de dialogue social (IFDS) and the International Labour and Employment Relations Association.



► **Figure II-13. Results achieved under outputs 2.3 and 2.4, by indicator and region**

139. The ILO strengthened **social dialogue** institutions and processes in 34 Member States, improving their effectiveness and inclusiveness. In Senegal, the ILO supported the adoption of the National Pact for Social Stability and Inclusive and Sustainable Growth (2025–2028), a tripartite agreement establishing a three-year social truce to foster stability and the creation of decent jobs. In Bangladesh, the tripartite constituents signed a Joint Declaration for an “Improved and Harmonious National Industrial Relations System”, followed by a capacity-building plan supported by the ILO in partnership with the Government of Canada and the “Team Europe Initiative” funded by the European Union, Denmark, the Kingdom of the Netherlands and Sweden. In addition, following the ILO integrated strategy for the promotion and implementation of the right of collective bargaining approved by the Governing Body in November 2023, specific results were achieved in 22 Member States, while 8 countries increased the institutional capacity to address labour disputes (box II-11) and 14 strengthened workplace cooperation.

► **Box II-11. Strengthening labour relations and labour dispute prevention and resolution**

The [Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes](#) (February 2025) reaffirmed that effective labour dispute prevention and resolution are critical for achieving SDGs 5, 8, 10 and 16 and for realizing international labour standards. To inform constituents’ deliberations, the ILO prepared comparative studies, consolidated relevant international labour standards and human-rights provisions, and identified effectiveness principles for judicial and non-judicial institutions. It also applied diagnostic tools and supported regional exchanges, including a Caribbean subregional symposium and the XXXth Meeting of European Labour Court Judges.

At the regional level, the ILO assisted the SADC Secretariat in developing a model framework for labour dispute resolution systems, adopted by the Ministers of Labour and Employment and social partners in March 2024. In the Pacific, Fiji and Samoa have revised their legislation on labour and employment relations, while the Labour and Employment Act of Samoa incorporated the definition of collective agreement, provisions for anti-union discrimination, and an expanded definition of

grievances that covers situations of discrimination and harassment, aligned with comments by the ILO supervisory bodies.

In Latin America and the Caribbean, a new RBSA-funded [regional initiative](#) strengthened social dialogue institutions, promoted collective bargaining and enhanced labour dispute resolution systems. The Office published studies and briefings on collective labour relations models and on the state of social dialogue in the region, fostered collaboration through the Latin American Network of Social Dialogue Schools and a regional conference, developed tripartite training activities in Brazil, Chile, Guatemala and Panama, and reinforced tripartite social dialogue for the prevention and resolution of labour disputes in Chile, Grenada, Mexico, Saint Lucia, Suriname and Trinidad and Tobago.

- 140.** The second edition of the [ILO social dialogue flagship report](#) (2024) examined peak-level dialogue as a driver of economic development and social progress. Its findings were incorporated in the [Human Development Report 2023/2024](#) of the United Nations Development Programme (UNDP). Complementary research, diagnostic tools and training modules were developed for labour-court judges, labour administrators, social partners and social-dialogue institutions. The Office also updated its databases on legal information on the regulation of employment relationships, temporary contracts and employment termination (EPLex), industrial relations data (IRData) and national social dialogue institutions (NSDI).
- 141.** The ILO further strengthened **labour administrations and inspection systems** to enhance compliance with national law and international labour standards and to support adaptations to technological and workplace transformations. Legislative, policy and institutional reforms for labour administration were carried out in 16 Member States, while 30 countries modernized labour inspection systems. In several cases, comprehensive governance reforms integrated administration, inspection, social dialogue and dispute-resolution mechanisms. The Office advanced these results through strategic-compliance approaches, digital-tool deployment (box II-12) and new [indicators and methods for measuring effective governance in the field of labour administration](#), a self-assessment tool based on effectiveness, accountability and inclusiveness indicators that allow national stakeholders to identify gaps and means to enhance the labour administration's capacity to protect workers' rights and contribute to the SDGs.

► **Box II-12. A digital and information technology-based approach for labour inspection in the Southern African Development Community**

In 2024–25, the ILO strengthened labour governance across the SADC through the promotion of [strategic compliance planning for labour inspectorates](#) and the roll out of the labour inspection and the future of technology (LIFT) platform, a customizable digital tool covering case registration, management, inspection visits and reporting.

Technical assistance and training supported more than 1,000 blitz inspections in small enterprise construction sites in South Africa, including informal sites. The inspectorates of Mozambique and Zimbabwe adopted sectoral action plans to strengthen construction-site inspection, while Namibia applied the strategic-compliance model to labour, maritime and fisheries inspections. In Eswatini and Lesotho, inspectorates began using LIFT for registration, assignment and reporting, and Zambia and Zanzibar initiated the adoption of the platform to improve data management and enforcement efficiency.



Budget and expenditure

- 142.** Total expenditure in outcome 2 during 2024–25 was US\$166 million, of which 66 per cent corresponded to the regular budget and 34 per cent to extrabudgetary resources, including from the RBSA (table II-7). Total expenditure was 16 per cent above the strategic budget for the biennium due to the mobilization of extrabudgetary funding and the allocation of RBSA resources above what was originally planned in the Programme and Budget.
- 143.** About 60 per cent of the extrabudgetary development cooperation contributions for this outcome was dedicated to strengthening social dialogue processes, institutions and mechanisms. Several donors and private sector institutions contributed to the Better Work programme, which supported progress in labour administration, labour inspection and social dialogue.
- 144.** Most of the results related to the institutional strengthening of EBMOs and workers' organizations were achieved through regular budget contributions. Extrabudgetary expenditure for this purpose was about US\$6.6 million, especially from the European Union and Germany. In addition, the Office allocated US\$2 million from the RBSA to a programme to strengthen the influence of employers' and workers' organizations on social and environmental policies, which generated significant results in 23 countries.

► **Table II-7. Outcome 2: Strategic budget, expenditure and top five funding partners**

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		113.3	110.0
Regular budget supplementary account		2.3	4.9
Extrabudgetary development cooperation		27.0	51.1
Total		142.6	166.0
Top 5 funding partners	Private sector		11.1
	European Union		9.4
	United States		10.6
	Canada		2.9
	Germany		2.0



Outcome 3. Full and productive employment for just transitions

Highlights

- 33 Member States strengthened employment policy frameworks linking job creation with economic and social objectives, ranging from cabinet-level coordination mechanisms to subnational frameworks embedded in national, regional and local government plans.
- 15 countries adopted or renewed youth employment strategies linking green, digital and entrepreneurial pathways.
- Through ILO employment-intensive investment programmes, 1.6 million workdays were generated, combining on-the-job training and decent-work safeguards to deliver immediate employment while rehabilitating essential community infrastructure.
- More than 700,000 people benefited from ILO-supported skills development, lifelong learning and capacity-building initiatives, including through innovative approaches that advanced the digitalization of training systems.

- 145.** Advancing full and productive employment requires coherent macro- and meso-economic measures with job creation and enterprise development objectives. The ILO responded by helping countries develop coherent employment policy frameworks that intentionally link growth, decent work and labour rights, and that are aligned with international labour standards. Particular attention was devoted to programmes targeting women and youth, whose exclusion most clearly reflects the broken link between growth and opportunity, as well as to initiatives that strengthen the match between labour demand and supply in strategic sectors, including the digital and green economies.
- 146.** During the biennium, the Office deepened cooperation with ministries of economy and planning authorities, as well as with national and international financial institutions, to embed employment and skills-development goals more firmly within economic and fiscal strategies (box II-13). The Global Accelerator facilitated the alignment of employment and social protection objectives with investment, fiscal, sectoral and social policies, while ensuring stronger collaboration within the UN system and with the World Bank. In Malawi, Namibia, Senegal and Uzbekistan, Global Accelerator road maps prioritized investments in agriculture to boost decent job creation and extend social protection.

► Box II-13. Strengthening employment outcomes and youth employability in Africa through the ILO-AfDB partnership

The ILO is collaborating with the African Development Bank (AfDB) to integrate employment and skills dimensions into the Bank's operations, ensuring that its annual investments – valued at around US\$11 billion – generate more and better jobs in the region.

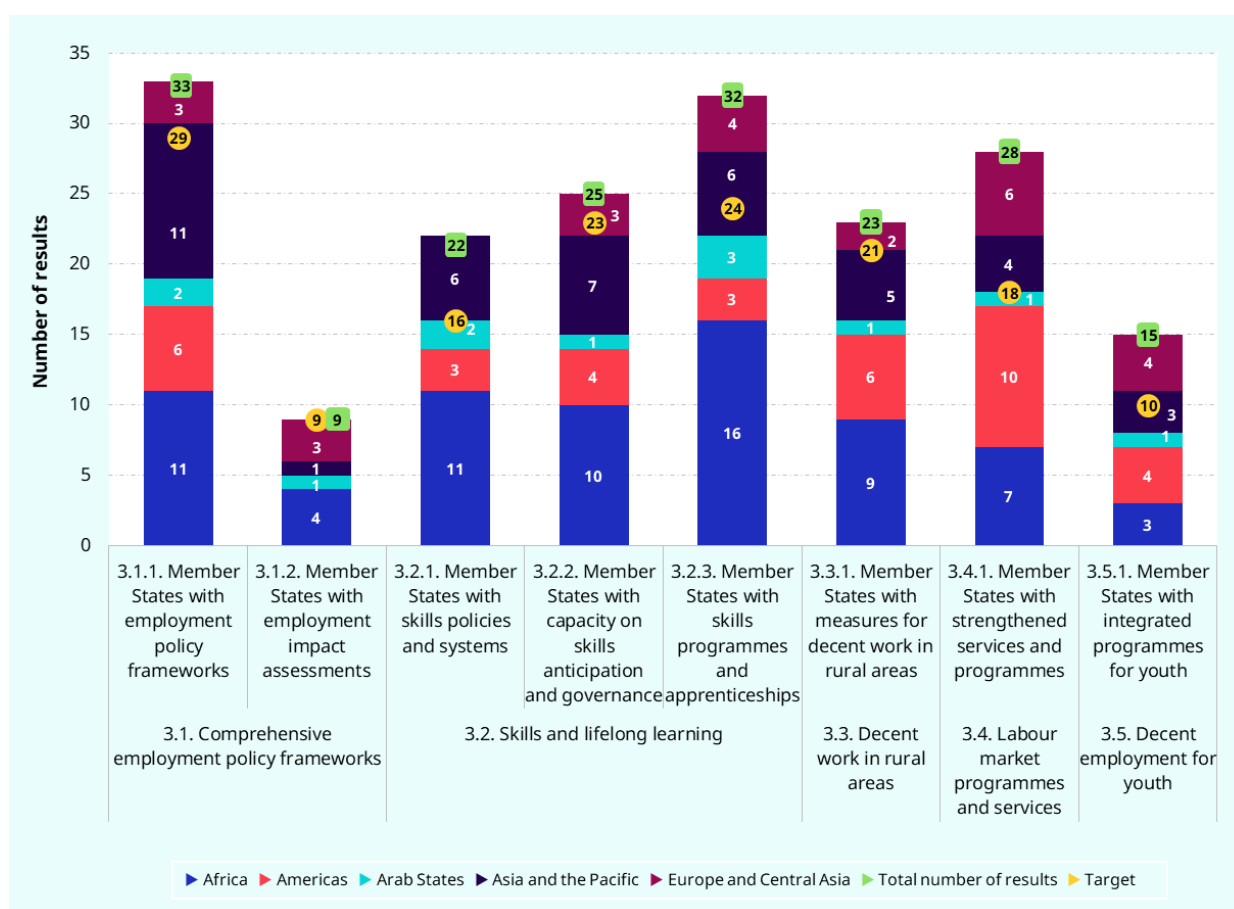
Through the “Youth, Jobs and Skills Marker System” initiative, the ILO and the AfDB are promoting a systematic assessment of the employment and skills-development impact of investments by embedding these objectives into country strategies and operational processes. By applying employment criteria throughout the project cycle, the system enables the AfDB to steer its investments towards operations that deliver stronger employment and employability outcomes. Although still at the pilot stage, the initiative is already producing encouraging results: 24 operations, representing more than US\$500 million, are being designed with enhanced youth employment components.



Performance in relation to the 2024–25 targets and commitments

- 147.** Overall, the ILO contributed to 187 results in Member States, meeting or exceeding the biennial target across all the output indicators (figure II-14). Renewed efforts on youth employment, building on initiatives launched in 2022–23, led to a significant increase in results across all regions, doubling initial projections. Similarly, achievements in skills development and lifelong learning systems surpassed expectations, particularly in Africa, where the Office established a regional hub and strengthened both development cooperation and strategic partnerships.

► **Figure II-14. Results achieved under outcome 3, by indicator and region**



- 148.** During the biennium, the Office strengthened the capacity of 33 Member States to formulate or update **comprehensive employment policy frameworks**, while nine countries integrated ILO-supported employment impact assessments into investment decisions and policies. The ILO's approach fostered a whole-of-government approach, linking employment with macroeconomic and sectoral policies and broadening participation beyond labour ministries to include finance, planning and sectoral institutions, social partners and local authorities.
- 149.** In India and Sri Lanka, interministerial coordination mechanisms were established to anchor employment within national planning processes, while in Argentina (box II-14) and Mexico, employment priorities were embedded in state or provincial development plans and coordination platforms. Gender-responsive approaches also gained traction. Morocco's national employment road map aims to double women's labour-market participation by 2030. Kiribati and Vanuatu adopted their first national employment policies addressing specific

challenges of small island developing States such as youth unemployment, informality and labour market mismatches.

► **Box II-14. Advancing decentralized employment policy in Argentina**

With ILO technical support, the provinces of Santa Fe, Entre Ríos and Córdoba established a permanent Labour, Employment and Social Security Committee to coordinate policies across sectors and provinces. The Committee promotes policy coherence, fosters tripartite dialogue and manages regional labour-market observatories, including one launched in 2025 to examine the impact of AI and new technologies on the world of work.

150. Several countries institutionalized employment policy review cycles with a long-term perspective: Nigeria launched a revised national employment policy in August 2025; Nepal declared 2025–2035 the Decade of Internal Employment Promotion; Türkiye and Viet Nam revised employment legislation and strategies; and Iraq and Oman operationalized new national employment policies through structured tripartite engagement. Equatorial Guinea adopted its first national employment and vocational training policy.
151. Guided by the ILO Strategy on **Skills and Lifelong Learning 2030**, the plan of action for the implementation of the Quality Apprenticeships Recommendation, 2023 (No. 208), and relevant standards, the Office provided support to 42 Member States during the biennium, contributing to the adoption of new skills strategies, legislation and governance mechanisms in 22 countries, including ten national policies or laws on apprenticeships.
152. Tripartite governance mechanisms for skills development, particularly in strategic economic sectors, were established in Ethiopia, Qatar and Zambia. Twelve Member States, including Colombia and Ukraine, made major advances in digitalizing their skills systems, developing more than 200 online and blended training modules, with training provided for over 16,000 teachers and trainers. The Office developed complementary policy guidance and tools and strengthened partnerships such as the Network of Champions on Quality Apprenticeships, which brings together the IOE, ITUC, UN agencies and international financial institutions.
153. To enhance the effectiveness of its skills programmes, the Office leveraged digitalization as a key enabler, introducing the ILO Service Tracker to monitor skills-development outcomes, expanding online and blended learning offers, and using real-time data for skills anticipation and matching. The ILO also reinforced its leadership and partnerships in skills and lifelong learning through global and regional platforms, notably the Global Skills Forum and Africa Skills Week (2024–25), and contributed to the drafting of the [African Continental TVET Strategy 2025–34](#).
154. In the **rural economy**, the Office’s global products and capacity-building initiatives supported constituent action in agriculture, fisheries, forestry and tourism, leading to the adoption of measures promoting decent work in rural areas across 23 Member States. Examples include new provisions on occupational safety and health in the forestry sector in Indonesia, and on responsible business practices in the aquaculture sector in the Philippines. In Pakistan, a provincial entity established by the Government of Sindh integrated decent work principles into a large-scale rural reconstruction programme, informed by an ILO employment impact assessment.
155. Several countries – among them Cameroon, Equatorial Guinea, Guinea and Guinea-Bissau – adopted measures to integrate decent work into employment-intensive investment programmes or rural development strategies. In South Africa, the Expanded Public Works



Programme advanced rural development through employment-intensive programmes that expand infrastructure, services and sustainable livelihoods, supported by skills training and community-based initiatives such as land rehabilitation and agriculture.

156. Collaboration with the FAO, the International Fund for Agricultural Development (IFAD) and UN Tourism deepened the integration of decent work principles in rural and environmental governance. Key milestones included the revised [code of practice on safety and health in forestry work](#), the joint FAO–ILO [Policy guidance on the elimination of child labour in fisheries and aquaculture](#), and the [FAO–ILO regional report on informality in agri-food systems in Latin America](#) (available in Spanish), together forming the most comprehensive global policy suite on rural decent work to date. Statistical work on forestry employment advanced through updated methodologies and national workshops in Canada and the United Republic of Tanzania.
157. The ILO supported improvements in **employment services and active labour market programmes** in 28 countries, aiming to improve policy and legal frameworks, enhance organization and digitalization, expand inclusive services, and strengthen collaboration with employers. Digitalization efforts yielded results in 17 countries, including the Republic of Moldova where a new performance-management system increased access to active labour-market programmes by 50 per cent, and in Uganda and Kenya where online user platforms were upgraded. More than 50 countries received ILO support in mainstreaming employment-intensive approaches into national infrastructure and employment programmes, and in strengthening the capacity of national and local institutions for implementation and monitoring.
158. The Office released a new guide on services to employers and an updated guide for private employment agencies, reaffirming the ILO's leadership in labour intermediation and fair recruitment. Global policy research expanded the analytical foundation for employment-policy coherence, examining how public investment, fiscal policy, skills development and social protection can jointly drive job creation while advancing the green and digital transitions. The 20th ILO Regional Conference for Labour-based Practitioners, held in Addis Ababa in May 2025, brought together 2,079 participants from 53 countries, including 25 ministers, to explore strategies that place people, employment and decent work at the centre of infrastructure development.
159. Under the Youth Employment Action Plan (2020–30), 15 Member States designed and implemented **integrated youth employment programmes** combining supply-side and demand-side measures. Examples include the National Youth Employment Plan of Cameroon and Bosnia and Herzegovina's Youth Guarantee action plans, developed through interministerial and tripartite coordination; Botswana's National Youth Employment Strategy, validated with social partners; Mozambique's action plan for employment of rural youth; Iraq's modernization of employment services and job search clubs; and China's initiatives on digital leadership, green skills and apprenticeships, with training rolled out across educational and training institutions. In Huila, Colombia, a youth employability and entrepreneurship programme was updated to promote green and sustainable jobs at the subnational level.
160. The 20th Global Employment Trends for Youth, the Work Wise Youth Guide, and the Green Jobs for Youth Toolkit provided a robust global evidence base for youth transitions and directly informed the Green Jobs for Youth Pact. In partnership with the Turin Centre, FAO, IFAD, the Self-Employed Women's Association (SEWA), the Young Professionals for Agricultural Development (YPARD), and UN Tourism, more than 400 policymakers and social partner representatives were trained to apply this guidance in national policy design and



implementation, translating global knowledge into technical assistance, capacity-building and measurable employment outcomes.

Budget and expenditure

- 161.** Total expenditure in outcome 3 during 2024–25 was US\$305.8 million, of which 30 per cent corresponded to the regular budget and 70 per cent to extrabudgetary resources, including from the RBSA (table II-8). Total expenditure was 15 per cent above the strategic budget for the biennium, due to the mobilization of voluntary contributions and despite restrictions on regular budget expenditure in the second half of 2025.
- 162.** Most of the extrabudgetary development cooperation contributions for this outcome (54 per cent) was dedicated to skills development and lifelong learning systems. Allocations from the RBSA contributed especially to employment- and skills-related outcomes in crisis-affected countries.

► **Table II-8. Outcome 3: Strategic budget, expenditure and top five funding partners**

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		113.9	91.0
Regular budget supplementary account		–	1.7
Extrabudgetary development cooperation		184.0	213.1
Total		297.9	305.8
Top 5 funding partners	Colombia		46.6
	European Union		42.3
	Netherlands (Kingdom of the)		26.7
	Canada		14.6
	IFAD		9.6

Outcome 4. Sustainable enterprises for inclusive growth and decent work

Highlights

- With ILO support, constituents in 47 countries boosted productivity and decent work in MSMEs. Financial education programmes were introduced in 30 Member States, certifying over 500 national trainers. Digital tools and training empowered 35,000 women entrepreneurs.
- Constituents in 11 Member States adopted measures to improve the enabling environment for sustainable enterprises, fostering decent work, inclusive structural transformation and a just transition, with potential impact on 14 million MSMEs.
- Twenty-two Member States adopted or strengthened policies, measures and mechanisms for responsible business conduct. The ILO Helpdesk for Business reached about 1 million users over the biennium.
- Constituents in 13 Member States developed measures, action plans and institutional services to facilitate enterprise formalization, extending legal coverage, enabling business development, and access to finance and social protection benefits, potentially reaching 19 million informal economic units.
- Twenty-three Member States adopted or revised legal, policy and institutional measures to establish a conducive environment for the social and solidarity economy. The UN General Assembly adopted three resolutions on cooperatives and the social and solidarity economy and proclaimed 2025 as the International Year of Cooperatives.



- 163.** The ILO continued to promote an enabling environment for entrepreneurship and sustainable enterprises to generate decent work, productive employment and improved living standards for all.
- 164.** The ILO's integrated approach addressed structural barriers to productivity and decent work in enterprises of all sizes and forms, with attention to women, youth, disadvantaged and marginalized groups, including populations made especially vulnerable by crises (box II-15), and those in rural and informal economy contexts. Particular attention was placed on MSMEs, cooperatives and social and solidarity economy entities. To sustain and amplify its impact, the ILO leveraged global partnerships through the Committee for the Promotion and Advancement of Cooperatives, the Donor Committee for Enterprise Development, the UN Inter-Agency Task Force on Social and Solidarity Economy (UNTFSSSE), the G20 and the Global Coalition for Social Justice.

► **Box II-15. Promoting sustainable enterprises in crisis and post-crisis situations**

The ILO supported constituents in advancing sustainable enterprises for crisis prevention, recovery and resilience, in line with Recommendation (No. 205).

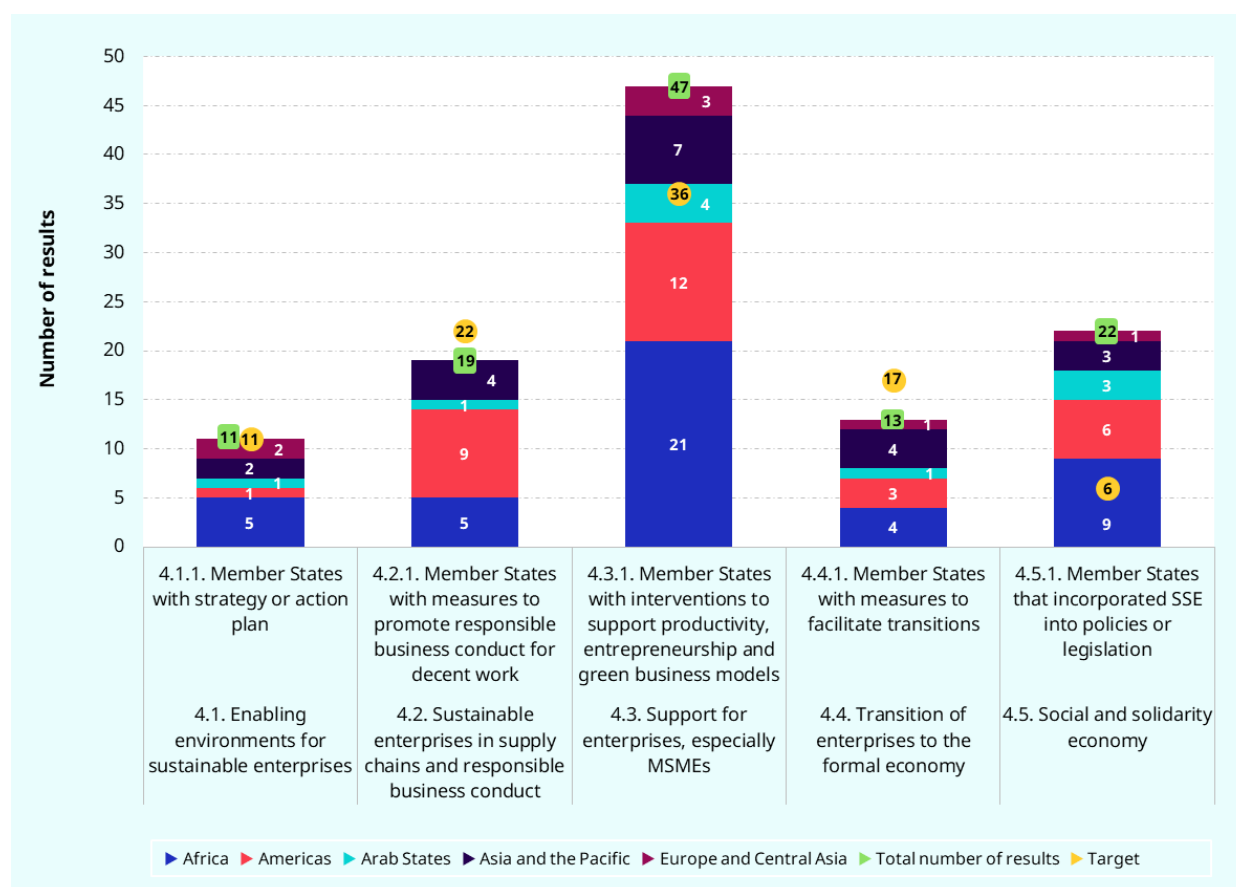
Through the project "Improving Prospects for Host Communities and Forcibly Displaced Persons" (PROSPECTS), funded by the Government of the Kingdom of the Netherlands, more than 35,000 MSMEs in eight countries gained access to financial and non-financial services. In addition, cooperatives and social and solidarity economy entities in Ethiopia, Kenya, Jordan Lebanon and Uganda were strengthened to enhance livelihoods, inclusion and resilience through law reform, capacity development and improved support for women-led economic units. In Afghanistan, the ILO applied a market-systems-development approach integrated with the promotion of fundamental principles and rights at work, benefiting particularly women entrepreneurs. In Iraq, within the project [Promotion of the Development of Small and Medium Sized Enterprises \(SMEs\) in Iraq](#) funded by the German Development Bank (KfW), a National Credit Guarantee Fund was strengthened to expand access to finance for small- and medium-sized enterprises.

Performance in relation to the 2024–25 targets and commitments

- 165.** The ILO contributed to 112 results under this outcome, exceeding the biennial target by more than 20 per cent (figure II-15). Results met or surpassed the biennial target in four of the five output indicators. This strong performance was driven by expanded development cooperation resources, particularly to support MSMEs and the social and solidarity economy. Initiatives such as the Global Coalition for Social Justice, the Global Accelerator on Jobs and Social Protection for Just Transitions and PROSPECTS facilitated delivery across outputs. Regional variation reflects national planning cycles and institutional capacities, with faster progress achieved where enterprise reforms were integrated into broader development strategies.



► Figure II-15. Results achieved under outcome 4, by indicator and region



166. A total of 11 Member States advanced the agenda for promoting an **enabling environment for sustainable enterprises** through MSME-inclusive policies, supply chain accountability measures and just transition strategies. In Africa, governments reinforced national frameworks that integrate entrepreneurship and employment objectives, MSME development, industrial upgrading and supply chain accountability. ILO tools, technical assistance and social dialogue played a key role in shaping and validating these policy frameworks. Member States in Asia and the Pacific enhanced institutional arrangements for regulatory inclusiveness and adopted industrial and MSME policies that embed gender equality, youth employment and environmental sustainability (box II-16). In other regions, selective reforms were undertaken in alignment with just transition and national development priorities, including green MSME strategies aimed at strengthening enterprise-level climate resilience.

► **Box II-16. A national industrial strategy that benefits small enterprises in the Philippines**

In 2024, the ILO, the UNDP and the United Nations Industrial Development Organization (UNIDO) supported the design of the Philippines industrial policy, institutionalized as the Tatak Pinoy Act, a national industrial and diversification strategy aimed at enhancing productive capabilities, competitiveness and inclusive growth. The country also piloted the Nano, Micro, Small Enterprise Test Toolkit to ensure that policies and regulations effectively support the development of small businesses.

- 167.** Global policy tools strengthened constituents' capacity to design coherent and inclusive sustainable enterprise frameworks. The Guide on MSME Policies for Productive and Decent Work synthesizes experiences from multiple regions, offering an integrated road map for MSME policy reform. The Strategic Policy Framework on MSME–Large Firm Linkages for Decent Work, discussed at the ASEAN Regional Meeting in July 2025, serves as a policy tool to foster productive partnerships, innovation and productivity spillovers between MSMEs and large firms. The [Guidance Note on integrating sustainable enterprises for a just transition in NDCs](#), launched at the [UN-PAGE Regional Academy for Africa](#), was used to enhance tripartite capacities in Azerbaijan, Cambodia and Mexico, and was applied during a [South-South cooperation workshop in South Africa](#) with tripartite delegations from 11 countries. The ILO also developed a prototype SME Policy database containing over 50 national policies.
- 168.** Member States adopted or strengthened policies and measures to promote **responsible business conduct**, with 26 international investment and trade agreements now referencing the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, as amended in 2022 (MNE Declaration), and 11 additional Member States appointing [national focal points](#) for its promotion. Cross-border social dialogue on responsible business conduct was reinforced through the “home–host country dialogues” mechanism. The Office supported investment promotion agencies in better linking foreign direct investment (FDI) to decent work outcomes, and a newly established community of practice on FDI for decent work brought together over 100 investment promotion agencies.
- 169.** Global training and learning resources expanded knowledge on the labour dimension of responsible business conduct. The open course [The Labour Dimension of Business-Related Human Rights Policies and National Action Plans](#), reached more than 900 participants. The two editions of the annual Massive Open Online Course [Human Rights Due Diligence for Decent Work](#) attracted close to 10,000 participants from among constituents, enterprises of all sizes and other entities from all regions. The Office tested the use of AI to enhance and expand the Helpdesk for Business while reducing costs, improving user experience, and facilitating monitoring and reporting.
- 170.** Demand for ILO support in relation to **MSME productivity** surged during the biennium. The availability of development cooperation resources enabled the Office to renew and expand initiatives on enterprise development, green transition, digital transformation and value chain upgrading, with results achieved in 47 Member States. The ILO strengthened the capacity of constituents and business development services to facilitate access to finance, training and market linkages. The Office further scaled up the application of the Productivity Ecosystems for Decent Work approach (box II-17), including a new project in Egypt. Approximately 90 per cent of [surveyed enterprises](#) applying this approach in Ghana, South Africa and Viet Nam reported productivity increases, cost reductions and revenue growth following the intervention.



► **Box II-17. Integrated approaches for productivity growth and decent work: Ghana's experience**

Ghana's tripartite constituents applied the ILO's Productivity Ecosystems for Decent Work approach to align policy, sectoral and enterprise actions across institutions with the needs of workers and sustainable enterprises. In 2025, the Ghana Trades Union Congress and the Ghana Employers' Association issued a joint call for productivity gains to be translated into fair wages, safer workplaces and better livelihoods. The first National Report on Productivity, Employment and Growth by the Ghana Statistical Service provided evidence to inform social dialogue. The Economics for Workers programme trained union leaders on productivity data and advocacy for a fair distribution of gains. In the women-intensive Shea sector, previously under-represented workers gained a voice through the new Ghana Shea Workers Union, alongside the Ghana Shea Employers Association. Targeted assistance to these organizations improved management-worker cooperation and OSH while raising productivity.

171. The Office consolidated global knowledge products and disseminated toolkits on enterprise diagnostics, value-chain upgrading and financial education, including [Women in Digital Business](#), the [Global Centre on Digital Wages for Decent Work](#), the [Just Transition Finance Hub](#) and a [new course on Financing a Just Transition](#). The ILO contributed to the G20 Sustainable Finance Working Group with inputs on [enhancing the social dimension in transition finance: towards a just transition](#), and to the Fourth International Conference on Financing for Development on [strengthening the financial sector ecosystem for a just transition](#). It also developed the [Think Impact Toolkit](#) for credit guarantee instruments and, together with the United Nations Environment Programme Finance Initiative (UNEP FI), produced the guide [Banking for Decent Work](#).
172. Thirteen Member States adopted measures to facilitate **enterprise formalization**. In Africa and Asia, progress was most notable where governments integrated formalization into legislation and broader development strategies that link enterprise support, social protection, skills development and gender equality. In Cabo Verde, for example, the Government, in dialogue with the social partners, revised the Special Regime for Micro and Small Enterprises, introducing non-tax incentives to encourage formalization, reinforcing principles of tax justice and equity, and integrating social security. In Latin America and the Caribbean, institutional learning and peer exchanges were consolidated, while in fragile and displacement-affected settings, efforts focused on adapting registration and compliance mechanisms to local realities.
173. The ILO has fostered synergies between enterprise formalization, productivity growth, decent work, and a gender-responsive and environmentally sustainable approach in the development of national action plans, road maps and institutional capacities. Training on enterprise and informal economy statistics, aligned with the resolution of the 21st International Conference of Labour Statisticians, was incorporated in development cooperation projects to build national capacity and inform policy design.
174. A significantly higher number of Member States than anticipated requested ILO support for promoting the **social and solidarity economy**, reflecting the momentum generated through the 2025 UN [International Year of Cooperatives](#) and the ILO's chairing of the UNTFSE. Member States institutionalized the ILO cooperative development approach in national training systems. Delivery was supported through multi-year dedicated development cooperation projects and through the integration of this area of work into programmes addressing other priorities – including child labour, crisis response, the care economy, just transition and



formalization –, with particular attention to access to financing for entities in the social and solidarity economy.

- 175.** The ILO co-drafted the first [UN Secretary-General's report on the social and solidarity economy](#) and supported the inclusion of references in the [G20 Fortaleza Declaration](#), [Luxembourg Declaration on social innovation](#), the [Sevilla Commitment](#), and the [Doha Political Declaration](#). It also developed two key references, *Implementing the ILO Guidelines Concerning Statistics of Cooperatives: Insights from Five Countries* (2025) and *Measuring Cooperatives: An information guide on the ILO Guidelines Concerning Statistics of Cooperatives, Second edition*, 2025. A [massive online course](#), developed with the UNTFSE, was integrated within the e-Campus of the Turin Centre, reaching more than 3,100 new participants in over 153 countries.

Budget and expenditure

- 176.** Total expenditure in outcome 4 during 2024–25 was US\$182.9 million, of which 24 per cent corresponded to the regular budget and 76 per cent to extrabudgetary resources, including from the RBSA (table II-9). Total expenditure was 60 per cent above the strategic budget for the biennium due to the extraordinary mobilization of extrabudgetary resources, especially to support MSMEs to achieve decent work and improve productivity (72 per cent of the total expenditure for the biennium). RBSA resources were allocated to support the formalization of enterprises and just transitions in key supply chains, especially in Africa.

► **Table II-9. Outcome 4: Strategic budget, expenditure and top five funding partners**

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		53.0	43.0
Regular budget supplementary account		-	2.6
Extrabudgetary development cooperation		61.6	137.3
Total		114.6	182.9
Top 5 funding partners	Netherlands (Kingdom of the)		29.4
	European Union		15.5
	Sweden		14.8
	Germany		10.4
	Multi-partner trust fund (MTPF)/UNDP		8.2



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

Highlights

- In June 2024, the International Labour Conference adopted the landmark resolution on Decent Work and the Care Economy, which recognizes that care economy is central to achieving gender equality, social justice and decent work for all.
- Forty-five Member States adopted new laws, policies, plans, road maps or institutional reforms to prevent and address discrimination at work and promote equality of opportunity and treatment for all.
- Six countries adopted comprehensive national care policies, expanding access to quality services and social protection for more than 25 million care workers. Some 15 million care workers in 21 countries saw their labour rights and representation improved.
- Twenty-two countries introduced laws, policies or institutional reforms to prevent and address violence and harassment in the world of work, contributing to safer, more dignified and more equal workplaces.
- Social partners in 14 countries created networks and developed organizational and workplace policies and action plans to reduce barriers to employment and promote the labour market inclusion of people vulnerable to discrimination on the grounds of disability and HIV status.
- Eighteen Member States ratified Convention No. 190, bringing the total number of ratifications to 54.

- 177.** Applying multidisciplinary, integrated and intersectional approaches, the ILO supported constituents in advancing equality and reducing discrimination in labour markets, contributing to the adoption of policies, legislation and other measures on equal pay for work of equal value, occupational segregation, and work-life balance through the reconciliation of work and care responsibilities (box II-18). ILO support also contributed to stronger maternity protection and safer workplaces by addressing violence and harassment at work.

► **Box II-18. Integrated approaches to advance gender equality and inclusion in Eswatini, Ethiopia and Republic of Moldova**

Grounded on international labour standards, the [National Workplace Wellness Policy](#) adopted in 2025 by Eswatini stipulates that every workplace – public, private or informal – must bar discrimination on any ground and make reasonable accommodation available for people living with HIV and persons with disabilities.

The ILO [Siraye Programme](#) in Ethiopia – in synergy with the project “Promoting Workers’ Rights and Gender Equality at Work in Africa” funded by Norway – made significant strides towards dismantling structural barriers to gender equality and non-discrimination in the garment industry, enabling thousands of women to stay and thrive in the labour market. This was achieved by supporting maternity protection and [quality childcare services](#), providing leadership training to tackle vertical segregation, and strengthening OSH protection in the workplace.

In the Republic of Moldova, with support from Sweden and Switzerland, the ILO assisted constituents in advancing legislative reforms on equal pay for work of equal value and paternity leave, expanding childcare services, and improving working conditions in the care sector. New mechanisms to prevent and address violence and harassment were also introduced.

- 178.** At the global level, the ILO advanced gender equality and tackled discrimination in the world of work through the Global Coalition for Social Justice to promote equal pay and by strategically engaging with key partners, including the G7, G20, the Organisation for Economic Co-

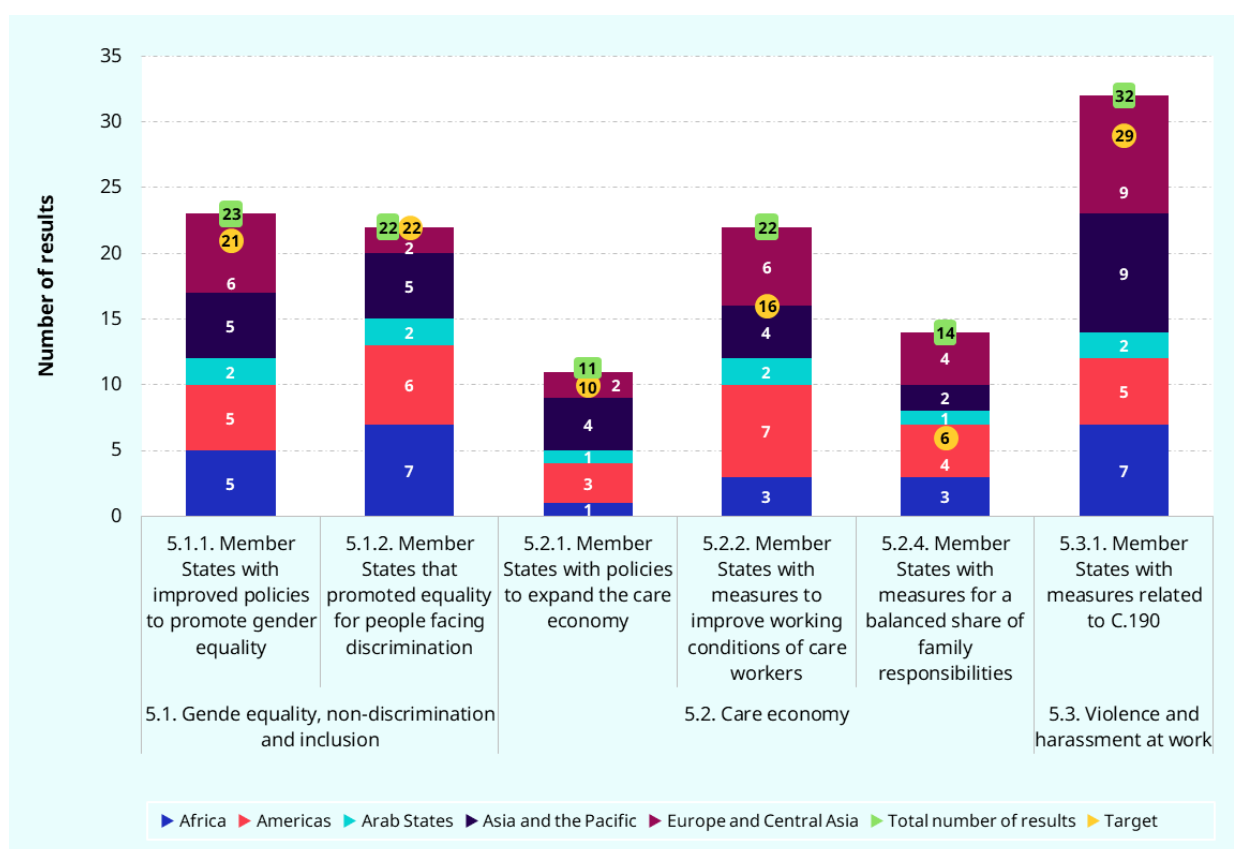


operation and Development (OECD), UN Women, ECLAC and the Office of the High Commissioner for Human Rights (OHCHR). In 2025, the G20 labour and employment ministers endorsed the Brisbane-eThekwin Goal, pledging to continue efforts to reduce the gender labour force participation gap by 25 per cent by 2030 and to cut the gender pay gap by 15 per cent by 2035. The ministers committed to achieving these targets by advancing equal pay for work of equal value, investing in quality care services, and tackling the structural barriers that limit women's full participation in the labour market.

Performance in relation to the 2024–25 targets and commitments

- 179.** During the biennium, the ILO strengthened the constituents' capacity to act on gender equality, non-discrimination and inclusion, promote investments and decent work in the care economy, and prevent and address discrimination-based violence and harassment at work. As a result, the ILO contributed to 124 results across all regions – 20 per cent above the biennial target –, meeting or exceeding the target for all the output indicators (figure II-16). Despite limited funding for this outcome, the Office strategically mobilized internal resources – including from the RBSA – to support countries where political and institutional processes had reached a level of maturity. This targeted approach enabled the achievement of impactful results, maximizing efficiency and ensuring that available resources were directed where they could generate the greatest return.

► **Figure II-16. Results achieved under outcome 5, by indicator and region**



- 180.** To foster **gender equality, non-discrimination and inclusion**, seven countries adopted policy and legislative measures to ensure equal pay for work of equal value with ILO support. Bangladesh, for example, adopted new legal provisions on equal remuneration, Brazil launched the National Plan for Equal Pay to enforce transparency under Law 14,611/2023, and

Zimbabwe strengthened institutional mechanisms to improve access to justice for workers facing pay discrimination. Despite these advances, no country has yet succeeded in closing the gender pay gap, underscoring the need for stronger national commitment and enhanced international cooperation. The Equal Pay International Coalition (EPIC), now comprising 74 members and growing, continues to play a key role in generating evidence and sharing good practices to accelerate progress in this area.

181. Tackling gender-based occupational segregation gained momentum, with constituents introducing remedial and proactive measures in male-dominated sectors such as energy, mining and those vulnerable to automation. Several Eastern European countries removed legal barriers restricting women's employment in transport and construction, reducing the list of banned jobs while maintaining appropriate health and safety protections for pregnant and breastfeeding women.
182. Efforts to promote disability inclusion intensified across Africa, Asia and the Pacific, Eastern Europe and the Arab States. Constituents conducted accessibility assessments, adopted reasonable accommodation policies, integrated disability inclusion into human resources practices, expanded social protection systems to provide disability benefits, and carried out awareness-raising and capacity-building initiatives targeting employers. The Global Business and Disability Network expanded its membership to 47 multinational companies and supported the creation of six new National Business and Disability Networks in Ghana, Ecuador, Iraq, Senegal, Ukraine and Zimbabwe, strengthening private-sector capacity to foster inclusive workplaces.
183. In high HIV burden countries, services for persons living with HIV were expanded, reaching over [1.5 million direct beneficiaries](#) through testing facilities, awareness campaigns, and initiatives aimed at preventing violence, stigma and discrimination, while enhancing workplace health, safety and well-being.
184. Efforts to combat discrimination of indigenous peoples continued, with renewed regional commitment and concrete action. During a global dialogue in December 2024, constituents and indigenous leaders from 21 countries across all regions charted pathways to strengthen understanding of the Indigenous and Tribal Peoples Convention, 1989 (No. 169), and to support indigenous peoples' participation in decision-making processes. In the Plurinational State of Bolivia, Colombia and Honduras, stakeholders advanced the integration of indigenous and ancestral knowledge into community-based and cooperative care systems, contributing to more inclusive and culturally appropriate service delivery.
185. The ILO supported exchanges of experiences and developed the capacity of the constituents in these areas. Major events organized include the second [Regional Gender and Inclusion Academy](#) co-organized by the Turin Centre in Latin America (2024) and the [Gender Academy on Advancing Equality and Inclusion in a Changing World of Work](#) (2025), which covered topics such as AI and inclusion, care, equal pay for work of equal value and violence and harassment. The online course [Promoting gender equality in climate action: Pathways to a just transition](#) examined links between gender equality and the ILO Guidelines for a Just Transition.
186. ILO technical assistance on **decent work and the care economy** was in high demand across all regions. The Office supported the development of national care policies and road maps in Bangladesh, Brazil, Kenya, Indonesia and Sri Lanka. Additional results included the establishment of care cooperatives, legal and policy reforms, and collective bargaining agreements that improved working conditions for care workers and supported better work-life balance. The ILO also provided technical guidance on care-related standards and supported the extension of maternity protection in 25 countries. Measures promoting a more



equal sharing of care responsibilities and work–life balance were adopted in 14 countries. The ILO also supported interventions to improve working conditions of care workers and improve their representation in social dialogue, leading to enhanced protection for millions of domestic workers and thousands of workers in the education and health sectors.

- 187.** The ILO strengthened global knowledge on the care economy by developing platforms for peer learning (box II-19) and producing data, research and policy briefs featuring country experiences. Notable examples include *From global care crisis to quality care at home*, *Centering reward and representation for domestic workers in the care economy* and *Closing the gender gap in paid parental leaves*. Expanding the “ILO Global Care Policy Portal and Investment Simulator”, the ILO and ECLAC developed *investment scenarios for the care society* in Latin America and the Caribbean. Finally, the first meeting of the tripartite and interregional ILO Technical Working Group on international statistical standards for care work measurement was held online in 2025.

► **Box II-19. South-4-Care**

The *South-4-Care Platform* serves as a global peer-learning space to document and exchange practices for building resilient care economies that support decent work and inclusive labour markets. At its launch, in September 2025, it featured 29 illustrative practices from constituents and partners across countries at varying levels of development. The first *South-4-Care Learning Hub*, held in Doha in collaboration with the Turin Centre, convened nearly 100 participants from over 30 countries. The hub strengthened the capacity of policymakers and social partners to design and advocate for integrated care policies and fostered new partnerships for South–South and triangular cooperation.

- 188.** Preventing and addressing **violence and harassment** remained central to dismantling structural barriers to equality and non-discrimination at work. Over the biennium, Convention No. 190 continued to drive legal and institutional reforms, promoting comprehensive and gender-responsive approaches to safer and more dignified workplaces. The ILO supported constituents in translating the principles of the Convention and its accompanying Recommendation (Violence and Harassment Recommendation, 2019 (No. 206)) into concrete policies and institutional practices.
- 189.** Notable examples include Kyrgyzstan’s time-bound national implementation action plan, which outlines legislative reforms, awareness-raising, and monitoring measures, and South Africa’s gender-responsive national policy on the prevention and elimination of harassment in the public service, which includes mechanisms for reporting, redress and accountability. In Mexico, the Employers’ Confederation adopted a national protocol aligned with Convention No. 190, serving as a model for 36,000 affiliated enterprises nationwide, and in Malawi, workers’ organizations adopted an anti-sexual harassment policy.
- 190.** In addition, the ILO delivered targeted training for employers, workers, labour inspectors and judges. For example, with support from Sweden, the Office developed a comprehensive training manual, training courses and resource hub for employers on preventing and addressing violence and harassment at work.

Budget and expenditure

- 191.** Total expenditure in outcome 5 during 2024–25 was US\$65.9 million, of which 65 per cent corresponded to the regular budget and 35 per cent to extrabudgetary resources, including from the RBSA (table II-10). Total expenditure was 20 per cent below the strategic budget for the biennium as the mobilization of extrabudgetary resources was less successful than



expected. The Office allocated significant resources from the RBSA, which contributed to the achievement of results in 17 Member States.

► **Table II-10. Outcome 5: Strategic budget, expenditure and top five funding partners**

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		45.7	43.0
Regular budget supplementary account		0.5	4.9
Extrabudgetary development cooperation		35.9	18.0
Total		82.1	65.9
Top 5 funding partners	Joint United Nations Programme on HIV/AIDS (UNAIDS)		3.5
	Sweden		3.3
	Canada		2.2
	France		1.3
	Multi-partner trust fund (MPTF)/UNDP		1.3

Outcome 6. Protection at work for all

Highlights

- In June 2025, the International Labour Conference adopted the [Biological Hazards in the Working Environment Convention, 2025 \(No. 192\)](#), and the [Biological Hazards in the Working Environment Recommendation, 2025 \(No. 209\)](#).
- Wage-setting systems were strengthened in 21 countries, benefiting more than 15 million low-paid workers.
- Over 8 million workers in seven Member States benefited from the establishment of limits on working hours, guaranteed weekly rest, and the introduction of flexible and balanced working time arrangements, as well as frameworks for telework and hybrid work.
- Compliance mechanisms and diagnostics in 14 Member States were instrumental in extending labour protection to workers at high risk of exclusion, including nearly 3 million domestic workers in seven countries, temporary or casual workers in two countries, and workers at risk of informalization in eight countries, among them 4 million Myanmar migrant workers.
- Migrant resource centres in Africa, Asia, Europe and the Pacific assisted more than 300,000 potential, current and returning migrant workers with information, services and legal support, securing compensation totalling nearly US\$2.5 million for abuses suffered during migration.

- 192.** The ILO supported constituents in reinforcing the application of labour standards and advancing more inclusive and equitable labour markets by strengthening OSH frameworks, wage adequacy and wage setting systems, and decent working time, while expanding protection for workers most at risk of exclusion, including domestic workers and those in informal, platform and temporary work, as well as migrant and refugee workers. These efforts contributed to reducing inequalities and promoting fairer working conditions across diverse employment contexts (box II-20).



► **Box II-20. Iraq: National strategy to prevent and reduce inequalities in the world of work**

In early 2024, the Government of Iraq and the social partners endorsed the [National Strategy to prevent and reduce inequalities in the World of Work \(2024–2028\)](#), a major milestone toward advancing social justice and equality in the labour market. Developed through broad-based consultations with government institutions, workers' and employers' organizations, and civil society, the strategy provides a comprehensive and integrated framework to address structural inequalities, including between women and men, promote participation in the labour force, and strengthen protection for vulnerable groups. A central goal is to ensure adequate legal protection for all workers, including those in the informal economy, platform workers, the self-employed and part-time workers, thereby enhancing the inclusion of those at risk of exclusion from labour protection.

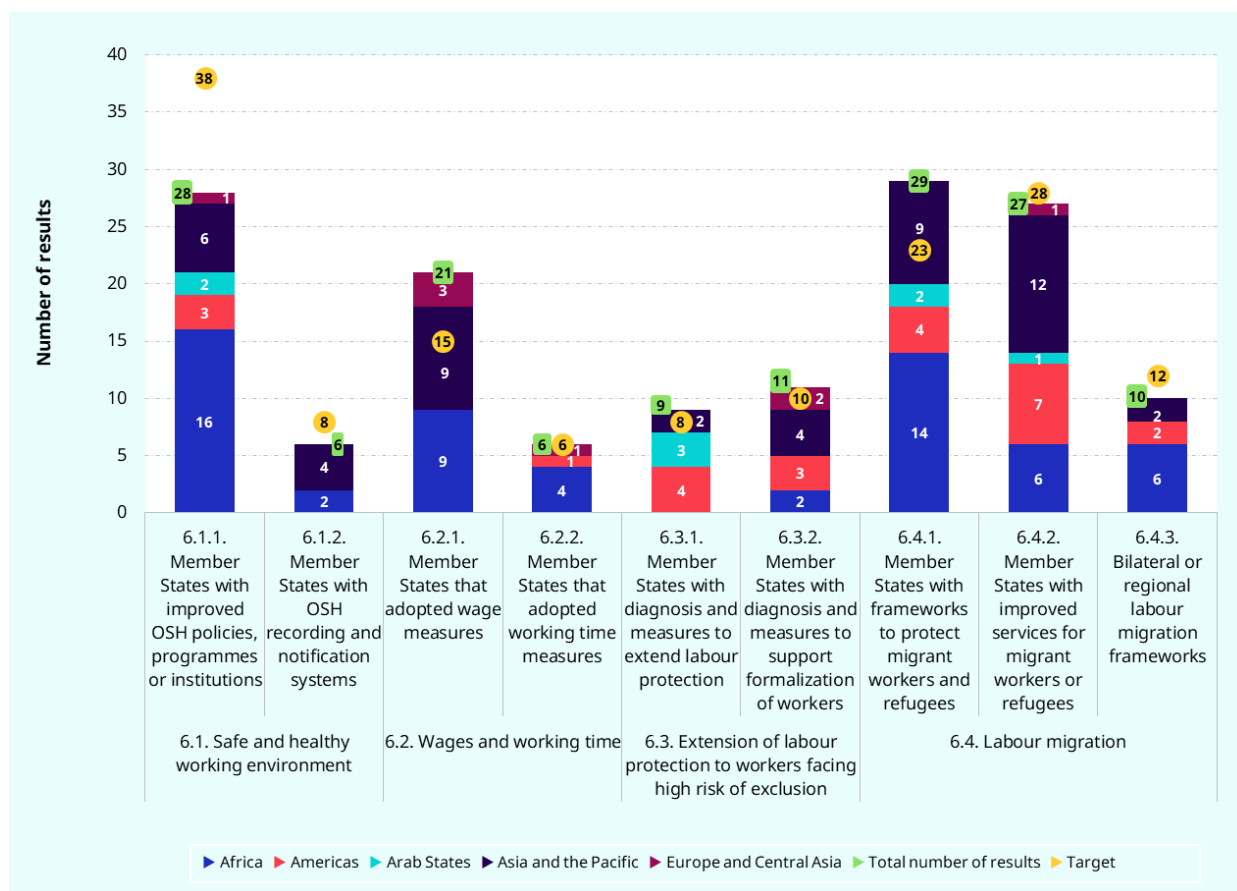
- 193.** The ILO actively shaped the global discourse and reinforced strategic partnerships with the UN Global Compact, the FAO and the OECD, embedding decent work principles into broader policy frameworks. The Organization also advanced a landmark global agenda on wage policies, including living wages, and deepened collaboration with the G20. Furthermore, the ILO engaged actively in the global dialogue about labour migration within the UN Network on Migration and forged partnerships with the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR) to promote coherent, rights-based approaches grounded in international labour standards and consistent messaging and interventions across the multilateral system.

Performance in relation to the 2024–25 targets and commitments

- 194.** During this biennium, the ILO enhanced the capacity of the tripartite constituents to promote OSH, adequate wages and decent working time, and to extend protection to workers at high risk of exclusion due to their work arrangements and contractual status – including workers in informal employment in formal enterprises or in households – while also advancing fair and well-governed labour migration. Overall, the ILO contributed to 147 results, only 1 result lower than the biennial target. The target was met or surpassed in five of the nine output indicators (figure II-17).



► Figure II-17. Results achieved under outcome 6, by indicator and region



195. Building on progress achieved in previous biennia, an increasing number of Member States prioritized action to promote **safe and healthy work environments**, taking steps to ratify Conventions Nos 155 and 187. Many countries strengthened OSH policy and legal frameworks, improved national OSH systems, and enhanced the recording and notification of occupational accidents and diseases.
196. Notable progress related to national OSH frameworks was registered in Africa, Latin America and the Caribbean and in Asia and the Pacific. ILO development cooperation projects contributed to improving safety and health in 63,000 workplaces. The target on OSH recording and notification systems was met, driven by results in Asia and the Pacific and in Africa. However, effective implementation of OSH policies and legislation remains a challenge, highlighting the need to further strengthen national capacities, integrate OSH into broader development frameworks, and sustain the Office's technical assistance in this area.
197. The ILO reinforced its normative leadership by setting the first global standards on prevention and protection against biological hazards in the working environment and implementing the [global campaign](#) to promote the ratification and implementation of fundamental ILO Conventions on OSH. In addition, the Office published research reports and developed policy tools, including on [Chemical exposures in mining](#), [Heat at work](#) (launched globally by the UN Secretary-General), [Bridging Social Protection and Occupational Health](#) to advance Sustainable Development Goals, and a new [Methodology for assessing national OSH qualification systems](#) (box II-21).

► **Box II-21. Building a safer future: A new methodology to improve national OSH qualification systems**

Within the framework of the flagship ILO's Safety + Health for All programme, the Office, with support from the Government of the Republic of Korea, produced an innovative methodology for assessing national OSH qualification systems. This practical guide, which supports Member States in evaluating and improving their national qualification systems for prevention, has been successfully applied in Brunei Darussalam, Madagascar and the Philippines. Following this assessment, Madagascar adopted a road map to improve its national system.

198. The ILO strengthened global and national action to promote **adequate wages and decent working time**. Wage-setting systems were reinforced in 21 Member States, primarily in Africa and Asia and the Pacific. Reforms included the adoption, adjustment or extension of minimum wages that reflected both workers' needs and economic factors; wage increases achieved through renewed collective agreements in sectors such as mining, fishing, food processing and public services; and gender pay-gap analyses conducted at the national level. Overall, minimum-wage reforms benefited 14.7 million low-paid workers, while wages established through collective bargaining improved the income of approximately 370,000 workers.
199. The ILO also supported governments in developing legislation and strengthened the capacity of social partners to negotiate collective agreements regulating working time and work organization. This led to results in seven countries that have adopted measures to set limits on working hours, guarantee weekly rest, and promote flexible and balanced working-time arrangements, as well as frameworks for telework and hybrid work.
200. The *Global Wage Report 2024–25* presented an analysis of wage trends, inequality, gender pay gaps, and minimum wage adjustments, offering actionable policy recommendations for Member States. The *Meeting of Experts on Wage Policies including Living Wages*, concluded with agreed principles for the estimation and operationalization of living wages, which have started to be applied at the country level (box II-22). The Office launched the Living Wages Programme in April 2025, together with the IOE and ITUC, and established the Living Wage Initiative under the Global Coalition for Social Justice.

► **Box II-22. Living wage estimates and methodologies in Costa Rica**

Wage-setting practices in Costa Rica were improved by incorporating the concept of a living wage in the mechanisms used to adjust national minimum wages. This reflects a strong national commitment to evidence-based wage policies, supported by social dialogue through tripartite institutions such as the National Wage Council. Living wage estimates were developed using the ILO methodology, with technical support from the Office and financial contributions from the Government of the Kingdom of the Netherlands. Knowledge of this methodology has been transferred to national institutions for future implementation. These efforts, together with improved data on economic factors, aim to guide future adjustments to the national minimum wage and to wages in strategic sectors, including in banana production.

201. Throughout the biennium, the Office received increasing requests for technical assistance from all regions to ensure **adequate and effective labour protection for workers facing a high risk of exclusion**. With ILO support, nine countries adopted measures to bridge persistent gaps in legal frameworks for work arrangements such as platform and home-based work, and for specific contractual forms, including temporary contracts, part-time work and multi-party employment relationships.



202. At the 113th Session of the International Labour Conference (June 2025), the Standard Setting Committee on Decent Work in the Platform Economy held its first discussion, paving the way for the possible adoption of a Convention and a Recommendation on this subject in 2026. The strong engagement of constituents in this process was evident in the record number of responses to the [White Report](#) questionnaire. After the first discussion, the Office published the [Brown Report](#) in August 2025 and organized a series of information sessions on the report for governments and social partners. The ILO developed legal updates, a policy tracker and technical briefs responding to the growing demand for knowledge and guidance on the platform economy, as well as related products on worker data protection and algorithmic management.
203. Eleven Member States adopted measures to diagnose informality and promote compliance, including initiatives on capacity development and awareness-raising addressing the drivers of formal employment, promotion of compliance, use of standard contracts, and dispute resolution mechanisms. The ILO also supported efforts to include informal economy and domestic workers in workers' organizations and social dialogue platforms, and developed a methodological toolkit to assess and address informalization risks, building on national experience.
204. In addition, the Office promoted innovative approaches for the formalization of domestic workers – 81 per cent of whom remain informally employed due to legal and enforcement gaps – including the use of a behavioural science toolkit designed to address barriers to formal employment by analysing how individuals respond to normative, social and legal environments.
205. With ILO support, 29 Member States strengthened **labour migration** frameworks and mechanisms, while 27 countries improved services for migrant workers and refugees. ILO assistance focused on fair recruitment, migrant worker resource centres, the sustainable reintegration of returnees, and policy development ensuring the engagement of social partners.
206. Technical assistance also addressed the linkages between climate change and mobility and the extension of social protection for migrant workers through unilateral measures as well as bilateral, subregional and regional cooperation. The ILO supported the creation or renewal of ten bilateral and regional frameworks, including an innovative skills-recognition framework across 14 Latin American and Caribbean countries, and an interregional dialogue between Africa and the Arab States (box II-23).

► **Box II-23. Interregional dialogue for fair and effective labour migration governance**

Labour migration from African countries towards member states of the GCC is rising, and addressing protection issues is paramount to ensure structured, safe, orderly and regular labour migration. The ILO, in partnership with the IOM, helped launch the Africa-GCC Doha Dialogue on Labour Mobility in 2024 as a public dialogue platform between African countries and countries in the Arab States region to enhance labour mobility governance and protect migrant workers' rights. The dialogue also saw participation from regional social partners namely ITUC Africa, The Organisation of African Trade Union Unity, Business Africa, and the Arab League Trade Union, as well as African Regional Economic Communities' representatives. The members adopted the [Doha Declaration on Labour Mobility](#) between the GCC, Lebanon, Jordan and 24 African Member States, committing to ensuring decent work for migrant workers and undertaking further dialogue, including social dialogue, to this end.



207. ILO research informed policy guidance, identified protection gaps, and generated new evidence on labour migration trends, notably through the *ILO Global Estimates on International Migrant Workers: International migrants in the labour force* and the *Global study on recruitment fees and related costs: Second edition*. The ILO also produced a *Guidance note on migrant worker resource centres*, and briefs on *social dialogue for the governance of labour migration* and *temporary labour migration*.

Budget and expenditure

208. Total expenditure in outcome 6 during 2024–25 was US\$183.5 million, of which 36 per cent corresponded to the regular budget and 64 per cent to extrabudgetary resources, including from the RBSA (table II-11). Total expenditure was 23 per cent above the strategic budget for the biennium, notably due to the mobilization of extrabudgetary resources for labour migration. RBSA resources allocated to this outcome, contributing notably to the improvement of working conditions of domestic workers, supported the achievement of results in ten Member States.

► **Table II-11. Outcome 6: Strategic budget, expenditure and top five funding partners**

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		63.6	66.5
Regular budget supplementary account		0.9	2.6
Extrabudgetary development cooperation		84.9	114.4
Total		149.4	183.5
Top 5 funding partners	United States		16.7
	Germany		16.2
	European Union		14.8
	Private sector		9.8
	United Kingdom		8.4

Outcome 7. Universal social protection

Highlights

- ILO-supported reforms significantly expanded social protection coverage, reaching approximately 39 million people, including 14 million workers in Indonesia through increases to unemployment benefits, 6 million additional beneficiaries of social health protection in Côte d'Ivoire, and 3 million people benefiting from the pension reform in Chile.
- Three Member States – Angola, Sao Tome and Principe and Suriname – ratified the Social Security (Minimum Standards) Convention, 1952 (No. 102), raising the total number of ratifications to 68, just 2 short of the target set by the International Labour Conference for 2026.
- Lebanon provided grants to 27,000 persons with disabilities in conflict-affected areas. In August 2024, the Government of the State of Palestine rolled-out social allowances to 18,000 older persons and 15,000 individuals with severe disabilities in the West Bank, with preparations under way to extend coverage to Gaza.
- The ILO released the *World Social Protection Report 2024–26*, which reveals that 52.4 per cent of the world's population has access to at least one social protection benefit, while 3.8 billion people, of which 2 billion are women and girls, still lack any form of coverage.



- 209.** The extension of social protection remains a central pillar of the Decent Work Agenda and a key strategy for achieving social justice. The ILO continued to support the development of sustainable, human-centred and rights-based social protection systems aimed at advancing the 2030 Agenda. These social protection systems address persistent poverty and rising inequalities, including gender inequality, while cushioning the impact of shocks and crises on people and tackling systemic challenges.
- 210.** The ILO's global flagship programme, Building Social Protection Floors for All, remained a key mechanism for delivering technical support to Member States and advancing progress towards universal social protection. Multilateral partnerships, including the alliance with the International Monetary Fund (IMF) (box II-24) and the Global Accelerator, enabled focused and integrated action in target countries.

► **Box II-24. The strategic ILO-IMF engagement unlocks sustainable investments in social protection**

A renewed ILO-IMF partnership in selected countries has strengthened the anchoring of social protection financing within national policy frameworks. Jointly identified country-specific entry points have enabled high-impact assessments, including fiscal space analyses, which informed social protection reforms and were reflected in IMF Article IV country reports. The ILO also facilitated tripartite discussions, effectively bringing constituents into dialogue with ministries of finance and the IMF.

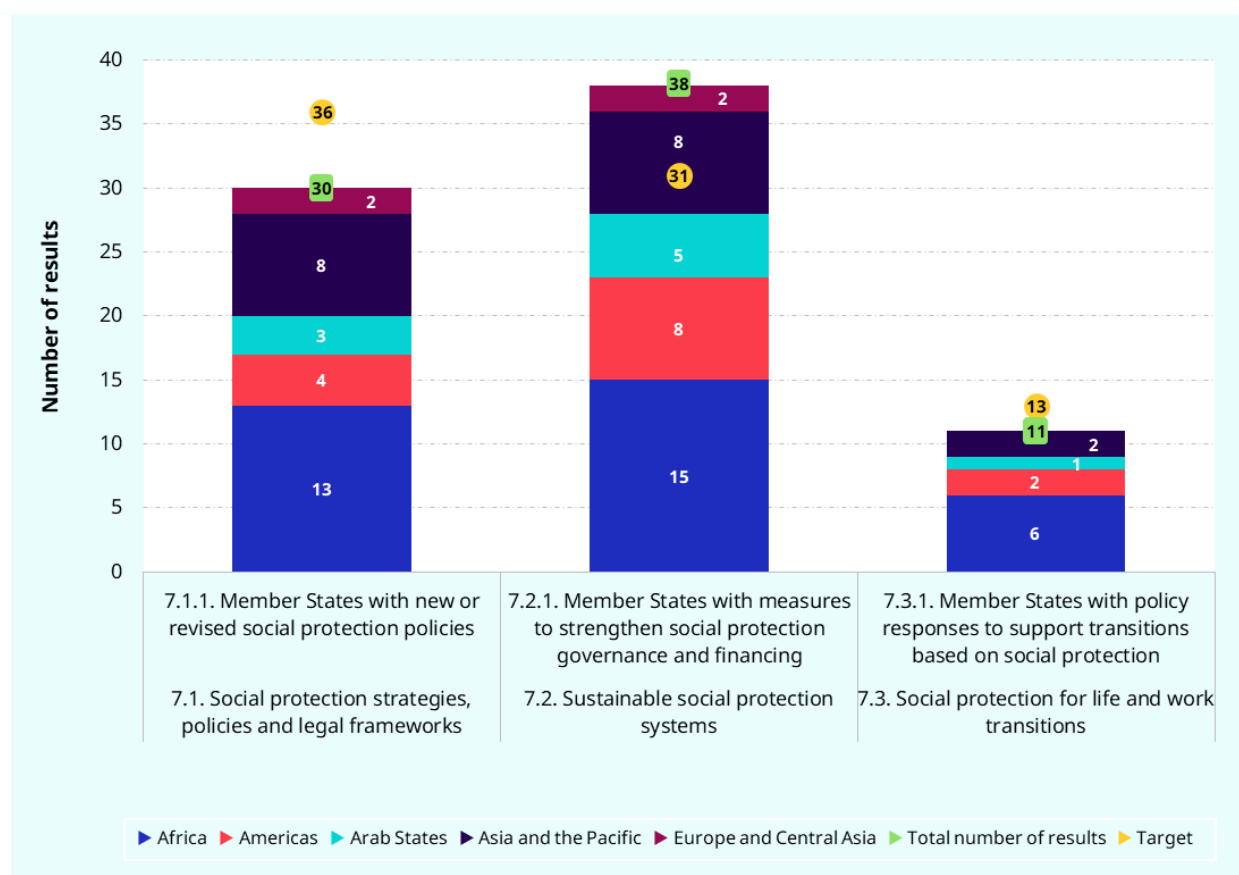
Reform efforts focused on unemployment insurance in Cambodia and Eswatini; health insurance in Senegal; pension systems in Comoros, Lebanon, Morocco, Mozambique and Thailand; and the extension of coverage to domestic workers in Paraguay. Joint ILO-IMF knowledge products fostered conceptual convergence and policy coherence between the two organizations and demonstrated the positive synergies between social protection systems and labour market outcomes.

- 211.** Guided by its normative mandate and tripartite structure, the ILO continued to act as a leading force in shaping global policy commitments and initiatives to extend social protection. It played a key role in formulating the [USP2030](#) Global call to action (2024), which seeks to increase social protection floor coverage by at least 2 percentage points each year, and in contributing to the operationalization of the Social Protection Inter-Agency Cooperation Board (SPIAC-B) common principles for linking humanitarian assistance with social protection.

Performance in relation to the 2024-25 targets and commitments

- 212.** During the biennium, the ILO contributed to 79 country results related to social protection. Performance was below the biennial target in two of the three output indicators and exceeded the target for the indicator measuring the strengthening of social protection systems (figure II-18). This progress reflects the growing interest among Member States in enhancing governance, financing and operational capacity for social protection, including through digital transformation, as a foundation for expanding coverage and improving effectiveness.



► **Figure II-18. Results achieved under outcome 7, by indicator and region**

- 213.** The ILO supported constituents in establishing and strengthening national frameworks for social protection, leading to the adoption of new or revised strategies, policies or legal frameworks, through tripartite consultation, in 30 Member States. ILO assistance increasingly focused on legal and policy reforms aimed at enhancing coordination between contributory and non-contributory schemes, such as in Viet Nam (box II-25), extending coverage to workers in new forms of employment in China and India, and addressing the needs of women throughout their life and work transitions in Chile, Indonesia, and Thailand to close gender gaps. In Chile, an inclusive pension reform introduced care credits expected to benefit more than 750,000 women by 2026.

► **Box II-25. Long-term support to extend social protection coverage and reduce fragmentation in Viet Nam**

Viet Nam's social protection reform, supported by the ILO over several biennia, culminated in 2024 with the adoption of the Social Insurance Law, a major milestone toward the country's vision of universal social protection. The law integrates contributory and non-contributory pensions within a multi-tiered system, extending mandatory social insurance coverage to previously uncovered workers and reaching an additional 3 million people.

With funding from Australia, Ireland and Japan, the ILO contributed to the reform process by conducting actuarial valuations of social insurance funds, facilitating tripartite dialogues, and providing policy advice to strengthen the reform's design and implementation.

- 214.** Thirty Member States adopted policy measures to extend coverage or enhance comprehensiveness and adequacy of social protection systems, including access to health and maternity care in 15 countries, such as Cambodia, Côte d'Ivoire, Cyprus, Democratic Republic of the Congo, Thailand and Viet Nam. To support evidence-based policymaking, the Office produced a comparative review of social health protection reforms in 17 Latin American countries, which informed advisory services in Colombia, El Salvador, Honduras and Peru. Furthermore, the ILO supported the design or reform of unemployment protection schemes in Indonesia, Jamaica, Malaysia and Suriname.
- 215.** To strengthen advocacy and advisory efforts on the right to social security, the Office prepared the [Guide on drafting social security legislation](#), a pioneering resource grounded in ILO expertise and experience. This practical guide is actively shaping national legal reforms aligned with international labour standards. As a complement, the OHCHR–ILO Fact Sheet *Right to Social Security* clarifies state obligations, outlines policy pathways, and reinforces the case for universal social protection rooted in international human rights and social security standards.
- 216.** A total of 38 Member States achieved notable improvements in **social protection financing and governance**. The ILO contributed to the creation of new actuarial and statistical functions within social security institutions in six countries and supported financial governance reforms in another five, leveraging tools such as the [ILO's quantitative models](#) and the [ILO/ISSA Actuarial Services Platform](#). Throughout the biennium, the Office generated robust global and regional qualitative and quantitative data on SDG indicator 1.3.1 to inform analysis and policymaking, with particular emphasis on the role of social protection in climate action and addressing financing gaps (box II-26).

► **Box II-26. Leadership on global information and analysis of the state of social protection and its financing**

In September 2024, the ILO released its flagship [World Social Protection Report 2024–26](#), accompanied by regional companion reports. The publication underscores the pivotal role of universal social protection in climate action and in ensuring a just transition. Widely disseminated – with over 41,700 downloads by September 2025 – the report serves as a key resource for policymakers, practitioners, and social partners, demonstrating how social protection systems can drive inclusive and sustainable development.

The underlying World Social Protection Database was expanded to cover 214 countries and territories, including sex-disaggregated coverage data. It remains the authoritative source of internationally comparable data on social protection and informs SDG reporting on indicator 1.3.1, as well as global UN reports.

In addition, the ILO produced 2024 estimates of the [financing gap](#) for universal social protection for 133 low- and middle-income countries. The findings reveal that achieving universal coverage of social protection floors requires an annual investment equivalent to 3.3 per cent of GDP in these countries. These findings directly shaped outcome documents at the [Fourth International Conference on Financing for Development](#), the [Second World Summit for Social Development](#), the [COP30](#) and the [USP2030 call for action](#), mobilizing global commitments to accelerate progress toward universal social protection.

- 217.** Many countries harnessed digital technologies to enhance the delivery and governance of social protection systems. The ILO supported the integration of mobile social security services in underserved rural and urban areas of the Lao People's Democratic Republic, contributed to a data pooling exercise in India that increased the accuracy of social protection statistics, and facilitated digital solutions to improve access to registration processes and benefit information



in Nepal, Pakistan and Rwanda. The Office documented recent [digital advancements across Asia and the Pacific](#), showing evidence of significant increases in participation in social security schemes. As a partner of the [Digital Convergence Initiative](#), the ILO is co-developing global standards to ensure interoperability of social protection systems, including on [integrated beneficiary registry](#) and [disability registry](#).

- 218.** During the biennium, 11 Member States strengthened their capacity to **leverage social protection in facilitating life and work transitions**, as well as in supporting broader structural transformations through integrated approaches (box II-27). Through the Global Accelerator, the ILO and its partners promoted integrated approaches that link employment creation with sustainably financed social protection systems in designated pathfinder countries.

► **Box II-27. Extending social protection to facilitate transitions to the formal economy**

To address persistent gaps in social protection coverage, the ILO supported constituents to facilitate transitions to formality through national policies and legal reforms, particularly in Guinea-Bissau, Paraguay, and Senegal. Innovative approaches were promoted, including the use of cooperatives to enrol hard-to-reach groups and collect contributions from seasonal and casual workers. In Côte d'Ivoire, this strategy extended coverage to 6 million coffee producers.

In Colombia, the adoption of Law 2466 marked a major step toward formalization, expanding social insurance coverage – including pension, health, and employment injury protection – for domestic workers, benefiting over 650,000 individuals, the majority of whom are women. These efforts were informed by ILO research and policy guidance on [public employment programmes](#) and on strengthening [labour rights and social protection coverage for domestic workers in ASEAN](#).

- 219.** As climate shocks intensify and global mitigation efforts accelerate, social protection is increasingly recognized as a critical instrument for adaptation and resilience. To reinforce awareness and strengthen advisory services, the Office developed tools and knowledge products that position universal social protection as a key policy lever to address climate impacts and displacement, and as an enabler for a just transition. This includes the *World Social Protection Report 2024–26*, the [ILO Strategy on extending social protection to migrant workers, refugees and their families](#), and a joint ILO–USP2030 note that provides guidance to countries on integrating social protection into nationally determined contributions. At the country level, the ILO is piloting a diagnostic tool in Jordan to assess the climate-responsiveness of social protection systems.

Budget and expenditure

- 220.** Total expenditure in outcome 7 during 2024–25 was US\$121.4 million, of which 40 per cent corresponded to the regular budget and 60 per cent to extrabudgetary resources, including from the RBSA (table II-12). Total expenditure was slightly above the strategic budget for the biennium. RBSA resources allocated to this outcome supported the achievement of results in ten Member States.



► Table II-12. Outcome 7: Strategic budget, expenditure and top five funding partners

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		48.5	47.9
Regular budget supplementary account		0.4	2.6
Extrabudgetary development cooperation		62.5	70.9
Total		111.4	121.4
Top 5 funding partners	European Union		17.8
	Ireland		4.2
	UNICEF		3.4
	Netherlands (Kingdom of the)		2.9
	Germany		2.1

Outcome 8. Integrated policy and institutional responses for social justice through decent work

Highlights

- With ILO technical support, the G20 Labour and Employment Ministers adopted *Policy priorities to reduce inequalities in the world of work* (2024) and reaffirmed their commitment to “building more prosperous economies by fostering a sustainable and resilient workforce, recognizing the urgent need to address inequalities and foster fairness in the world of work and ensure decent work” (*Fancourt Declaration, 2025*).
- The Global Coalition for Social Justice, established by the ILO Governing Body in November 2023, gained traction bringing the total number of partners to 400, including governments, employers’ and workers’ organizations, international and regional entities, enterprises and academic institutions. The Global Coalition is supporting action globally and at the country level through 14 key interventions.
- Ten additional countries joined the Global Accelerator, bringing the total number of pathfinder countries to 18. Through this initiative, the UN and the World Bank are implementing 47 joint programmes promoting policy reforms for decent jobs and universal social protection in strategic sectors across 30 countries, including the pathfinder countries.
- Through its four priority action programmes, the ILO mobilized more than US\$21 million for integrated interventions supporting formalization, a just transition, crisis recovery and decent work in supply chains.
- During the biennium, 32 Member States developed policies and programmes to advance a just transition in the context of ecological transformations, while 19 countries engaged in integrated approaches and adopted strategies for formalization. Decent work and employment were at the centre of crisis prevention and recovery efforts in 19 countries.

221. Amid growing geopolitical tensions and the combined challenges of climate, demographic and digital transitions, the ILO intensified its efforts to place social justice and decent work at the heart of national and global policymaking, ensuring their integration into economic, social and environmental strategies as well as financial and trade policies, to foster inclusive growth, higher living standards and reduced inequality. The ILO deepened engagement with world leaders and coordination groups such as the G7 and G20 (box II-28), launched the Global Coalition for Social Justice, expanded the Global Accelerator, and implemented four cross-



cutting action programmes addressing priority policy areas that demand multidisciplinary and practical solutions.

► **Box II-28. Shaping policy agendas through the G7 and the G20**

The ILO's engagement in the G7 and G20 processes contributed to the adoption of policy frameworks and action plans addressing social protection, inclusion, the reduction of inequality and the human-centred governance of AI.

Together with the International Social Security Association (ISSA), the ILO hosts the [G20 Social Policy Portal](#), a knowledge platform to support governments in strengthening social protection and inclusion. The ILO provided technical assistance for the adoption of new G20 targets related to the reduction of youth unemployment and gender inequality, as well as for the improvement of indicators to measure the gender wage gap in G20 economies and disability inclusion in G7 labour markets. In 2025, the G20 Development Ministers, with support from the ILO, adopted a **Call to Action: Towards inclusive, resilient and sustainable development through Universal Social Protection Systems and Floors** drawing on the Social Protection Floors Recommendation, 2012 (No. 202).

In partnership with the OECD, the ILO also contributed to the development of the [G7 Action Plan for a human-centred development and use of safe, secure and trustworthy AI in the world of work](#) (2024). The plan recognizes both the benefits of AI – employment opportunities, enhanced productivity, safety and health, job satisfaction and quality – and the risks, including in respect of job quality and disparities among firms and workers, within and across countries.

In 2025, based on a questionnaire on country practices related to the six policy areas of the 2024 Action Plan, the ILO and the OECD prepared a compendium of best practices in the G7 and the European Union showcasing national approaches to skills development, automation, productivity and fairness, privacy and non-discrimination, OSH, transparency and accountability, and social dialogue.

222. The ILO's global outreach expanded significantly with the launch and rapid growth of the Global Coalition for Social Justice, which surpassed initial expectations. Guided by a coordinating group co-chaired by the Government of Brazil and the ILO Director-General, the Coalition has identified 14 key interventions across six thematic priorities endorsed by the ILO Governing Body. These initiatives – including the Global Accelerator – serve as entry points for partner engagement, driving transformative action on the ground and accelerating progress toward the SDGs. The Global Coalition, which held annual forums in 2024 and 2025 (box II-29), has strengthened collaboration with other entities such as the UN Department of Economic and Social Affairs, the OHCHR and the World Trade Organization, leveraging complementarities of mandates to advance shared strategic priorities.

► **Box II-29. The annual forums of the Global Coalition for Social Justice**

The inaugural forum of the Global Coalition, held in 2024 during the 112th Session of the International Labour Conference, served to shape the agenda for the initiative. The meeting gathered over 1,200 participants, including the Presidents of Brazil and Nepal, who highlighted their national commitment to align economic and social policies, strengthen social dialogue, and advance just transition and equitable growth.

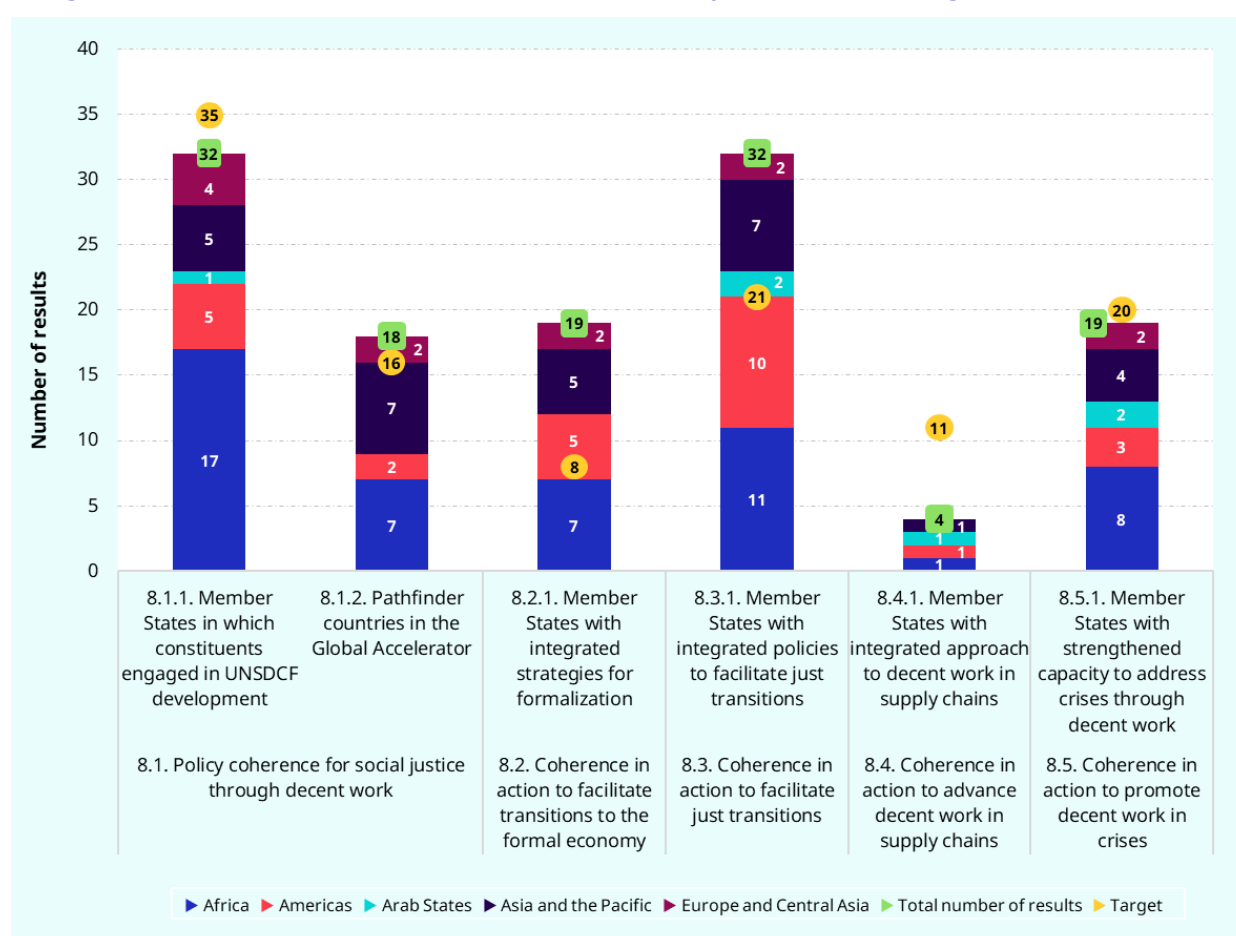
The 2025 forum, with over 1,000 participants in person and 5,000 online, featured the President of the Dominican Republic, a high-level plenary and six interactive sessions where partners announced concrete contributions across its 14 key interventions. The Forum confirmed the Coalition's strong convening power, with 47 ministers, social partners and other high-level dignitaries in attendance.



Performance in relation to the 2024–25 targets and commitments

223. In addition to promoting policy coherence at the global level, the ILO's work on integrated policy and institutional responses for social justice through decent work contributed to 124 country-level results, exceeding the biennial target in four of the six output indicators, particularly in relation to formalization and just transition (figure II-19). While the Office made significant progress in developing an integrated approach to realize decent work in supply chains and in building internal capacity, country-level uptake progressed more slowly than expected. Although results in 2024–25 remained modest, the foundations laid in many countries are expected to generate tangible outcomes from 2026 onwards.

► **Figure II-19. Results achieved under outcome 8, by indicator and region**



224. To enhance **policy coherence for social justice through decent work**, the ILO supported constituent engagement in the design of UN Sustainable Development Cooperation Frameworks and related planning processes in 32 countries, over half of them in Africa. This support combined global and regional capacity-building initiatives with in-country technical and policy assistance.

225. The Global Accelerator currently includes **18 pathfinder countries** – 17 ILO Member States and Bhutan. During the biennium, seven countries – Albania, Bhutan, Cambodia, Indonesia, Malawi, Paraguay (box II-30) and Uzbekistan – developed and validated national road maps. The road maps are policy agendas that outline priority actions to expand social protection, promote employment creation and skills development, and strengthen sectoral and just transition policies.

226. As part of the Global Accelerator's technical support facility, the ILO contributed to the development of tools to help road map implementation, including a [guide on macroeconomic diagnostics for decent jobs, social protection and just transitions](#), a [model to evaluate economic policies and investments with a focus on sustainability and social impact](#), and an [informality dashboard](#) for policy monitoring.

► **Box II-30. The Global Accelerator's road map in Paraguay**

Paraguay's Global Accelerator road map sets out an integrated national vision linking employment, social protection and just transitions. Developed with support from the ILO, UNDP, UNICEF and the World Bank, the road map includes initiatives to: (i) strengthen the *Emplea PY Joven* programme to promote formal jobs for youth; (ii) formulate a new strategy for employment formalization; (iii) develop an industrial policy based on a supply chain approach; and (iv) enhance the sustainability and coverage of the social protection system.

The ILO is also assisting national constituents in measuring green jobs, assessing the effects of technological and environmental change on employment and social protection, and analysing informality dynamics, among other areas relevant to the implementation of the road map.

227. The four priority action programmes established in the Programme and Budget for 2024–25 strengthened the ILO's capacity to deliver integrated policy support. By enhancing internal coordination and forging strategic external partnerships, the Office advanced cross-cutting technical assistance, policy guidance, and capacity development that leveraged synergies across outcomes and aligned with multilateral frameworks.

- The ILO supported constituents to address the root causes of informality and promote the **transition to formality**, leading to the implementation of integrated approaches and adoption of integrated strategies for transition to formality in 19 Member States. This was achieved through coordinated multi-outcome country activities, knowledge sharing, joint research and training activities on the relations between different policy areas and informality, combined with internal awareness-raising and collaboration.
- In the area of a **just transition**, ILO support to Member States yielded the development of 32 integrated policies that promote decent work and social justice in the ecological transition. The ILO promoted the integration of a just transition into nationally determined contributions (NDCs) on climate change and delivered coordinated efforts with a special focus on advancing employment, protection and social dialogue in a just transition and green jobs strategies and measures.
- **Supply chains** are a powerful entry point to promote decent work. The ILO strengthened policy coherence and partnerships at the international and regional levels, including through the establishment of the "One UN Response on Sustainable Value Chains". Specific results were achieved in five countries, including Namibia where a new model contract for workers in the fishing sector supply chain was adopted.
- The ILO implemented early recovery initiatives in **post-crisis situations**, with concrete results achieved in 19 Member States and territories, including Haiti, the Occupied Palestinian Territory and Ukraine. The Office developed integrated and conflict-sensitive responses to integrate people in situations of vulnerability into the labour market, and supported livelihoods and decent work as the foundation for a long-term recovery. The Office launched a new initiative on Decent Work for Peace, primarily supported by internal funding and the RBSA to promote decent work and social justice in fragile, conflict and



disaster-prone contexts such as Afghanistan, Libya, Myanmar, Togo, the three countries in the Liptako Gourma area (Burkina Faso, Mali and Niger), the Syrian Arab Republic and Ukraine.

228. The Office developed knowledge, guidance, tools and capacity-building initiatives in the four areas. A notable example is the [knowledge-sharing platform](#) on transitions to formality that includes resources generated during the preparation of the June 2025 [general discussion on promoting transitions towards formality](#), together with a [toolkit](#) prepared for Latin America in the framework of the FORLAC 2.0 initiative and the [informality dashboard](#) developed by the Global Accelerator.
229. On a just transition, knowledge generation efforts focused on emerging themes such as decent work and adaptation, industrial symbiosis and productivity, carbon markets, market system development, energy, and decent work in the circular economy. The ILO, UNEP and the International Union for Conservation of Nature published the second biennial report on decent work, just transition and nature-based solutions. The “Just transition policy gateway” showcases policies and strategies to spark learning across countries, regions and sectors.
230. The Office launched the [ILO Decent Work in Supply Chains Evidence Hub](#), an initiative to translate complex research into clear insights for ILO constituents. The hub collates more than 500 publications and leverages AI to summarize findings and inform evidence-based policymaking.
231. For crisis and post-crisis settings, the ILO developed four policy notes to promote decent work across the Humanitarian-Development-Peace nexus, including on social protection, local economic development and formalization, child labour and employment diagnostics using innovative data analytics methodologies. The latter enabled faster assessments of the labour market impacts of disasters and conflicts across 15 countries, playing a critical role in policy dialogue and fundraising for emergency response in the State of Palestine, the Syrian Arab Republic, Kenya and South Sudan and, after the 2025 earthquake, in Myanmar.

Budget and expenditure

232. Total expenditure in outcome 8 during 2024–25 was US\$116 million, of which 13 per cent corresponded to the regular budget and 87 per cent to extrabudgetary resources, including from the RBSA (table II-13). Total expenditure was well above the strategic budget for the biennium due to the mobilization of development cooperation projects to build resilience in labour markets of crisis-affected countries, especially from the United Nations Peace Building Fund. This outcome received the highest share of RBSA resources during the biennium, which supported the achievement of results in 24 Member States.



► Table II-13. Outcome 8: Strategic budget, expenditure and top five funding partners

Source		Strategic budget (in US\$ million)	Expenditure (in US\$ million)
Regular budget		14.2	14.8
Regular budget supplementary account		4.0	8.8
Extrabudgetary development cooperation		17.0	92.4
Total		35.2	116.0
Top 5 funding partners	Germany		50.7
	European Union		11.5
	Multi-partner trust fund (MPTF)/UNDP		7.7
	Netherlands (Kingdom of the)		4.7
	Sweden		3.2

Enablers

Enabler A. Enhanced knowledge, innovation, cooperation and communication to advance social justice

233. During the biennium, the ILO strengthened its role as a global hub for world-of-work knowledge and innovation. Integrated efforts in statistics, research, innovation, partnerships and communication enhanced the Office's ability to deliver evidence-based policy advice, foster collaboration and support constituents in advancing decent work and social justice. The expanded use of AI and digital tools improved knowledge generation, analysis and outreach. The high-level independent evaluations on [development cooperation](#) and on [labour statistics](#) reinforced institutional learning and informed the setting of future priorities.
234. Following recommendations of the International Conference of Labour Statisticians, tripartite technical working groups advanced new **statistical standards** on digital platform work, international labour migration, violence and harassment at work, OSH, care work and the International Standard Classification of Occupations (ISCO). With ILO support, 47 Member States conducted national surveys and strengthened labour market information systems, surpassing the biennial target, and continued to collect and report data for SDG indicators under ILO custodianship.
235. The enhanced [ILOSTAT](#) portal now covers 1,090 indicators and 352 million data points – a 20 per cent increase since 2022–23 – for 178 countries. [Country profiles](#) were modernized for improved usability and visualization, while a joint training strategy with the Turin Centre strengthened data capacities for evidence-based policymaking, reaching over 700 participants. Partnerships were reinforced with the UN Statistical Division to include ILO data in the [UN Data Commons Platform](#), as well as with statistical authorities of the Republic of Korea and Singapore.
236. During the biennium, the **research** programme generated nearly 300 products on climate transitions, automation, skills, gender equality, and social protection, among other topics, including flagship publications such as the *World Employment and Social Outlook: Trends reports 2024* and *2025* and the [State of social justice report](#). Expanded collaboration with UN agencies, financial institutions, multilateral organizations and academia increased the visibility of ILO



research products, which were cited in UN, G20, G7 and BRICS outcomes. The ILO organized training on evidence-based policymaking for constituents and organized international meetings and networks of academics and practitioners, such as the [Regulating for Decent Work \(RDW\) Conference 2025](#). The Organization advanced the global thought leadership on the impact of technology change on the world of work through initiatives like the AI for Good partnership and the ILO Observatory on AI and Work in the Digital Economy (box II-31).

► **Box II-31. Observing the impact of AI on the world of work**

Launched in 2024, the [ILO Observatory on AI and Work in the Digital Economy](#) serves as the Organization's hub for research, data and policy insights on the impact of AI and digital technologies on the world of work. Through initiatives such as the [Generative AI and Jobs study](#) and the [Digital Labour Platform Tracker](#), the Observatory provides data-driven tools to inform policy, social dialogue and global debates on AI governance. The Tracker focuses on global legislation and policy initiatives, collective bargaining and judicial cases. The Observatory's collaboration with the International Telecommunication Union's AI for Good Initiative and engagement across the UN system further strengthened the ILO's leadership in shaping the future of work in the digital era.

- 237.** In the framework of its knowledge and **innovation** strategy, the Office, in collaboration with the Turin Centre, launched the "Innovation Sparks" initiative, comprising a scouts programme and an innovation fund that supported 22 digitally driven capacity development projects such as mobile learning apps, online modules and chatbots. The choice of these innovation initiatives was inspired by the UN 2.0 Quintet of Change launched in 2024 to energize the UN system by promoting a culture of innovation and the use of data, digital technology, foresight and behavioural science. These initiatives have led to the rollout of several solutions among ILO staff and across the global network of constituents and to a more prominent role for the Organization within the UN innovation ecosystem.
- 238. Development cooperation** continued to make a substantial contribution to the implementation of the ILO's programme of work in 2024–25. Despite a challenging aid landscape, the ILO maintained a sizeable development cooperation portfolio, reaching US\$802 million in approvals. This amount includes US\$35 million of core voluntary funding for the RBSA. The ILO maintained strong collaboration with the European Union, multi-bilateral partners and international financial institutions, notably the African Development Bank, while overall UN funding remained below expectations. Four new South–South and triangular cooperation partnerships were established – with India, the Qatar Fund for Development, China, and a new Global South initiative – and public–private partnerships increased. The ILO expanded its development cooperation portfolio in countries affected by conflict and displacement, for example through the Development Partners Meeting for Palestine of 2024 that mobilized over US\$8 million to support the ILO's labour market recovery programme.
- 239.** During 2024–25, the ILO focused on leveraging modern **communication** technologies, including AI, to showcase the ILO's real-world impact through its projects, programmes and international labour standards. In implementing its [Global Communication Strategy](#), the Office promoted a variety of communication products across the ILO's digital channels, including a new global website, with a significant audience increase. The ILO achieved strong media visibility for its [reports](#), [major publications](#) and [briefs](#), securing coverage in major international outlets. [Global communication campaigns](#) combined the latest data with advocacy messages, reaching millions worldwide through events like the [Global Citizen Festival](#). Internally, communication played a key role in keeping staff across the ILO informed and engaged, becoming even more vital as institutional reforms advanced.



Enabler B. Improved leadership and governance

- 240.** The Office continued to monitor the efficient functioning of the governance organs and to explore possible further improvements based on the continuous feedback provided by constituents. At the request of the Governing Body, a tripartite technical meeting to review its functioning was organized in May 2025. While the meeting offered an opportunity for valuable exchanges, it had limited impact in terms of reducing the size of the agenda of future sessions. The Office will therefore continue to explore areas of possible improvement under the guidance of the Governing Body.
- 241.** The ILO leveraged its tripartite structure and convening authority to play a **leadership** role on issues shaping the world of work. In 2024, the International Labour Conference adopted key resolutions to advance action on fundamental principles and rights at work and on the care economy. In 2025, the Conference adopted Convention No. 192 on biological hazards in the working environment and its accompanying Recommendation No. 209, along with resolutions on the transition to formality for decent work and on the Second World Summit for Social Development. The latter was instrumental in shaping the Doha Political Declaration adopted in Qatar in November 2025.
- 242.** At the country level, 15 new DWCPs were adopted during the biennium: 6 in Africa, 4 in Latin America and the Caribbean, 2 in Asia and the Pacific, and 3 in Europe and Central Asia. All DWCPs were developed through dialogue with tripartite constituents, although in some countries the establishment of tripartite steering committees was delayed. Moreover, most of the new DWCPs did not include outcomes derived from the UN Sustainable Development Cooperation Frameworks, as ILO constituents often considered these insufficiently responsive to their priorities. The difficulty of deriving entity-specific outcomes from the Cooperation Frameworks was also highlighted in the system-wide evaluation on progress towards a new generation of UN country teams published in 2025, which recommended eliminating the formal requirement for UN Resident Coordinators to confirm the “derivation” of Cooperation Framework outcomes.
- 243.** To ensure the **good functioning of the governing organs**, the Office continued organizing regular information sessions and informal consultations ahead of Governing Body and International Labour Conference sessions and providing support for official meetings held in person, virtually or in hybrid format. The Office also optimized the use of computer assisted translation and terminology tools in document production with a view to ensuring high-quality and timely delivery. Further efforts will be made to enhance efficiencies in the document production cycle.
- 244.** In relation to **oversight**, the Office advanced the implementation of the 2023–25 evaluation strategy, improving access to evaluative information through an “*i-eval AI assistant*” that transforms complex queries into concise summaries with full citations and direct links taken from ILO evaluation reports. The achievement of most of the targets set in the evaluation strategy – notably the timely completion of mandatory evaluations and follow-up to recommendations – demonstrates enhanced accountability and a growing learning culture across the Organization.
- 245.** The Office continued to audit high-risk areas, issuing eight assurance reports and one advisory report, and strengthened the investigation function during the biennium. An external quality review of the Internal Audit Office conducted in 2024 was satisfactory and the Governing Body approved a new Audit and Investigation Charter in March 2025. The External Auditors issued unmodified audit opinions on the consolidated financial statements of the financial years 2023



and 2024 and presented their reports to the Governing Body with recommendations on various processes and functions.

- 246. The Office further updated its risk management and monitoring system and started developing a risk register template for development cooperation projects, complementing the template for country offices. Online training modules on risk management, internal control and anti-fraud policies and processes were developed or updated. The strategic risk register was updated as part of the Programme and Budget for 2026–27 and business continuity plans for all field offices were renewed annually.
- 247. A new online ethics training course was developed building on the best practices of other international organizations, to be supplemented by an online refresher course for staff to take every three years, and an ILO Integrity Hotline was launched in 2025 (box II-32).

► **Box II-32. The ILO Integrity Hotline**

Part of the ILO's institutional efforts to strengthen transparency and accountability, the [Integrity Hotline](#) provides a safe, confidential and independent way to report concerns or suspicions of misconduct or unethical behaviour involving the ILO, its staff or the personnel of its partners and contractors. All allegations are assessed by the ILO Office of Internal Audit and Oversight. It is available in multiple languages and available on the ILO public website. Both internal and external users can choose whether to report allegations by telephone or in writing.

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

- 248. The ILO pursued its efforts to strengthen resource management systems to ensure that these systems are responsive, adaptive and of high quality, ensuring the necessary transparency, accountability and value for money. During the biennium, the Office developed new products and services related to the physical and digital workplaces and the management of its financial and human resources, leveraging digitalization and AI whenever possible and appropriate, enhancing agility and responsiveness to challenging financial situations.
- 249. The Office continued to achieve progress in supporting **efficient, safe and sustainable workplaces** in different locations, with the renovation of its buildings in Abidjan and Islamabad, as well as the development of new modalities to manage office space at headquarters to generate savings and income.
- 250. The implementation of the Integrated Workplace Management System optimized the management and reporting of real estate and physical assets. The Office digitalized workflows and developed new reporting functions to facilitate management of assets, leases and buildings. The ILO also took measures to strengthen security management, including the piloting of a new process, and the implementation of security awareness training courses.
- 251. Greenhouse gas emissions from air travel decreased by 36 per cent compared to the pre-pandemic baseline, significantly exceeding the target for the biennium due to the widespread adoption of virtual meetings and remote collaboration tools. To enhance operational efficiency further, the ILO simplified and digitalized internal business workflows for the organization of meetings, including of the governance organs, simplifying registration and voting. The Office continued improving the accessibility of its digital resources and piloted several initiatives to integrate AI into the work of different departments (box II-33).



► **Box II-33. Investing in AI technology**

Convinced that investing in AI offers opportunities to improve internal efficiencies and extract deeper insights from the extensive normative and statistical data managed by the ILO, the Office developed 20 pilot projects to improve the usability of information repositories, enhance productivity and enable constituents to make evidence-based policy decisions. These projects provided relevant information about the suitability of different products, costs and potential benefits, informing the overall ILO strategy to integrate AI into its day-to-day operations.

252. To facilitate **integrated and transparent resource management for results**, the outcome-based work planning dashboard, an internal digital tool for visualizing country programmes and global products, was further enhanced to include detailed information on funding sources, including development cooperation projects and RBSA. This enabled managers and staff to access up-to-date data on budgets, commitments and expenditures by outcome and output, thereby facilitating more timely and informed decision-making.
253. To improve the level of compliance of ILO data with international standards, the Office carried out monthly assessments of data quality, enhanced automated publication systems, and trained relevant ILO staff. This resulted in a 70 per cent decrease in the number of data quality issues. In addition, a new system was established to indicate the strategic and geographic use of regular budget non-staff resources to enhance monitoring and reporting. By presenting integrated resource information, these tools have enhanced the Office's capacity to manage resources efficiently, particularly in the context of reduced regular budget availability in the last quarter of 2025.
254. Throughout the biennium, the Office strengthened and expanded on existing policies and processes to nurture a **diverse, motivated and high-performing workforce**. New tools to map current and future skills needs were developed and used to guide decision-making on resource programming, targeted recruitment and staff development priorities. The portfolio of learning opportunities has been expanded to address the specific gaps identified through the skills mapping process. These programmes encompass more than 150 activities, targeting around 1,800 staff globally.
255. A revised ILO mobility policy provides an improved and transparent framework to support staff in pursuing both geographical and functional mobility. Temporary career development assignments provide opportunities for all officials to be exposed to different organizational functions and to work in new environments, including in different duty stations. These opportunities are aimed at promoting mobility and professional growth, and contribute to nurturing a dynamic, adaptable and global workforce.
256. Leadership development activities on managing hybrid teams were introduced to strengthen accountability and performance. A preliminary review of the flexible working arrangements policy revealed a high overall level of satisfaction among ILO staff, with indications that the policy was having a positive impact on work-life balance whilst maintaining collaboration.



- 257.** A range of culture change initiatives were undertaken to ensure a respectful, healthy and inclusive work environment. A new Office policy on disability-inclusive employment and reasonable accommodation was finalized, supporting the ILO's aims for a diverse and equitable workplace and increasing compliance with the United Nations Disability Inclusion Strategy. Important progress was made on the ILO Mental Health and Well-being at Work Action Plan for 2024–26, including awareness and anti-stigma campaigns, sessions on managing stress and avoiding burnout, and preparations for the launch of an Office-wide psychosocial risk assessment.



► Part III. Lessons learned and prospects

- 258.** The Office prioritizes learning from both successes and challenges in delivering the ILO programme. To identify overarching lessons, it draws on independent, external and internal evaluations, as well as its own experience and performance analysis. Feedback from constituents on the relevance and quality of ILO services during the biennium also provides valuable insights into effective practices and areas for improvement. The following sections summarize some key lessons drawn from the implementation of the ILO programme in 2024–25. Building on these lessons, the Office is determined to drive greater impact and enhance the ILO’s performance in the years ahead.

Financial resilience and institutional continuity

- 259.** Despite the unprecedented scale of the 2025 liquidity crisis, the Office demonstrated remarkable institutional resilience and agility. The rapid deployment of the “ILO Review” and the implementation of temporary expenditure controls successfully shielded the Organization’s core normative functions. Essential services – specifically the supervision of international labour standards, the functioning of the Governing Body, and the International Labour Conference – remained fully operational. This proved that the ILO possesses a robust capacity to prioritize its constitutional mandate even when its primary financial pillars are under extreme pressure. The crisis also served as an accelerant for internal solidarity, as departments and field offices collaborated to identify cost-saving measures that avoided mass redundancies while maintaining high-level technical output.
- 260.** At the same time, the 2024–25 biennium exposed a critical structural vulnerability: an over-reliance on a narrow base of major donors and the limits of the regular budget reserves to act as a liquidity buffer. The sudden suspension of over 50 development cooperation projects funded by one single donor and concentrated in areas of the core mandate of the Organization, combined with a 38 per cent arrears rate in late 2025, demonstrated that geopolitical shifts can cause immediate, systemic disruptions. This volatility had impacts beyond financial constraints; it created an operational hit, where technical departments at headquarters and in field offices were forced to scale down, delay or even suspend interventions mid-stream, potentially damaging the ILO’s reputation as a reliable partner for long-term results and impact. The lesson is clear: the current funding model has proven vulnerable in a context where multilateralism is under strain and donor priorities can shift overnight.
- 261.** The Office addressed this situation through measures such as tightened discretionary spending and delayed recruitment, and the Office was able to bridge the funding gap without a total cessation of services. This period catalysed a fundamental rethink of the ILO’s business model, leading to an internal review of all activities to distinguish between mission-critical operations and those that, while valuable, could be scaled back during periods of fiscal contraction. The Office also engaged in high-level diplomatic outreach to emphasize the importance of timely payments of assessed contributions, reinforcing the legal and moral obligations of Member States.
- 262.** Looking ahead, the ILO will enter the 2026–27 biennium in a context of heightened volatility and uncertainty, requiring greater adaptability, agility and innovation. Persistent fiscal pressures at the national level underscore the need to further align the resources entrusted to



the ILO with its core mandate and comparative advantages, while embedding reform as a continuous process in line with the UN80 Initiative and broader system-wide efficiency efforts.

- 263.** Within this context, future Programme and Budget processes should retain sufficient flexibility to adjust priorities in response to evolving financial and operational conditions. Given that a significant share of the ILO programme is financed through development cooperation, closer alignment between resource mobilization efforts and reprioritization processes will be essential. Continued attention to donor concentration will help ensure that changes in assessed or voluntary contributions do not have disproportionate effects on specific policy portfolios. At the same time, a more strategic and diversified approach to resource mobilization remains important to reduce exposure to funding volatility and support financial sustainability. In parallel, systematic consideration of geopolitical and contextual risks in major projects should be further strengthened, recognizing the dynamic environments in which technical assistance is delivered and the need to safeguard results, partnerships and staff.



The ILO has faced adversity many times over its 106-year history. Each time, we have emerged stronger because we have chosen unity over division, courage over hesitation, and principles over expediency. This moment requires us to follow the same path. ... I am convinced that we will weather this storm – and that we will emerge more focused, better prepared, better organized and even more faithful to the mandate entrusted to us.

ILO Director-General Gilbert F. Houngbo, [Opening address to the 355th Session of the Governing Body](#), November 2025.



Policy coherence for social justice and decent work

- 264.** The 2024–25 biennium demonstrated the value of coordinated multilateral action in advancing social justice and decent work, with the ILO playing an active and visible role. Through the Global Coalition, bringing together more than 400 partners around shared objectives, the ILO helped show that complex social challenges require broad, multi-stakeholder collaboration. Its active participation in multilateral forums, including the G20, BRICS and G7, ensured that decent work, social protection and social dialogue were embedded within global policy frameworks rather than treated as stand-alone concerns. Major UN processes, such as the Summit of the Future, the Fourth International Conference on Financing for Development and the Second World Summit for Social Development, further positioned the ILO at the centre of global debates on social and economic policy and financing.
- 265.** Despite this momentum, translating global commitments into sustained national impact remains challenging. A persistent implementation gap continues to separate multilateral declarations from concrete national-level results. Fragmented policy interventions, limited fiscal space and insufficient coordination across ministries and institutions constrain progress. At the same time, the scale of unmet needs remains stark, with billions of people still lacking social protection and global unemployment remaining high. Achieving coherence across employment, skills, labour market and social protection policies, while aligning budgets and financing instruments, requires sustained political engagement and institutional capacity that remains uneven across countries.
- 266.** In response to these challenges, the Office drew on the Global Accelerator on Jobs and Social Protection for Just Transitions as a strategic platform to promote greater policy coherence at the country level. By leveraging the UN Resident Coordinator system and pooling technical expertise across policy areas, the ILO advanced more integrated and mutually reinforcing

approaches capable of delivering more durable results. Country experience confirmed that linking ILO normative and technical advice with practical implementation tools strengthened the credibility and effectiveness of ILO engagement. Framing employment and social protection as macroeconomic stabilizers, rather than residual social policies, proved particularly effective when supported by development partners and development banks aligning investments with national priorities, including care, agriculture, energy and green transitions.

- 267.** At the organizational level, the establishment and operationalization of the four priority action programmes during the biennium demonstrated the potential of organization-wide approaches to enhance coherence and effectiveness. These experiences also highlighted that coherence gains depend on sustained coordination across the Office, a clear articulation of roles and responsibilities among action programmes, technical departments and field offices, and the use of shared tools, data and communication frameworks. In this context, the creation of an internal Steering Committee, bringing together senior managers from headquarters and the regions, proved essential in providing strategic oversight and in reviewing, discussing and validating the strategic orientations of the action programmes.



The 2017 UN development system reforms significantly reshaped how the system supports the 2030 Agenda. Yet, the vision of a more integrated, efficient, and coherent UN development system remains unfinished, while global challenges have continued to proliferate. [...] Sustainable development requires multidimensional, at-scale, cross-sectoral support to global goals, which a fragmented system of projectized support simply cannot deliver.

United Nations, *Shifting Paradigms: United to Deliver*, Report of Secretary-General António Guterres on the UN80 Initiative: Workstream 3 – Changing Structures and Realigning Programmes, September 2025, 19.

- 268.** Looking ahead, the ILO will need to build on the experience of 2024–25 to ensure continuity and sustainability in translating political commitments on social justice into effective operational follow-up. The biennium confirmed that social justice is not achieved through one-off initiatives, but through systematic coordination that embeds decent work principles across economic, social and environmental policies at all levels. The ILO's influence is strongest when it provides a robust technical and evidence base that enables other organizations to integrate social justice objectives into their own policies and operations. To fully realize its potential, the Global Coalition will need to evolve from a platform primarily for dialogue into one that also supports greater policy alignment among partners. In parallel, the ILO should continue strengthening the institutional capacity of workers' and employers' organizations to engage effectively in macroeconomic policy debates, helping to position social justice as a driver of economic performance rather than a social cost.
- 269.** Finally, building on the findings of the internal ILO review, the Office will need to address ongoing challenges related to fragmented delivery, partly linked to its internal structure. Experience during the biennium showed, for example, that locating the action programmes outside technical departments added a layer of complexity which, if not carefully managed, risked overlaps and duplication. The internal review of the functioning of the action programmes, scheduled for the first semester of 2026, will provide an opportunity to assess the effectiveness of this implementation approach, determine whether and how it should be continued in 2026–27, and inform decisions on future institutional arrangements.



Effective and efficient use of resources for results and impact

- 270.** During the biennium, the ILO further consolidated its shift towards results-based management focused on outcomes and impact. More coherent planning frameworks, linking outcome-based work plans, indicators and timelines, supported more disciplined implementation. Strengthened monitoring and data systems improved the Office's ability to track progress, support evidence-informed adjustments and enhance accountability.
- 271.** The biennium also marked tangible progress in digital transformation. The deployment of generative AI tools and the modernization of internal administrative workflows improved multilingual communication and accelerated policy analysis, while migration to cloud-based systems enhanced data security and facilitated collaboration between headquarters and field offices. Together, these advances demonstrated the Organization's capacity to operate as a modern multilateral institution, using technology to increase productivity and deliver more timely, data-informed support to constituents.
- 272.** At the same time, several constraints limited the translation of these efforts into consistent impact. Results-based management remains unevenly embedded across the Organization, with persistent gaps in disaggregated data and in the capacity to assess outcomes and impact over multiple biennia. Institutional capacity-building progressed more slowly than anticipated, particularly in a resource-constrained environment. Experience also highlighted the need to further strengthen alignment between planning, budgeting and resource allocation to enhance efficiency. While digital and AI-enabled tools showed clear potential, their integration into core programmatic processes remains partial, and ethical, governance and change-management requirements call for sustained attention.
- 273.** In response, the Office increasingly emphasized focus and selectivity, concentrating resources on a smaller number of well-defined priorities to support deeper and more durable institutional change. Efforts to modernize operations advanced the "One ILO" approach through more integrated planning, closer alignment between strategies and resources, and streamlined processes to improve organizational agility and efficiency. The Office also expanded the use of diagnostics, modelling and analytical tools to directly inform policy choices and financing strategies, while piloting generative AI applications to automate routine tasks, accelerate analysis and strengthen knowledge sharing.



ILO coordination supported thematic alignment, but complexity and fragmentation hindered coherence. Tools for tracking and monitoring interventions exist but are inconsistently used, and follow-up was often limited to reporting, reducing decision-making impact and overall effectiveness.

ILO, Independent high-level evaluation of the ILO's Decent Work Country Programme strategies and activities in ILO-subregion of Central America with emphasis on Costa Rica, Honduras and Mexico (2020–24), 2025, 14.

- 274.** The experience yields several lessons that should guide programming choices and organizational reforms in the next biennium. First, selectivity must remain a core programming principle. Concentrating financial and human resources on a limited number of high-impact priorities is essential to achieve lasting institutional change. This calls for sharper prioritization at the outcome and country levels, stronger alignment between programme objectives and budgets, and clearer trade-offs when resources are constrained. At the same time, results-based management needs to be more fully embedded across the entire programming cycle – from strategic planning and resource allocation to monitoring,



evaluation and reporting – with fewer, more strategic indicators and stronger mechanisms to track outcomes and impact over multiple biennia, supported by improved disaggregated data.

- 275.** Second, the biennium underscored that a process-intensive administrative culture continues to limit the Organization's ability to respond effectively in an increasingly volatile global environment. High transaction costs and fragmented business processes divert staff time away from high-value technical and policy advisory work. A key lesson is that decentralization of technical expertise can only deliver its full benefits when supported by globally standardized and streamlined administrative systems. Building on the findings of the ILO Review, reforms should therefore be accelerated to consolidate back-office functions, centralize transactional tasks and standardize administrative workflows. These reforms are not solely about efficiency gains; they are essential to freeing technical capacity for substantive work and strengthening the Organization's ability to deliver impact at scale.
- 276.** Finally, the biennium confirmed that digital transformation is a strategic enabler of both programme delivery and organizational reform. The next biennium should shift decisively from experimentation to scaling responsible digital and AI-enabled solutions, underpinned by clear governance frameworks, ethical safeguards and active change management. Doing so will be critical to improving efficiency, reallocating capacity towards higher-value work, and reinforcing the ILO's role in shaping inclusive, fair and well-governed digital transitions in the world of work.

► Draft decision

- 277. The Governing Body took note of the report and requested the Office to take into account the observations made during the discussion.**



► Appendix I

Ratification of international labour standards in 2024–25

Instrument	Number of ratifications	Member States
Fundamental Conventions	28	
P029 – Protocol of 2014 to the Forced Labour Convention, 1930	2	Brazil, Pakistan
C100 – Equal Remuneration Convention, 1951 (No. 100)	1	Brunei Darussalam
C138 – Minimum Age Convention, 1973 (No. 138)	2	Gibraltar (declaration of applicability), Saint Lucia
C155 – Occupational Safety and Health Convention, 1981 (No. 155)	9	Angola, Bangladesh, Barbados, Bulgaria, Chile, Malaysia, Mozambique, Thailand, Uzbekistan
C182 – Worst Forms of Child Labour Convention, 1999 (No. 182)	1	Gibraltar (declaration of applicability)
C187 – Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)	13	Angola, Australia, Bangladesh, Barbados, Brunei Darussalam, Bulgaria, Caribbean Part of the Netherlands (declaration of applicability), Kingdom of the Netherlands, Saint Lucia, Sao Tome and Principe, Samoa, Saudi Arabia, Uruguay
Governance Conventions	5	
C081 – Labour Inspection Convention, 1947 (No. 81)	1	Philippines
C122 – Employment Policy Convention, 1964 (No. 122)	2	Angola, Côte d'Ivoire
C129 – Labour Inspection (Agriculture) Convention, 1969 (No. 129)	1	Suriname
C144 – Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)	1	Thailand
Technical Conventions	68	
C095 – Protection of Wages Convention, 1949 (No. 95)	1	Uzbekistan
C102 – Social Security (Minimum Standards) Convention, 1952 (No. 102)	3	Angola, Sao Tome and Principe, Suriname
C131 – Minimum Wage Fixing Convention, 1970 (No. 131)	3	Belgium, Kazakhstan, Suriname
C132 – Holidays with Pay Convention (Revised), 1970 (No. 132)	1	Uzbekistan
C149 – Nursing Personnel Convention, 1977 (No. 149)	1	Barbados



Instrument	Number of ratifications	Member States
C156 – Workers with Family Responsibilities Convention, 1981 (No. 156)	4	Colombia, Dominican Republic, Namibia, Uzbekistan
C158 – Termination of Employment Convention, 1982 (No. 158)	1	Sao Tome and Principe
C160 – Labour Statistics Convention, 1985 (No. 160)	2	Barbados, Pakistan
C161 – Occupational Health Services Convention, 1985 (No. 161)	1	Angola
C167 – Safety and Health in Construction Convention, 1988 (No. 167)	1	Spain
C175 – Part-Time Work Convention, 1994 (No. 175)	1	Uzbekistan
C176 – Safety and Health in Mines Convention, 1995 (No. 176)	1	Chile
C181 – Private Employment Agencies Convention, 1997 (No. 181)	2	Djibouti, Kyrgyzstan
C183 – Maternity Protection Convention, 2000 (No. 183)	2	Spain, Suriname
C184 – Safety and Health in Agriculture Convention, 2001 (No. 184)	2	Germany, Spain
C185 – Seafarers' Identity Documents Convention (Revised), 2003, as amended (No. 185)	2	Barbados, Côte d'Ivoire
P155 – Protocol of 2002 to the Occupational Safety and Health Convention, 1981	3	Barbados, Mozambique, Thailand
MLC, 2006 – Maritime Labour Convention, 2006, as amended (MLC, 2006)	7	Angola, Ecuador, Egypt, Comoros, Georgia, Guinea-Bissau, Pakistan
C188 – Work in Fishing Convention, 2007 (No. 188)	3	Belgium, Côte d'Ivoire, Ghana
C189 – Domestic Workers Convention, 2011 (No. 189)	4	Angola, Barbados, Côte d'Ivoire, Seychelles
C190 – Violence and Harassment Convention, 2019 (No. 190)	18	Angola, Armenia, Austria, Bangladesh, Costa Rica, Cyprus, Denmark, Estonia, Finland, Kyrgyzstan, Republic of Moldova, Montenegro, Mozambique, Philippines, Portugal, Romania, Samoa, Zambia
C191 – Safe and Healthy Working Environment (Consequential Amendments) Convention, 2023 (No. 191)	5	Australia, Czechia, Guatemala, Norway, United Kingdom of Great Britain and Northern Ireland



► Appendix II

Policy outcomes, outputs and indicators: Targets and results achieved

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
1. Strong, modernized normative action for social justice	1.1. Increased capacity of Member States to ratify international labour standards.	1.1.1. Number of ratifications of:							
		(a) fundamental and governance Conventions/ Protocols;	35	33	6	8	1	11	7
		(b) up-to-date technical Conventions.	70	68	20	14	0	7	27
	1.2. Increased capacity of constituents to drive effective application of international labour standards.	1.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies.	50	51	14	8	2	12	15
		1.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies.	30% (equivalent to 12 UNSDCF's)	18	9	4	1	1	3
	1.3. Increased capacity of constituents, partners and stakeholders to engage with normative action.	1.3.1. Percentage of reports on the application of ratified Conventions due by 1 September received in a timely manner that include replies to comments of the supervisory bodies.	40% in 2024 40% in 2025	42% in 2024 55% in 2025					



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		1.3.2. Number of Member States with tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies.	20	17	2	5	2	7	1
	1.4. Increased capacity of constituents, partners and stakeholders to respect, promote and realize fundamental principles and rights at work.	1.4.1. Number of Member States in which there are new or improved policies and programmes that address the mutually reinforcing nature of two or more fundamental principles and rights at work.	20	24	10	5	0	5	4
		1.4.2. Number of Alliance 8.7 Pathfinder countries that have taken action on child labour, forced labour or trafficking in persons.	17	22	9	8	0	4	1
	1.5. Increased capacity of constituents, partners and stakeholders to implement sectoral international labour standards, codes of practice, guidelines and tools.	1.5.1. Number of Member States with new or improved initiatives to apply ILO sectoral standards and sectoral codes of practice and guidelines endorsed by the Governing Body.	13	10	6	2	0	2	0



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
2. Strong, representative and influential tripartite constituents and effective social dialogue	2.1. Increased institutional capacity of employer and business membership organizations to be strong, independent and representative.	2.1.1. Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision.	36	38	15	11	1	7	4
		2.1.2. Number of EBMOs that produce analysis on the changing business environment and conduct advocacy activities to influence policymaking .	24	17	1	7	1	5	3
	2.2. Increased institutional, technical, representational and policy impact capacities of workers' organizations.	2.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services.	38	35	9	6	5	13	2
		2.2.2. Number of workers' organizations that produce proposals considered in social dialogue mechanisms for policymaking.	38	31	10	9	3	7	2
	2.3. Increased capacity of Member States to make social dialogue more influential and labour relations institutions and processes more effective.	2.3.1. Number of Member States in which there are newly established or strengthened institutions and processes for social dialogue.	34	34	9	9	1	10	5



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
3. Full and productive employment for just transitions	2.4. Increased institutional capacity of labour administrations.	2.3.2. Number of Member States in which there are newly developed or strengthened policies or practices to promote: (a) collective bargaining;	19	16 (*)	8	2	0	6	0
		(b) workplace cooperation.	8	13 (*)	2	1	1	8	1
		2.3.3. Number of Member States in which there are newly established or reformed regulatory or institutional frameworks for the effective prevention and resolution of labour disputes.	19	8	2	4	0	2	0
		2.4.1. Number of Member States in which labour administration policies and frameworks are improved, including through labour law reforms.	20	16	9	3	0	3	1
		2.4.2. Number of Member States in which policies, strategies and labour inspectorates are strengthened for improved compliance with national labour legislations.	36	30	11	7	1	7	4
	3.1. Increased capacity of Member States to develop and implement comprehensive	3.1.1. Number of Member States with comprehensive employment policy frameworks.	29	33	11	6	2	11	3



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
	employment policy frameworks.								
		3.1.2. Number of Member States whose investment decisions and policies for the creation of more and better jobs are based on ILO-supported employment impact assessments.	9	9	4	0	1	1	3
	3.2. Increased capacity of Member States to develop inclusive, sustainable and resilient skills and lifelong learning systems.	3.2.1. Number of Member States with more inclusive policies, strategies, systems and governance mechanisms for skills and lifelong learning.	16	22	11	3	2	6	0
		3.2.2. Number of Member States with improved institutional capacity on: (a) skills-needs anticipation and matching; (b) skills and lifelong learning governance.	23	25	10	4	1	7	3
		3.2.3. Number of Member States with innovative, flexible and inclusive skills programmes, skills recognition, apprenticeships and work-based learning.	24	32	16	3	3	6	4
		3.2.4. Number of people who benefited from skills and	400 000 persons	700 000 persons	n/a	n/a	n/a	n/a	n/a



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		lifelong learning services with ILO support.							
	3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in rural areas.	3.3.1. Number of Member States with measures for decent work in rural areas.	21	23	9	6	1	5	2
	3.4. Increased capacity of Member States to develop effective and efficient labour market programmes and services to support transitions.	3.4.1. Number of Member States with strengthened and effective employment services and labour market programmes addressing transitions to decent work, including for women, youth and older persons.	18	28	7	10	1	4	6
		3.4.2. Number of workdays generated with ILO support through inclusive employment-intensive investment programmes to create more and better jobs.	At least 1 million workdays	1 719 780 workdays	527 000	–	899 780	293 000	–
	3.5. Increased capacity of Member States to promote decent employment for youth.	3.5.1. Number of Member States with integrated employment and skills programmes for youth, including with a focus on green, digital, care and other emerging sectors.	10	15	3	4	1	3	4
4. Sustainable enterprises for	4.1. Increased capacity of constituents to create	4.1.1. Number of Member States with a strategy and/or	11	11	5	1	1	2	2



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
inclusive growth and decent work	enabling environments for entrepreneurship, sustainable enterprises, decent work and productivity growth.	action plan to improve the enabling environment for sustainable enterprises' creation and growth.							
	4.2. Increased capacity of constituents to develop more resilient, inclusive and sustainable enterprises in supply chains and responsible business conduct for decent work.	4.2.1. Number of Member States with policies and measures to promote responsible business conduct for decent work, including in supply chains, based on the guidance provided by the ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.	22	19	5	9	1	4	0
	4.3. Increased support for enterprises – especially MSMEs – to achieve decent work and improve productivity.	4.3.1. Number of Member States with effective interventions to support productivity, entrepreneurship and green business models.	36	47	21	12	4	7	3
	4.4. Increased capacity of constituents to facilitate the transition of enterprises to the formal economy.	4.4.1. Number of Member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality.	17	13	4	3	1	4	1
	4.5. Increased capacity of constituents to build a strong and resilient social	4.5.1. Number of Member States that have incorporated social and solidarity economy	6	22	9	6	3	3	1



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
5. Gender equality and equality of treatment and opportunities for all	and solidarity economy for decent work.	elements into new or existing policies or legislation.							
		5.1. Increased capacity of Member States to design and implement a transformative agenda on gender equality, non-discrimination and inclusion.							
		5.1.1. Number of Member States with new or improved policies and legislation that contain measures to promote equality of opportunity and treatment between women and men in the world of work.	21	23	5	5	2	5	6
		5.1.2. Number of Member States that have taken measures to promote equality of opportunities and treatment for persons with disabilities or at least one of the following groups: indigenous and tribal peoples, people living with HIV or people facing discrimination on the grounds of race or sexual orientation and gender identity.	22	22	7	6	2	5	2
	5.2. Increased capacity of constituents to promote investments and decent work in the care economy.	5.2.1. Number of Member States with gender-responsive macro-economic policies or strategies to finance the expansion of care-related infrastructure, social protection, public care services, or care policy	10	11	1	3	1	4	2



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
6. Protection at work for all		packages that support decent employment.							
		5.2.2. Number of Member States with laws, policies and measures to improve labour rights and working conditions of care workers, including domestic workers.	16	22	3	7	2	4	6
		5.2.3. Number of care workers covered by measures aimed at improving labour rights and working conditions.	TBD	15 million	n/a	n/a	n/a	n/a	n/a
		5.2.4. Number of Member States that have measures aimed at more balanced sharing of family responsibilities between women and men.	6	14	3	4	1	2	4
	5.3. Increased capacity of constituents to prevent and address discrimination-based violence and harassment at work.	5.3.1. Number of Member States that have taken measures towards the ratification and implementation of Convention No. 190 and Recommendation No. 206.	29	32	7	5	2	9	9
	6.1. Increased capacity of Member States for the realization of a safe and healthy working environment.	6.1.1. Number of Member States with improved governance of occupational safety and health through	38	28	16	3	2	6	1



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		new policies, programmes or strengthened institutions.							
		6.1.2. Number of Member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1.	8	6	2	0	0	4	0
	6.2. Increased capacity of Member States to set adequate wages and promote decent working time.	6.2.1. Number of Member States in which constituents have adopted evidence-based wage policies or measures, including adequate statutory or negotiated minimum wages.	15	21	9	0	0	9	3
		6.2.2. Number of Member States in which constituents have adopted policy, regulation or other measures on working hours, working time arrangements or work organization arrangements to meet the needs of both workers and employers.	6	6	4	1	0	0	1
	6.3. Increased capacity of Member States to extend labour protection to groups of workers facing a high risk of exclusion.	6.3.1. Number of Member States with a validated diagnosis and/or regulations, policies or compliance mechanisms to extend labour protection to workers facing a high risk of exclusion	8	9	0	4	3	2	0



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		due to their work arrangements.							
		6.3.2. Number of Member States with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households.	10	11	2	3	0	4	2
	6.4. Increased capacity of Member States to develop fair and effective labour migration frameworks.	6.4.1. Number of Member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and refugees and promote coherence with employment, skills, social protection and other relevant policies.	23	29	14	4	2	9	0
		6.4.2. Number of Member States with new or improved services to protect the labour rights of migrant workers and refugees.	28	27	6	7	1	12	1
		6.4.3. Number of bilateral or regional labour migration frameworks with monitoring and review mechanisms to protect the labour rights of	12	10	6	2	0	2	0



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
7. Universal social protection		migrant workers and refugees.							
	7.1. Increased capacity of Member States to develop social protection strategies, policies and legal frameworks that are inclusive, gender-responsive and sustainable.	7.1.1. Number of Member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	36	30	13	4	3	8	2
	7.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance.	7.2.1. Number of Member States with new or revised policy measures to strengthen the governance and/or financing of social protection systems to enable them to be sustainable and provide adequate benefits.	31	38	15	8	5	8	2
	7.3. Increased capacity of Member States to harness social protection for inclusive life and work transitions and structural transformations.	7.3.1. Number of Member States with new or revised integrated policy responses including social protection to support and protect workers and employers during their life and work transitions.	13	11	6	2	1	2	0
8. Integrated policy and institutional responses for social justice through decent work	8.1. Improved coherence in multilateral support for the development and financing of integrated policy responses for social justice through decent work.	8.1.1. Number of Member States where tripartite constituents who participated in ILO capacity-building initiatives engaged in the development of the UN Cooperation Framework.	35	32	17	5	1	5	4



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		8.1.2. Number of Member States with pathfinder status under the Global Accelerator on Jobs and Social Protection for Just Transitions.	16	18	7	2	0	7	2
		8.1.3. Number of partners joining the Global Coalition for Social Justice.	25	405^(**)	100	63	16	52	93
	8.2. Improved coherence in support and action to facilitate transition from the informal to the formal economy.	8.2.1. Number of Member States that implement an integrated strategy/approach on formalization.	8	19	7	5	0	5	2
	8.3. Improved coherence in support and action to facilitate just transitions towards environmentally sustainable economies and societies.	8.3.1. Number of Member States with integrated policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.	21	32	11	10	2	7	2
	8.4. Improved coherence in support and action to advance decent work outcomes in supply chains.	8.4.1. Number of Member States with an integrated approach to decent work in supply chains in line with the ILO strategy.	11	4	1	1	1	1	0
	8.5. Improved coherence in support and action to promote decent work in crises and post-crisis situations.	8.5.1. Number of Member States with Decent Work policies or programmes strengthening the capacity of national actors for crisis	20	19	8	3	2	4	2



Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia

prevention, preparedness,
response and recovery.

Source: Decent Work Results dashboard and NORMLEX.

(*) Two Member States in Africa (Ethiopia and Senegal) and five Member States in Asia and the Pacific (Bangladesh, India, Pakistan, Sri Lanka and Viet Nam) achieved results related to both collective bargaining and workplace cooperation.

(**) In addition to country and regional institutions, 81 global organizations, including UN entities, international financial institutions and international non-governmental organizations, are partners of the Global Coalition for Social Justice.

► Appendix III

Enabling outcomes, outputs and indicators: Targets and results achieved

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
A. Enhanced knowledge, innovation, cooperation and communication to advance social justice.	A.1. More and better statistics with reliable labour market information systems.	A.1.1. Number of Member States with strengthened labour market statistics, standards and information systems based on improved statistical surveys and use of other statistical sources.	20 Member States	Achieved: 46 Member States <u>Africa</u> : 22 <u>Americas</u> : 10 <u>Arab States</u> : 2 <u>Asia and the Pacific</u> : 12
		A.1.2. Percentage increase in the annual data reported to the UN for SDG indicators that the ILO is custodian of.	5% increase over the baseline – Data points for the years 2020 and 2021 reported to the UN SDG Indicators Global Database in 2023 (15 016)	Not Achieved: <i>1% decrease from the baseline (15 016) due to data quality improvements. *</i>
	A.2. Evidence-based research to promote the human-centred approach.	A.2.1. Number of collaborative research outputs with UN entities, international financial institutions and leading academic institutions focusing on the human-centred approach to the future of work.	10% increase over the baseline (186 in 2022–23).	Achieved: 91.4% increase over the baseline.
		A.2.2. References to ILO research and knowledge products in: (a) declarations and outcome documents of global forums, including UN General Assembly and summits of G20, G7 and BRICS; (b) UN entities and international financial institution reports; (c) peer-reviewed academic journals;	5% increase over the baseline in each category: (a) 768 (b) 807 (c) 2,539 (d) 573 (e) 997 (WESO Trends)	Partially achieved: (a): +69.3% (b): -8.7% (c): -8.3% (d): -26.9% (e): n/a



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		(d) documents produced by constituent organizations; (e) the media.		
	A.3. Innovative approaches to promote social justice through decent work identified, promoted and scaled up.	A.3.1. Number of active networks and communities of practice on knowledge management and innovation.	5	Achieved: 6 networks established.
	A.4. Expanded partnerships and development cooperation in support of the policy outcomes.	A.4.1. Share and composition of voluntary contributions.	Voluntary contributions: 50%	Partially achieved: Voluntary contributions: 51.5% of total biennial expenditure
			Unearmarked (RBSA) and lightly earmarked voluntary contributions: 15%	12%
			UN funding (Multi-partner Trust Fund and funding from UN entities): 15%	UN funding: 9% of new approvals (this includes funding from UN entities channelled through the European Commission).
		A.4.2. Number of partnerships with UN entities, international financial institutions and multilateral institutions or multi-stakeholder partnership coalitions, including South-South agreements, established or renewed.	6 new partnerships.	Achieved: 9 new partnerships.
	A.5. Enhanced communication for strengthened outreach and advocacy.	A.5.1. Increase in audience size across main ILO global public online channels.	10% increase on ILO audience size overall.	Achieved: Increase of 14% across the ILO social media channels with a 27% increase on LinkedIn and 50% increase on Instagram. Overall, 40% increase in subscribers to the ILO's news update online newsletter.



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
B. Improved leadership and governance.	B.1. Enhanced leadership and strategic direction to ensure organizational impact.	A.5.2. Number of communication partnerships to extend ILO audience reach.	4 new communication partnerships.	Achieved: 4 new communication partnerships.
		B.1.1. Authoritative policy guidance by ILO governing organs to ensure organizational leadership in driving a human-centred approach for social justice and decent work based on the ILO Centenary Declaration.	All policy-related outcome documents adopted by the International Labour Conference as per the agenda. Support by the UN, multilateral organizations and development partners for policy-related outcome documents adopted by the International Labour Conference – same as or above the baseline.	Achieved: The International Labour Conference adopted all policy-related documents as planned in 2024–25, influencing outcome documents such as the Doha Political Declaration of the Second World Summit for Social Development and the Sevilla Commitment adopted at the 4th International Conference on Financing for Development.
		B.1.2. Percentage of DWCPs developed during the biennium that are aligned with the global objectives and results framework of the ILO, supervised by a tripartite steering committee and derived from the UN Cooperation Framework.	100%	Partially achieved: All the new 15 DWCPs approved during the biennium were aligned with the results framework of the ILO, but only 12 (75%) had established a tripartite steering committee at the time of reporting. In addition, only 5 new DWCPs, all of them in Africa, included outcomes copied verbatim from the relevant UN Cooperation Frameworks.
	B.2. Effective and efficient support to decision-making by governance organs.	B.2.1. Percentage of official documents published within the set deadlines.	100% of official documents are published electronically on time.	Partially achieved: 100% of background documents for official meetings were published on time. 86% of reports



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
				submitted to the Conference were published on time. 89% (pending GB.355) of documents prepared for the Governing Body were published on time, mainly due to delays in receiving information from constituents that had to be reflected in the documents.
		B.2.2. Percentage reduction in the length of reports containing the summary of proceedings of Conference committees.	20% reduction.	Achieved: Average number of pages of the reports of the recurrent and general discussion committees: 2024: -2% 2025: -24% Number of pages of standard-setting committees: 2024: -31% 2025 (average of two committees): -21%
		B.2.3. Percentage reduction in the length of papers produced for Governing Body sessions.	5% reduction.	Achieved: In 2024–25: there was a reduction of 11% in the average number of pages of documents submitted to the Governing Body.
B.3. Strengthened oversight, evaluation and risk management to ensure transparency, accountability and learning.		B.3.1. The External Auditor's level of satisfaction with the consolidated financial statements and associated disclosures and processes.	External Auditor's unmodified opinion maintained.	Achieved: Unmodified external audit opinion and full compliance with IPSAS for both the financial year ended 31 December 2023 and the financial year ended 31 December 2024.



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		B.3.2. Timely and effective implementation of audit recommendations.	All units responsible for implementing oversight recommendations provide their action plans within 3 months of the audit report being issued. 95% of audit recommendations accepted by management are satisfactorily addressed within 6 months of the report's date.	In progress: Average time of submitting action plans through the implementation reports of 11 individual internal audit reports and advisory notes was four months during the biennium (until October 2025). Partially achieved: Out of the 11 internal audit reports, 10 reports (90.9%) were satisfactorily addressed within six months of the report's date, one report (9.1%), which required a major Office-wide policy update, was satisfactorily addressed within eight months of the report's date. As of October 2025, 100% of the recommendations accepted by management had been satisfactorily addressed, including 75.4% fully implemented and 24.6% in progress with a clear action plan and target date.
		B.3.3. Percentage of mandatory and corporate evaluations completed in a timely manner and in accordance with UNEG quality standards and ILO's specific learning needs.	95% (maintained or exceeded in response to changes in portfolio).	Achieved: 98% In 2024, 66 independent evaluations were completed – a welcomed 11% decrease from the previous year's 74 – reflecting the strategic implementation of the Criteria-based Integrated Evaluation Planning System (CIEPS) and clustered evaluations. Only one independent evaluation



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		B.3.4. Percentage of actionable recommendations fully or partially implemented within 12 months of completion of the evaluation.	95%	was delayed during the biennium. Partially achieved: In 2024, 58 of the 63 required management responses to recommendations from independent evaluations were received (92%) and representing 430 of a total of 465 recommendations that have been addressed. Of these, 85% of recommendations have been “completed” or “partially completed”. For the remainder, 10% of recommendations have not been yet actioned, 3 per cent of recommendations do not have any action planned, and 2 per cent of recommendations have been rejected.
		B.3.5. Percentage of mandated units and functions that have updated risk registers, containing pertinent risks, in accordance with corporate requirements.	100%	Achieved: 100% of mandated units and functions have updated their risk registers in the 2024 annual updating cycle. The 2025 annual updating cycle is ongoing with a target date of 31 March 2026.
		B.3.6. Percentage of identified ILO business processes and technical areas that have developed tools to apply the ILO’s Environmental and Social Sustainability Framework.	50%	In progress: During the biennium, the ILO contributed to the development of a UN Model Approach on Environmental and Social Sustainability and held exchange sessions with other UN entities. While no comprehensive



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
				framework is yet in place, the project document template and appraisal checklist have been updated to include the Social Risk Screening Checklist. Social safeguards are being strengthened through the PSEA Work Plan. A guide note and operational tools concerning Accountability to Affected Populations (AAP) are also being developed.
C. Effective, efficient, results-oriented and transparent management	C.1. An improved digital environment and physical infrastructure to support effective and efficient operations and safe and sustainable workplaces.	C.1.1. The ILO's carbon footprint for air travel.	Reduction of 10% against 2018–19 baseline (19,057 tCO ₂)	Achieved: Reduction of 36% (12,284 tCO ₂ . Data from 2022–23).
		C.1.2. Number of existing applications migrated to the new Integrated Workplace Management System.	100% of applications migrated.	Achieved: 12 of 12 applications migrated.
		C.1.3. Number of publication types produced through the digital publishing production platforms.	40% of publications identified for migration to digital publishing converted.	Achieved: A total of 179 working papers converted, in five languages.
		C.1.4. Percentage of flagship headquarters publications produced with minimum accessibility standards.	100% of flagship reports produced with at least minimum accessibility standards.	Achieved: All six flagship reports met minimum accessibility standards.



Enabling outcomes	Outputs	Output indicators	Target	Results achieved
	C.2. Improved policies, mechanisms and approaches to facilitate integrated resource management for results.	C.2.1. Level of compliance of ILO data with OECD–DAC, IATI and UN Data Cube standards.	90% of ILO financial data is covered in the ILO's IATI publication.	Achieved: IATI publication covers 90% of ILO financial data (December 2025).
			Reduction in the number of data quality issues by 70%.	Achieved: 80% reduction of quality issues in published data (December 2025).
		C.2.2. Percentage of results achieved through integrated use of funding.	At least 80% across all regions	Achieved: 82% of the reported results achieved through integrated use of regular budget and extrabudgetary funding.
	C.3. Improved policies and processes to ensure a diverse, motivated and high-performing workforce.	C.3.1. Percentage of staff on regular budget positions who change position or duty station for one year or more.	5% increase over baseline (15% by end of 2023).	Not achieved but significant progress made: 19% (2025)
		C.3.2. Percentage of staff members who indicate that their manager promotes a safe working environment, a healthy work–life balance and personal well-being.	5% increase over baseline (83% by end of 2023).	Not achieved but significant progress made: 85% (2025)

* This target was not achieved primarily due to data quality improvements. As part of comprehensive data reviews, outdated and unsupported figures, particularly fully imputed values without underlying surveys, were removed for two indicators, leading to a small overall decline despite increases in data values for most other indicators.

Sources for Outcome A: Decent Work Results Dashboard, ILOSTAT, ILO web pages, flagship reports from multilateral organizations, ILO communications' dashboard, memorandums of understanding with external partners and reports from training initiatives.

Sources for Outcome B: Governing Body decisions; Official meetings' management system; Financial reports and audited consolidated financial statements; Report of the Chief Internal Auditor; Enterprise risk management framework; ILO Annual Evaluation Report.

Sources for Outcome C: DWCP repository of information; ILO country office's reports; Financial reports; ILO Human Resources' metrics and analytics; ILO Greenhouse Gases Inventory; Report on building renovation project.

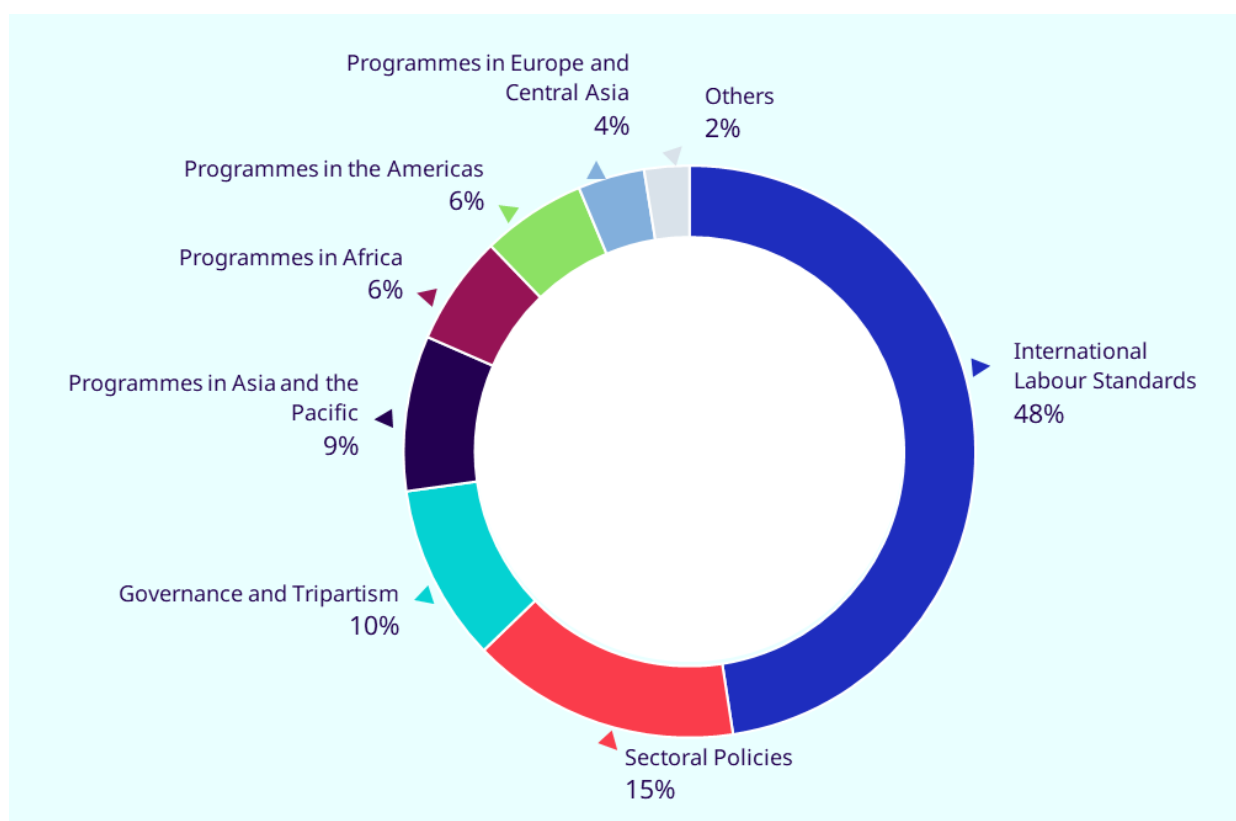


► Appendix IV

Detailed financial data

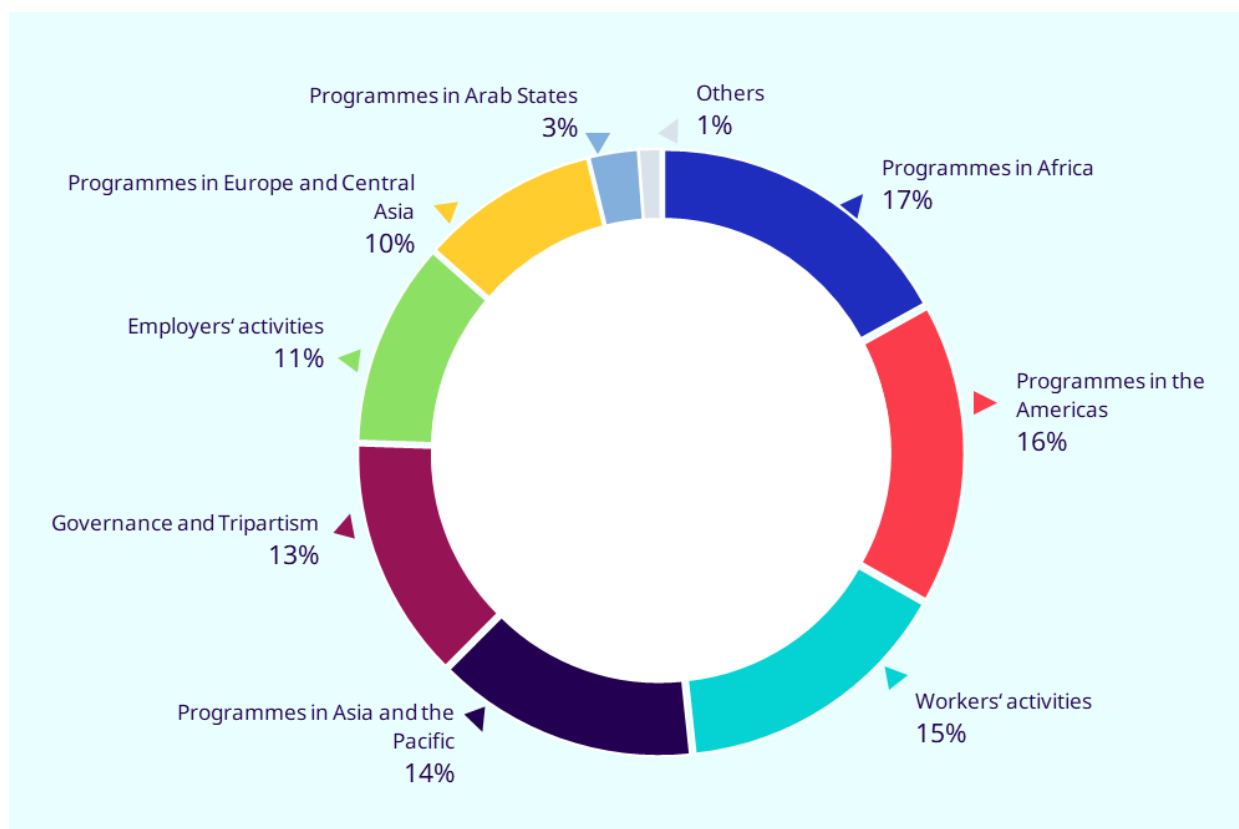
The following figures show the contribution to total regular budget expenditure, by policy outcome, of ILO departments at headquarters and programmes in the five ILO regions, as measured by the time spent by staff in the international professional category on technical and analytical work and services relating to each of the eight policy outcomes. ¹ This is a significant measure of contribution to expenditure given that staff costs represent 70 per cent of total regular budget resources.

► **Figure IV-1. Contribution of ILO departments and regional programmes to policy outcome 1**

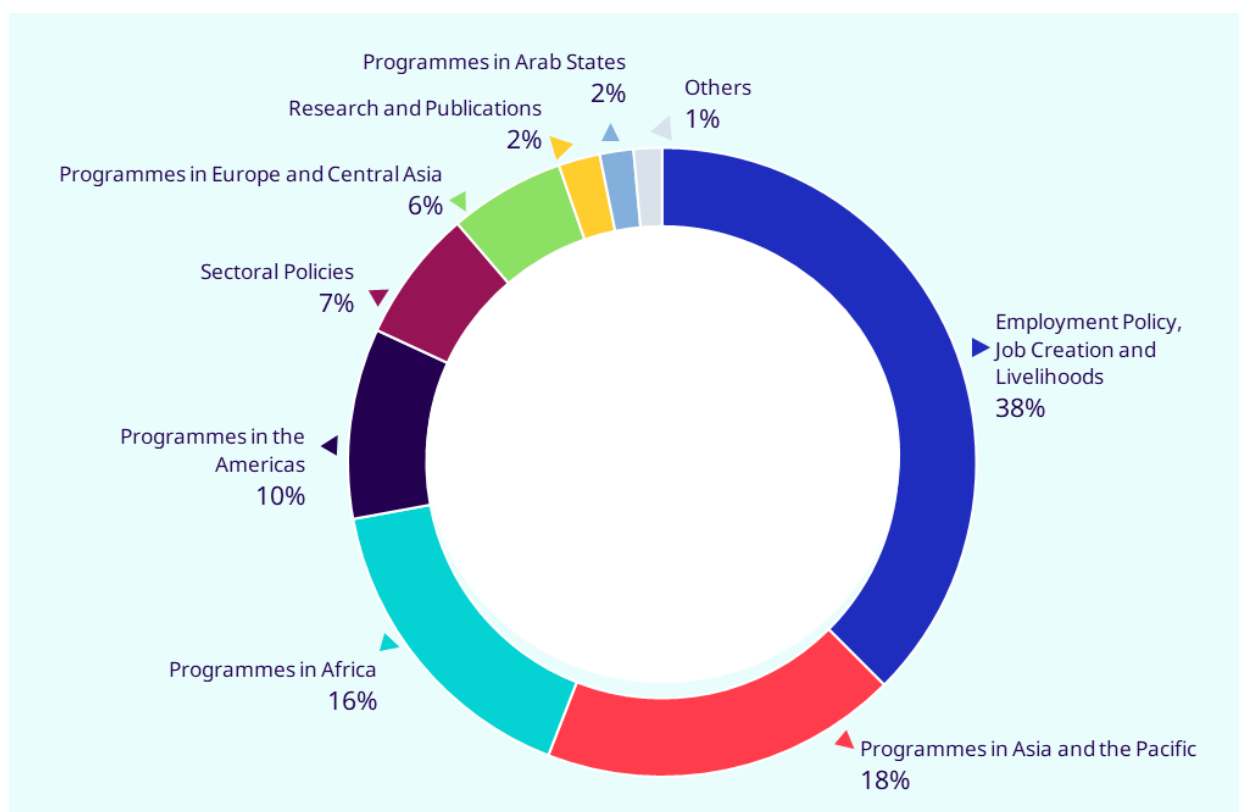


¹ The category "others" groups departments and regional programmes that contribute less than 2 per cent of the total expenditure by outcome.

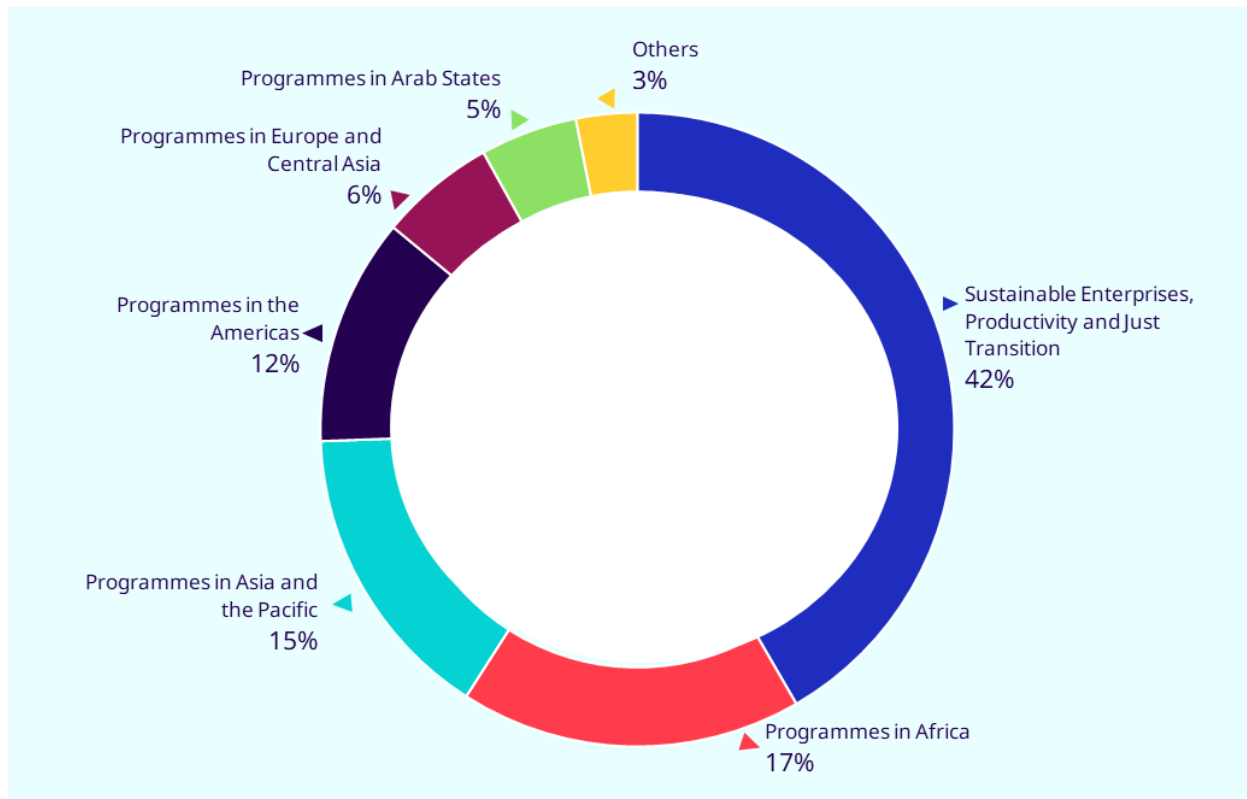
► **Figure IV-2. Contribution of ILO departments and regional programmes to policy outcome 2**



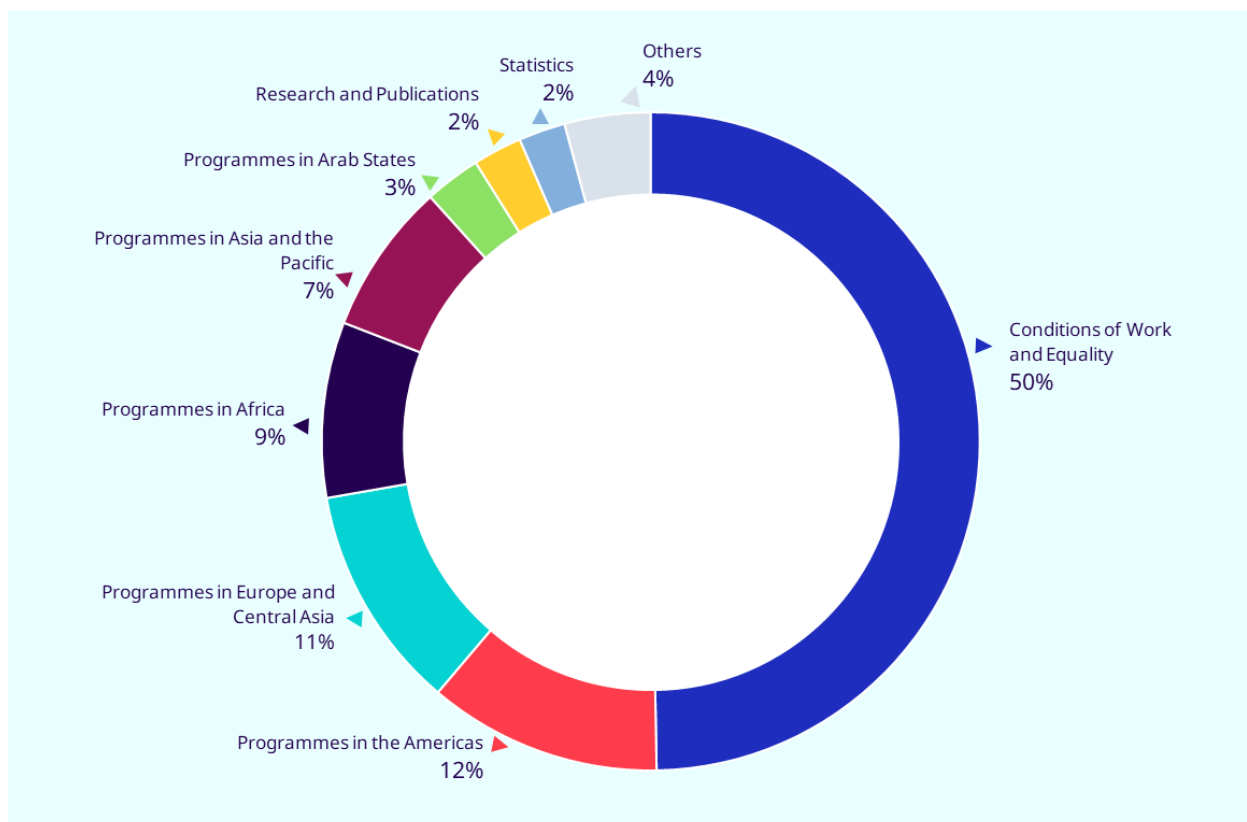
► **Figure IV-3. Contribution of ILO departments and regional programmes to policy outcome 3**



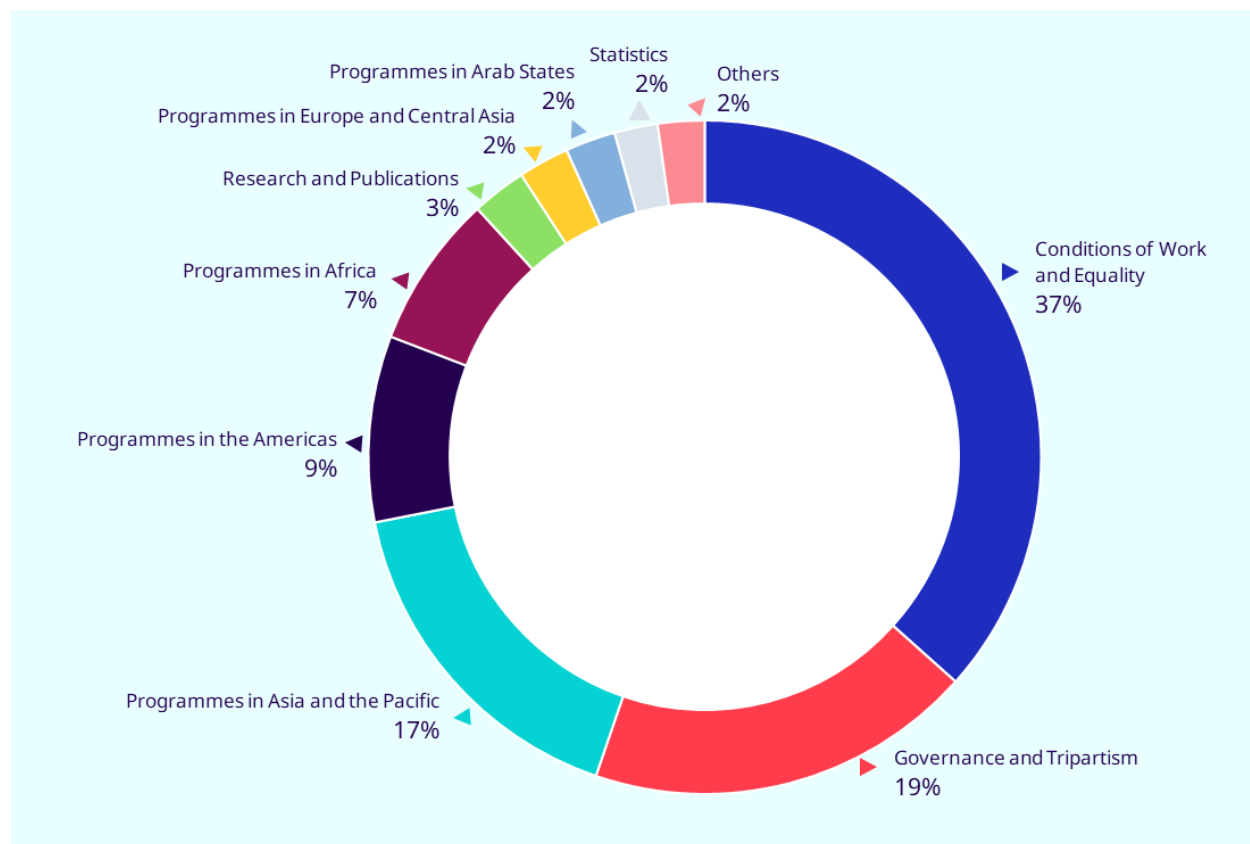
► **Figure IV-4. Contribution of ILO departments and regional programmes to policy outcome 4**



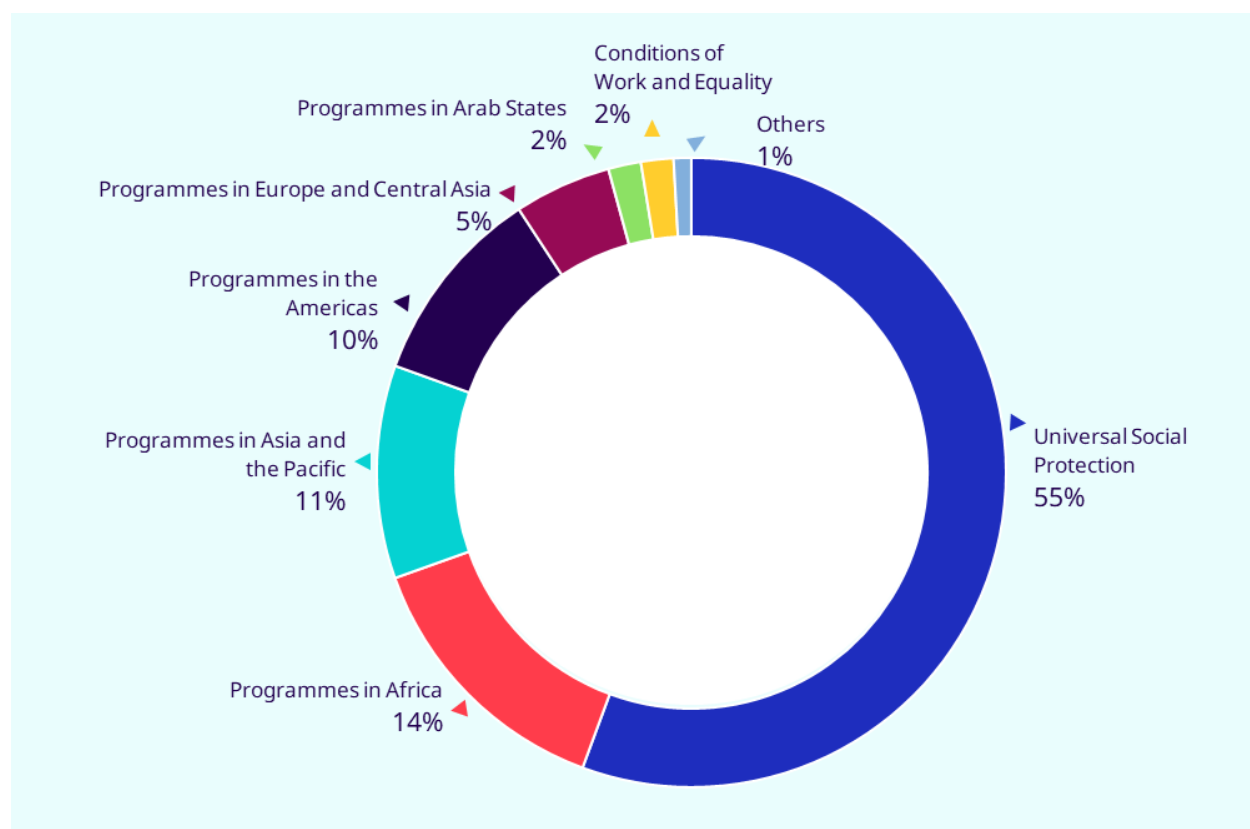
► **Figure IV-5. Contribution of ILO departments and regional programmes to policy outcome 5**



► **Figure IV-6. Contribution of ILO departments and regional programmes to policy outcome 6**



► **Figure IV-7. Contribution of ILO departments and regional programmes to policy outcome 7**



► **Figure IV-8. Contribution of ILO departments and regional programmes to policy outcome 8**

