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Final report on the implementation of the Information Technology Strategy 2022–25

Purpose of the document

Summary: This is the fourth and last progress report for the Information Technology Strategy 2022–25.

Author unit: Information and Technology Management Department (INFOTEC).

Related documents: [GB.343/PFA/4](#).

► Introduction

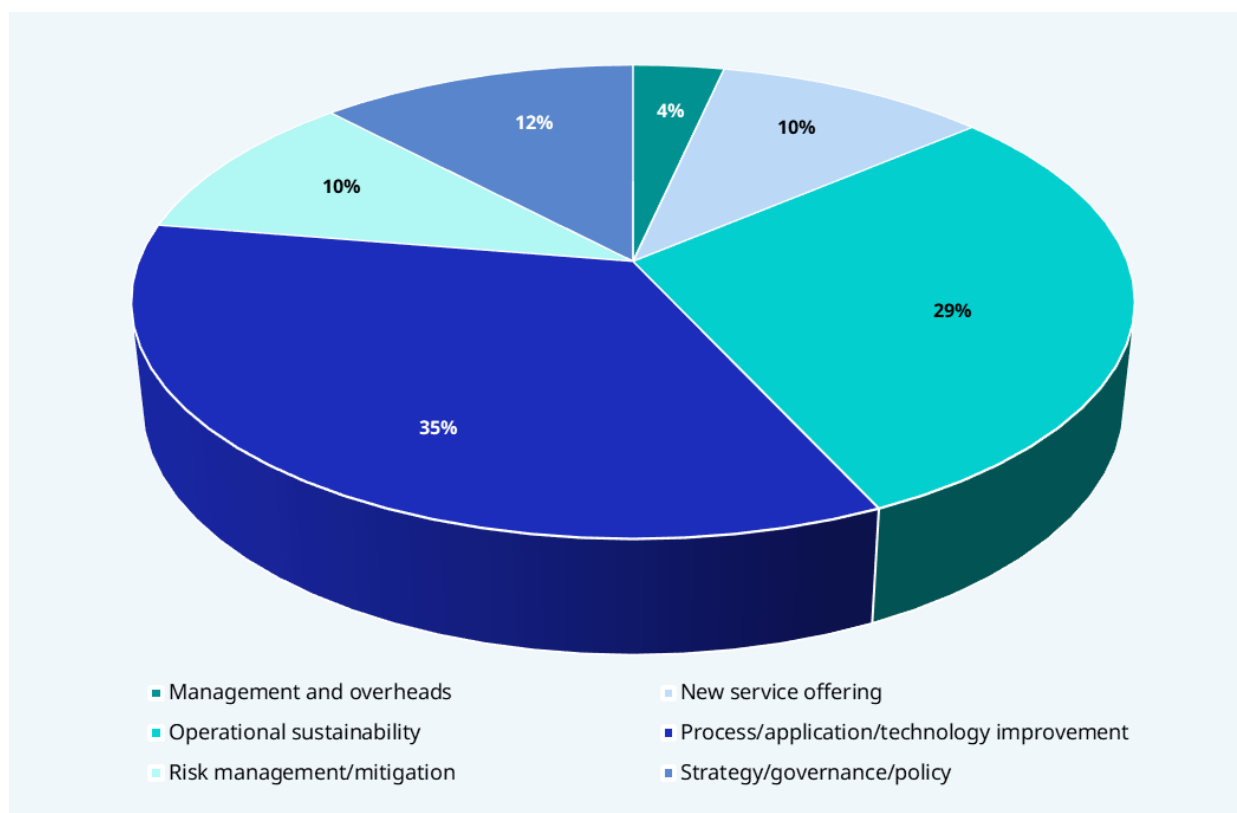
1. The ILO is in the final year of its four-year Information Technology Strategy 2022–25 (IT Strategy).¹
2. The IT Strategy has two outcomes and one cross-cutting driver. In the context of expanding needs, constrained budgets and rapidly evolving technologies, the IT Strategy was drafted to pay particular attention to bridging the digital divide in order to realize the full potential of the ILO's digital information and products and ensure that knowledge is fully accessible to all.
3. With the rapid introduction of artificial intelligence (AI) products into the market over the last biennium, it became necessary to integrate technological experimentation into the work plan to facilitate the evaluation of the potential for these technologies to generate efficiencies in the delivery of services to our staff and constituents. To this end, several AI use cases pilots were conducted in 2025; the findings are presented in the latter part of this document.
4. Over the fourth year of the strategy period, the Office made measurable progress towards achieving the outcomes by completing 47 projects.² The following figures provide an overview of the completed projects, by strategic output/driver and by category.

► **Figure 1. Completed projects by strategic output/driver**



¹ GB.343/PFA/4.

² A list of the initiatives completed under the 2025 work plan can be found on the Information and Technology Management Department (INFOTEC) web page, <https://www.ilo.org/sites/default/files/2026-01/2022-25%E2%80%93completed-initiatives2025.pdf>.

► **Figure 2. Completed projects by category**

5. This document describes the projects that contributed to the delivery of the outcomes in 2025. Progress against outcome indicators is included at the end of each outcome section.

► Outcome 1. A more efficient, agile and responsive ILO

6. Outcome 1 of the IT Strategy highlighted the need to leverage advances in technology to better support users of IT services in their daily work, improving staff productivity, morale and work-life balance. The outputs focused on reducing administrative overheads and costs, enhancing and modernizing ILO applications, strengthening remote working and ensuring the security and availability of IT services, whether staff and constituents are working in an ILO building or remotely.

Output 1.1. Enhanced use of automated processes and applications to increase business efficiency

7. To modernize conference and constituent management and reduce system fragmentation, the Office deployed a meeting management system that replaced 11 legacy solutions and streamlined the accreditation and registration processes for the International Labour Conference, Governing Body sessions and regional meetings.
8. The project to implement digital signatures and digital organizational seals for all purchase order contracts and amendments progressed significantly. This initiative removes the need to print, sign and scan purchase orders and will ultimately simplify the process and increase auditability. Delays were incurred due to the constrained availability of key staffing resources,

and implementation is now scheduled for the first quarter of 2026. The use of digital signatures for the signing of internal ILO documents was rolled out to all ILO staff in 2025.

9. Each year, ILO staff are requested to report updates to their family status and dependents. The current process is largely manual and resource-intensive. A project to digitize and automate this workflow is improving data accuracy, enhancing compliance monitoring and reducing the administrative burden for staff and Human Resources Development Department colleagues. The solution will be rolled out incrementally, with the first locations planned for the first quarter of 2026.
10. Progress was made with the records management project throughout the period with the completion of the worldwide roll-out of digitized human resources personnel records. This provides online access to personnel records for ILO staff and human resources colleagues while ensuring appropriate controls for the security and privacy of these data. Additional records management projects completed in 2025 include projects relating to the ILO governance documents repository and the records of the Office of the Mediator. Four additional departmental functions are scheduled to be migrated in the first quarter of 2026.
11. An automated publishing plan solution aimed at streamlining the management of publishing requests, automating reporting and providing real-time access to publishing statuses was initiated, with many features delivered in 2025 and final capabilities planned for completion in the first half of 2026. The implementation of the publishing plan system has improved the publication process by enabling one-time entry for publication metadata, allowing for cost savings in resources coupled with greater transparency and enhanced quality of such metadata.
12. To streamline updates across applications using the ILO taxonomy, a parameterized query has been implemented to extract recent changes directly from the repository based on date criteria. This approach ensures efficient synchronization with the latest updates while reducing redundancy and manual processing.

Output 1.2. Enhanced use of virtual and mobile technologies to support remote working

13. The Office completed the migration of all ILO-managed computers to Windows 11. This upgrade strengthens device security, improves system performance and provides a more modern interface for staff. The new environment supports collaborative tools more effectively, contributing to a smoother and more reliable digital workplace available anywhere.

Output 1.3. Improved IT management function to deliver a more secure and people-centred service provision

14. An in-person IT workshop was delivered in each region to ensure that the field-based IT workforce remains up to date with the latest technology and policy developments. The sessions focused on the Windows 11 upgrade and the new IT asset management process, strengthening local technical capacity and supporting more consistent service delivery across duty stations.
15. As part of the organizational skills mapping exercise, meetings were initiated with field office directors to explore the topic of AI and the world of work and provide an opportunity to discuss their specific information needs for responding to constituents.

16. More than 140 network access switches were replaced at headquarters, modernizing the campus network infrastructure. The replacement strengthens cybersecurity by removing ageing, unsupported equipment and enables the provisioning of tailored network services to prospective headquarters building tenants.
17. The infrastructure supporting multiple ILO websites underwent a complete overhaul to ensure readiness for the age of AI-driven and bot-generated traffic. These improvements reduce service disruptions, providing more resilient access during peak demand and reinforcing the Organization's role as a trusted source of information.
18. Under the Office's zero trust strategy, privileged access management capabilities were strengthened to reduce the risk of unauthorized access to sensitive systems. The enhancements improved auditability, tightened access governance and aligned security practices with modern industry standards, thereby reducing exposure to increasing cyber threats.
19. A pilot of the Generative AI (GenAI)-powered Primo Research Assistant was conducted during the first half of 2025. The assessment determined that the tool was not sufficiently mature for deployment. An enhanced version of this research assistant will be evaluated for deployment in 2026–27.
20. Several initiatives were undertaken to increase the visibility and accessibility of ILO Library services. The intranet page was redesigned to incorporate a new visual identity. In collaboration with the International Training Centre of the ILO, a Library orientation presentation for new ILO officials was given to 164 newly appointed staff members from headquarters and the field, strengthening their capacity to use information resources, services and metadata governance frameworks in support of evidence-based research, policy development and programme delivery. Participant satisfaction was high, with an average rating of 4.16 out of 5.

► **Table 1. Strategic indicators or outcome 1**

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2025)
Outcome 1. A more efficient, agile and responsive ILO				
Output 1.1. Enhanced use of automated processes and applications to increase business efficiency				
1.1.a. Percentage of project locations with access to basic Integrated Resource Information System (IRIS) functionalities	Log of project locations with IRIS maintained by the Financial Management Department (FINANCE); IRIS usage data	16%: 21 out of 131 project locations (August 2021)	100%	Target met. 100% All ILO staff (including project locations) now have access to IRIS. Each staff member with an ILO laptop can access IRIS and use its basic functionalities.
1.1.b. Number of legacy applications replaced by the Integrated Workplace Management System	Applications and database	12 legacy applications	8 legacy applications replaced	Target exceeded. 10 legacy applications have been replaced.

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2025)
Output 1.2. Enhanced use of virtual and mobile technologies to support remote working				
1.2.a. Percentage of ILO staff able to access Office 365 programmes and data in a secure manner from their (ILO-managed) mobile devices	Office 365 reporting tools	60% (August 2021)	100%	100%
1.2.b. Percentage of ILO Office and project locations benefiting from bandwidth upgrades to facilitate access to cloud technologies and internet	Internet bandwidth statistics per location	62 locations	50% (31 locations)	Target exceeded. 64% upgraded: 7 locations in 2022; 8 locations in 2023; 10 locations in 2024; 15 locations in 2025.
Output 1.3. Improved IT management function to deliver a more secure and people-centred service provision				
1.3.a. Percentage of ILO staff who create their own Service Desk tickets at least once per year	ILO Service Desk records	N/A	25%	Target exceeded. 73% of ILO staff created at least one ticket or service request on the ILO Service Portal in 2025.
1.3.b. Percentage of ILO staff who have been recertified in IT security awareness training	ILO e-learning system	Recertification exercise starts in 2022	90%	Target exceeded. 91.6% (cumulative percentage for completion).

► Outcome 2. A more collaborative, insightful and transparent ILO

21. Outcome 2 of the IT Strategy emphasizes the need to reinforce the ILO's position as the definitive source of knowledge about the world of work. Specific outputs focus on strengthening collaboration between staff and constituents, improving data and information management and increasing the transparency of the ILO's operations. The desired result is to enable better informed decision-making.

Output 2.1. Improved IT platforms and services for teamwork and communication

22. The Office completed the migration from a SharePoint on-premise deployment to SharePoint Online cloud-based hosting. This migration delivered a scalable and integrated platform that has enhanced productivity and collaboration across the organization.

23. The Digital Labour Platform Tracker ³ was launched to provide a comprehensive overview of global policies, legislation, collective bargaining agreements and judicial decisions related to digital labour platforms, including AI, for constituents and the public.

Output 2.2. Improved IT platforms and services for data analysis and knowledge management

24. The South-4-Care Platform ⁴ promotes South-South collaboration by providing a central repository of resources addressing care-related challenges and opportunities in developing countries. The platform supports ILO constituents through capacity-building initiatives and collaboration with regional institutions, promoting sustainable care economies and leveraging global partnerships.
25. In response to the request of the United Nations (UN) High-Level Committee on Management for UN agencies to adopt a common system of identifiers for Sustainable Development Goals (SDGs), targets and indicators, an application was developed based on the alignment between the ILO Thesaurus and the SDG framework. The application introduces SDGs as standardized metadata for ILO publications, enabling constituents and the public to discover content relating to specific SDGs. Once implemented across other UN agencies, this approach will enhance interoperability and strengthen alignment across controlled vocabularies, thereby supporting improved information-sharing and collaboration within the UN system.
26. Beta analytics dashboards were developed and deployed to monitor the uptake of ILO publications through usage and citation metrics across policy, academic and social media sources. In parallel, the homepages of Labordoc and the ILO Research Repository were optimized to improve discoverability via Google and Google Scholar. Together, these initiatives enable the systematic tracking of publication usage to inform publication planning and provide deeper insights into how ILO outputs are accessed and used, while significantly increasing the visibility and impact of ILO publications.
27. New researcher profiles were created and existing profiles enhanced in the ILO Research Repository, expanding the visibility and accessibility of ILO research expertise. In collaboration with ILO authors, profiles now integrate publications, thematic collections, podcasts, interviews and presentations, strengthening knowledge dissemination and external engagement with ILO research outputs.
28. The ILO Library Research Guide on Generative AI and Research ⁵ was developed to assist ILO researchers and constituents in exploring the responsible use of GenAI in research. The guide provides guidance on risk assessment and ethical considerations, presents a curated selection of recommended GenAI tools and links to authoritative resources, strengthening GenAI literacy across the Organization.
29. The Office continued to support the Global Online Access to Legal Information (GOALI) ⁶ programme which facilitates free or low-cost access to authoritative legal information for ILO constituents in 125 low- and middle-income countries. This strengthens institutional capacity

³ The Digital Labour Platform Tracker may be accessed on the ILO's website, <https://digitallabour.ilo.org/>.

⁴ The South-4-Care Platform may be accessed on the ILO's website, <https://webapps.ilo.org/globalcare/south-4-care?language=en>.

⁵ The Research Guide may be accessed on the web page of the ILO Library, <https://www.ilo.org/research-and-publications/ilo-library-knowledge-hub/research-guides/research-guide-generative-ai-and-research>.

⁶ More information is provided on the ILO's website, <https://www.ilo.org/global-online-access-legal-information>.

for legal research, policy development and informed social dialogue, contributing to more equitable participation in legal knowledge creation and supporting the implementation of international labour standards.

Output 2.3. Improved IT platforms and services for transparency and reporting

30. To strengthen organizational efficiency, the Office implemented a project to provide staff and managers access to a real-time dashboard and content related to flexible work and leave. The dashboard enhances transparency for flexible work and enables colleagues to better plan working modalities. It will be launched in the first quarter of 2026.
31. The Office finalized the implementation of a solution that tracks end user devices over the complete device life cycle, from procurement to disposal. This visibility improves planning, strengthens accountability for equipment allocation and reduces losses and inefficiencies. The system also supports more accurate budgeting and enables data-driven decision-making on future information and communication technologies investments.
32. The Office strengthened headquarters support services through two major procurement initiatives. A new internet service provider contract was awarded and fully deployed, delivering simplified contract management and generating 25 per cent savings. In parallel, a new long-term agreement for multifunctional printing devices was concluded through a joint UN procurement exercise. While unit costs increased compared with the previous contract, the budget impact was mitigated by modernizing and optimizing the printer fleet at headquarters. Together, these initiatives enhance service reliability and operational efficiency across the campus.

► Table 2. Strategic indicators for outcome 2

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2025)
Outcome 2. A more collaborative, insightful and transparent ILO				
Output 2.1. Improved IT platforms and services for teamwork and communication				
2.1.a. Percentage of staff members sharing files, co-working on documents and using other collaborative tools through Microsoft Teams	Microsoft Teams Administration dashboard	10% of ILO staff (August 2021)	100% of ILO staff	All ILO staff have access to Teams. 90%: 3,984 users have used Teams to access files in Teams; 84%: 3,826 users have collaborated on files using Teams.
2.1.b. Annual percentage increase in external audience access to ILO events made available through the ILO Live media platform *	Google Analytics	External audience access in 2021 (to be determined in January 2022) 21 live events in 2022	10% annual increase per year (from 21 events in 2022 to 30 in 2025)	Target exceeded. ILO Live hosted 147 events in 2024 with 117,000 active users during the year. While the site initially received most of its traffic during the International Labour Conference, 75% of

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2025)
				annual traffic came during other events in 2024.
Output 2.2. Improved IT platforms and services for data analysis and knowledge management				
2.2.a. Percentage of records stored in the electronic records management system (ERMS)	Report of archived records in the ERMS	N/A	50% of newly created human resources P files	Target exceeded. Headquarters P files project completed. Global roll-out over 50% completed and remainder to be finalized in first quarter of 2026.
2.2.b. Percentage of mission reports electronically stored and shared across the Office	For each trip undertaken, an electronically stored trip report exists	0%	100%	Target not met. 25% of mission travel has an associated trip report in Meet and Share.
Output 2.3. Improved IT platforms and services for transparency and reporting				
2.3.a. Frequency of automated reporting and publication of ILO data in International Aid Transparency Initiative (IATI) portal	IATI portal	Annual reporting and publication	Monthly reporting maintained	Target met. IATI data are published monthly.
2.3.b. Percentage of ILO public website (www.ilo.org) meeting Web Content Accessibility Guidelines (WCAG) accessibility “AA” standards	Website assessment by accessibility experts		80%	The new public ILO website was launched in April 2024. Its interface complies with WCAG standards. The Office has provided guidelines to ensure that all newly created content and PDF documents comply from the implementation date forward. Older PDF documents may not yet fully comply with WCAG as this relies on the efforts of decentralized web editors across the Office.

* ILO Live may be accessed via the ILO's website, <https://live.ilo.org/>.

► Cross-cutting driver

Risks to information availability, integrity and confidentiality

33. One of the most significant risks to the successful achievement of the IT Strategy is a major cybersecurity incident at the ILO. Enhancing the Office's cyber-resilience through threat monitoring, vulnerability reduction, risk management and increased staff awareness must be prioritized to limit the possible disruption of IT services, damage to ILO data and records, disclosure of staff identities and loss of ILO intellectual property.
34. Regular patch management significantly reduces exposure to known vulnerabilities and lowers the likelihood of successful exploitation by external or internal threat actors. More than 500 IT infrastructure assets were updated on an ongoing basis. All core SQL Server databases were upgraded to the most recent version and critical ones migrated to a redundant cluster to improve the resiliency of essential business applications. ILO applications (such as IRIS, Apex and the Drupal platform underpinning the ILO's public website) were also patched and upgraded.
35. In 2025, the ILO achieved another successful annual ISO 27001 certification. This certification confirmed compliance with the latest version of this important standard for information security management which includes controls ensuring that information security risks are managed in areas such as cloud computing and AI, as well as in the management of third-party information service providers (outsourcing).
36. The IT governance process extended the scope of information security risk assessments (ISRAs) to include field office-led projects with IT components developed by external service providers. Training was organized for key stakeholders to facilitate the ISRA process by improving business process owners' engagement during the business impact analysis phase.
37. Based on the success of the first edition of the role-based information security awareness training for country office directors and project managers, a webinar was developed and delivered to the same audience covering emerging risks, such as AI deepfakes used for financial fraud. The second edition of the role-based awareness training is being developed and will be delivered through ILO People in the first quarter of 2026.
38. To address the evolving threat landscape, including the rapid growth of bot-driven and AI-generated traffic as well as increasingly sophisticated distributed denial-of-service attack patterns, the Office deployed a new content delivery network and web application firewall. These measures enhance the availability and resilience of internet-facing services while strengthening protection against large-scale and automated attacks.
39. Continuous integration and continuous delivery pipelines were implemented across the software development toolchain. These pipelines introduce systematic code quality controls, automated security scanning and integrated vulnerability management, reducing the risk of introducing security weaknesses into production environments.
40. A dynamic network workflow monitoring solution was deployed within the datacentre environment to identify unexpected communications flows between systems. This capability supports tighter firewall rule configurations, improves the visibility of network behaviour and reduces the risk of lateral movement and data compromise in the event of an incident.
41. The Office continued to strengthen its security monitoring and incident response capabilities through the ongoing enhancement of both platforms and processes supporting security

information and event management and endpoint detection and response. This includes the continuous optimization of detection logic, alerts triage and escalation workflows, and automated response triggers, ensuring that monitoring and response mechanisms remain effective, scalable and aligned with an increasingly hostile and complex cyber threat environment.

► Evolution beyond the current strategic period

42. To remain relevant in a rapidly changing technological, economic and geopolitical environment, the Office must continuously adapt its IT capabilities. Reform initiatives, including UN 2.0, UN80, the Quintet of Change and the Director-General's reform agenda, continue to generate demand for greater automation, improved data quality and more efficient digital services. At the same time, the cybersecurity threat landscape requires sustained investment in information assurance. Larger-scale projects included in the Programme and Budget for 2026–27 will focus on delivering IT-enabled efficiencies, more accessible and higher-quality data, and systems that better support evidence-based decision-making by constituents and the Office.
43. The ILO is modernizing the International Labour Standards Department (NORMES) reporting ecosystem to transition from Convention-based reporting to a thematic reporting model. This modernization aims to streamline reporting obligations for Member States, enhance data coherence and transparency and enable more effective supervision and analysis by the Committee of Experts on the Application of Conventions and Recommendations. Once implemented, the thematic approach will reduce the reporting burden for governments, improve data quality and reusability and lay the foundation for progressive digital transformation, including online submission.
44. The Office successfully modernized core conference management capabilities supporting operations for the International Labour Conference, Governing Body sessions, regional meetings and the Special Tripartite Committee of the Maritime Labour Convention, 2006, as amended. The next stage of modernization involves managing amendments received and discussed during the International Labour Conference and Governing Body sessions, as well as displaying speakers in real-time within the conference rooms. This will eliminate three outdated IT solutions and reduce data duplication and errors.
45. Business intelligence and analytics (BIA) tools and solutions allow the Organization to interrogate data and information, facilitating decision-making, policy assessments, comparative analysis, forecasting and risk management. The current BIA solution is no longer sustainable and does not provide the modern capabilities expected of modern BIA solutions. A new business intelligence tool would provide enhanced self-service capabilities for end users, the ability to have a central data repository covering all ILO data, the ability to link narrative text alongside tabular and other analytic data within reports, enhanced visualization capabilities and integrated AI capabilities to assist searching, analysis and the creation of report variations.
46. The UN advocates for a shift towards the adoption of a data-driven approach as a core element of its UN 2.0 policy. Data science techniques generally involve the use of statistical models, algorithms and AI to enable pattern recognition and the processing of large amounts of complex data. Enabling the use of data science requires the adoption of a common data platform to which units such as the Research and Publications Department and the

Department of Statistics are encouraged to move their data to facilitate the use of data science techniques that are currently difficult for them to exploit. A common data management framework would be established so that the quality of any data meets minimum requirements and can be exploited effectively using data science techniques.

► Piloting the use of AI solutions

47. During the reporting period, the Office completed 24 AI pilots to assess their potential to improve productivity, enhance access to information and support evidence-based policy development. The pilots covered administrative processes, research and policy analysis, software development and information management.
48. Several internal and public-facing chatbots were developed to improve operational efficiency by providing AI-generated responses to predictable and repetitive queries, thereby reducing the workload of support staff. These tools also generated productivity gains for users by enabling faster access to information.
49. Additional pilots examined the use of AI to support document review, classification and synthesis in policy and research contexts. These initiatives sought to reduce manual processing and enable staff to focus on analytical and decision-making tasks. While the pilots demonstrated clear potential, they confirmed that the accuracy of synthesis depends heavily on data quality and complexity, making human oversight essential for higher-impact applications.
50. IT specialists assessed the use of AI within the software development life cycle, particularly for routine code generation, with the aim of accelerating delivery and improving accuracy. The pilots demonstrated measurable productivity gains when applied in controlled and well-defined scenarios.
51. A proof of concept focused on strengthening information management through the automated classification of document types and subject analysis using advanced natural language processing techniques, with the objective of assessing alignment with the ILO Thesaurus. The results showed reduced manual classification effort and lower error rates, contributing to greater consistency and improved data quality.
52. A four-month pilot involving 400 staff members evaluated several GenAI assistants. The pilot demonstrated modest but consistent efficiency gains, improvements in content quality and enhanced support for drafting, summarization and ideation. Based on these results, the Office pursued a targeted roll-out of Microsoft Copilot Chat and Microsoft Teams Premium and negotiated an enterprise agreement with UN-compliant terms with OpenAI for the use of ChatGPT.
53. Lastly, pilots supporting statistical analysis and interpretation in labour market and social protection contexts aimed to enhance access to complex datasets while preserving methodological rigour. These initiatives showed strong results in well-governed analytical domains with expert oversight, although further work is required to operationalize selected solutions.
54. Overall, the pilots identified benefits in redefining ways of working to achieve productivity gains, improving information classification and retrieval and strengthening knowledge-sharing and data analysis. While some opportunities for direct cost savings were identified,

many pilots primarily delivered time savings within daily work processes, enhancing productivity without directly reducing delivery costs.

55. The principal challenge in applying AI within the ILO relates to achieving sufficient accuracy in outputs. Although accuracy levels of around 80 per cent were common, such performance is often inadequate for many use cases and can undermine confidence in the reliability of organizational data. Improving accuracy requires investment in the structure and quality of underlying datasets, supported by sustained engagement from both technical specialists and knowledge experts. The pilots also highlighted the need for effective change management to ensure that staff understand when and how to use AI solutions and how to integrate them into established work practices.
56. The Office will continue to assess AI opportunities alongside their cost implications. While AI solutions offer potential benefits, they typically require both initial and ongoing investment, and most do not generate sufficient savings to fully offset these costs. In light of current financial constraints, the Office will prioritize high-value initiatives that demonstrate a clear return on investment and potential for self-financing, while continuing efforts to review and improve data quality to support future use.