

► Arrangements for the process of election and appointment of the ILO Director-General

(approved by the Governing Body at its 356th Session (March–April 2026))

I. Interactive event with candidates for the post of Director-General

Nature and audience of the interactive event

1. An interactive event with each candidate provides an opportunity for candidates to make themselves and their vision known to the entire ILO constituency and the general public. The event will be webcasted on the ILO's public website.

Duration and format of the interactive event(s)

2. The Chairperson of the Governing Body will facilitate each event, with a maximum of 80 minutes allocated to each event. Interpretation will be provided in all seven ILO working languages (Arabic, Chinese, English, French, German, Russian and Spanish).
3. Candidates and the three constituent groups shall have equal participation opportunities through a well-structured and balanced organization of the event.
4. The interactive events will be held virtually to ensure equal participation opportunities for all constituents. Candidates will be invited to participate in person at Geneva headquarters, as was done during the previous election. To guarantee a fair allocation of time among the three groups, and among the four regional groups within the Government group, as well as to ensure a consistent approach for all candidates, the interviews will be conducted in three stages:
 - **Candidate presentation:** a five-minute presentation by each candidate to supplement the vision statement included with the submission of the candidature
 - **Questions and answers:** 16 questions and answers – 4 from Employer constituents, 4 from Worker constituents and 8 from governments (2 per geographical region)
 - Each question should be formulated in one minute.
 - Candidates may use no more than three minutes to answer each question.
 - **Concluding remarks of the candidate:** within the time remaining to reach 80 minutes.
5. Unless any group decides otherwise, each group secretary or regional coordinator will be invited to communicate to the Office – no later than the eve of each interactive event – the names of all the representatives within their groups who wish to pose a question to the candidates. For each event, those names will be placed into six receptacles (one for the employers, one for the workers and one for each regional group) and the Chairperson of the Governing Body will randomly draw from each receptacle the names of the representatives who will be invited to address questions to the candidate.
6. All representatives seeking to ask a question must prepare more than one question in order to avoid similar questions being posed to the same candidate. Alternatively, a representative may forfeit their turn and let the Chairperson draw another name from the same receptacle.

7. The Chairperson shall determine which group is granted the right to pose the first question to each candidate and shall thereafter alternate questions from each regional group with questions from each of the social partners.

Date and time of the interactive event

8. The interactive event will be held on **23 September 2026**, with the possibility of extending it by one day should a high number of candidates make this necessary.

II. Private hearings, election and appointment of the Director-General

Private hearings (9 November 2026)

9. In accordance with paragraph 9 of the *Rules governing the appointment of the Director-General of the ILO*, hearings shall be conducted with the candidate at a private sitting of the Governing Body held prior to the election.
10. In order to ensure that access to the Governing Body Room is restricted to Governing Body members and authorized persons, special badges will be distributed as follows:
 - **Green badges** – Governing Body members:
 - o two badges per Government regular and deputy member of the Governing Body;
 - o one non-transferable, nominative badge per Employer regular and deputy member of the Governing Body;
 - o one non-transferable, nominative badge per Worker regular and deputy member of the Governing Body;
 - o one badge per officer of the Government group;
 - **Orange badges** – Groups' secretariats and additional members of Governing Body delegations:
 - o one badge per Governing Body regular and deputy member (seating in the back of the Governing Body Room);
 - o four transferable badges per each of the Workers' and Employers' group secretariats;
 - **Red badges** – Secretariat staff servicing the hearing;
 - **Blue badges** – Interpreters and cabin operators.
11. The private sitting will be opened by the Chairperson of the Governing Body at 12 (noon) on Monday, 9 November 2026.

Conduct of the hearings

12. In order to ensure an orderly and proper conduct of the hearings, participants must refrain from recording (audio or video) the proceedings and from commenting on social media; and must use parliamentary language during the hearing.
13. Doors will remain closed and delegates are expected to remain seated throughout the hearing.
14. The order of appearance in the hearings shall be drawn randomly by the Governing Body Chairperson, and candidates shall be informed of the date and approximate time of their hearing at least one week prior to the hearing.

15. Each candidate shall be heard individually and shall be invited to make a presentation to the Governing Body. Following the presentation, the candidate shall receive and respond to questions from the Governing Body. The time allocated to candidates for making their presentation and receiving and responding to questions shall be determined by the Officers. Equal time will be allocated for all candidates.

Date of the Election (16 November 2026)

16. The secret ballot will be held in a private sitting of the Governing Body at 10 a.m. on Monday, 16 November and will last as long as required to conclude the election, with at least 45-minute breaks between each round to allow for consultations, as determined by the Chairperson of the Governing Body, in consultation with the two Vice-Chairpersons.

Admission to the ballot

17. Admission to the room will be limited in the same manner as for the hearing and will be monitored using the same badge system. The candidates will not be admitted to the room during the private sitting. Each candidate will, however, be invited to designate a representative to observe the conduct of the ballot as long as the candidate is still on the ballot.
18. Doors will remain closed during each ballot; video or audio recording of proceedings will not be authorized, nor will the posting of comments on social media.
19. At the conclusion of the election, the private sitting will close and after a short break the Governing Body will resume in a public sitting to formally declare the election result and appoint the ILO Director-General. The Director-General elect will be invited to speak. The public sitting will be broadcast through the ILO website.

Ballot papers

20. The name of the candidate(s) will appear on the first ballot paper in the alphabetical order of the candidates' family names, with a box next to each candidate's name. Voters must cross or tick the box next to their preferred candidate and fold and place the ballot paper in the ballot box.
21. Ballots in which more than one candidate has been ticked or containing any other mark shall be void. Voters who do not wish to vote for any candidate should leave the ballot paper blank but must still fold and place their ballot paper in the ballot box.
22. At the conclusion of each ballot, a new ballot paper will be prepared with the names of the remaining candidates.

Ballot process

23. Three voting booths will be available in the room.
24. The Clerk will call the members of the Governing Body entitled to vote as follows: Governments will be called first in the French alphabetical order of the 28 Member States holding regular seats (except any State which may be in arrears in the payment of their contributions to the Organization at the time of the vote), followed by the 14 Employer and 14 Worker regular members, or their designated deputy members in accordance with article 1.5.3(b) of the [Standing Orders of the Governing Body](#), by their family name.
25. As they are called, Governing Body voting members, upon presentation of their badge, will be issued with a ballot paper initialled by the Clerk. The voters will complete their ballot in a voting

booth and fold and place the ballot in the ballot box. Voters may not be accompanied to the voting booth.

26. If a voter makes an error on their ballot paper before placing it in the box, they will be able to replace it with a new ballot paper from the Clerk. The original ballot paper will be immediately destroyed by the Clerk.
27. One scrutineer will be appointed from their membership by the Government group, the Employers' group and the Workers' group. At the conclusion of each ballot, the votes will be counted, in the room, by the three scrutineers with assistance from the Clerk. The Chairperson will adjudicate any dispute relating to the validity of the ballot papers and announce the result of each ballot immediately after the count of votes, indicating which candidates will progress to the next ballot. The results of each ballot will be shown on screens in the room and the list of candidates progressing through each round will be published on the ILO website and the ILO Events APP.
28. The representative of each candidate invited to observe the process will be seated close to the podium. They will be prohibited from interacting with members of the Governing Body or ILO staff during the conduct of any ballot and may raise any issue of concern only with the Chairperson of the Governing Body.