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Candidate for Director-General

SHAPING A RESILIENT, INCLUSIVE, AND HIGH-IMPACT INTERNATIONAL LABOUR ORGANIZATION (ILO) FOR A DYNAMIC WORLD

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Five years ago, when I first presented my candidacy, the world was very different. Today, the world of work is being reshaped at unprecedented speed – by technological disruption, geopolitical fragmentation, growing inequalities, and profound economic uncertainty.

In this shifting landscape, expectations of the ILO are rising. Across regions and constituencies, there is an urgent call for an Organization that is more agile, more relevant, and more impactful – one that delivers practical solutions anchored in its unique tripartite mandate.

Tripartism remains our greatest strength. It is what gives the ILO its legitimacy, its representativeness, and its authority. At a time of increasing polarization, this governance structure is not only relevant – it is indispensable.

The ILO must therefore stand as a pillar of stability, credibility, and practical action. We must continue protecting workers to ensure that their rights, safety and dignity are upheld in all circumstances, while also supporting sustainable enterprises – particularly small and medium – sized businesses, including those in the social and solidarity economy – as key drivers of job creation, innovation, and economic resilience. Above all, we must remain firmly committed to our core mission: promoting decent work for all.

This is the foundation of my candidacy.

In this turbulent context, continuity of experienced, values-driven leadership is essential. I seek your support for a second term with a clear and focused objective: to consolidate what we have built, accelerate transformation, and position the ILO as the leading global authority for balanced, practical, and impactful solutions to challenges faced by governments, employers, and workers.



Delivering Results Where They Matter

Since October 2022, with your support and guidance, we have delivered.

We have reinforced the ILO's normative leadership, ensuring that international labour standards remain the cornerstone of stability and predictability in a rapidly changing global economy. We have advanced new instruments in critical areas, including occupational safety and health, and apprenticeships.

We have modernized our supervisory system – accelerating the Standards Review Mechanism and simplifying the periodic reporting process.

We have moved forward on complex and sensitive issues, including discrimination in the workplace, the right to strike, and the democratization of ILO governance (1986 amendment of the ILO constitution).

We have strengthened our developmental impact – supporting job-rich growth and formalization, while helping enterprises improve productivity and resilience in challenging environments.

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We have elevated the ILO as a platform for global dialogue and partnership. The Global Coalition for Social Justice now brings together a broad alliance of actors to advance concrete progress on wages – including living wages – social protection, and supply chains.

The ILO's work has contributed to the ongoing transformation of labour markets – digital, demographic, skills, productivity, data analytics and protection.

We have positioned the ILO at the forefront of emerging challenges – through initiatives such as the Observatory on Artificial Intelligence (AI) and Work in the Digital Economy.

We have galvanized our collaboration with the International Financial Institutions (IFIs). This has helped to ensure that the ILO's agenda is increasingly mainstreamed in IFIs policies. The recently created Office of the Chief Economist is already yielding results in addressing common concern affecting the world of work and the global economy.

And importantly, we have launched a comprehensive reform agenda to make the Organization more efficient, agile, and responsive.

None of these achievements would have been possible without the commitment, expertise and dedication of our staff, at headquarters and in the regions, working under the regular budget or in development cooperation.



From Delivery to Transformation

These achievements are not an endpoint – they are a foundation.

A foundation that will allow us to build faster, go further, and deliver at greater scale.

We must transform the ILO to match the pace of change and complexity of the world it serves.

The reform underway is essential. It is about ensuring that the ILO remains effective, efficient, credible, and sustainable in its second century. The reform has started to deliver. If elected, it will remain a major part of our focus in a second term.

Our priorities are straightforward:

- A modern and authoritative body of standards – including the Fundamental Principles and Rights at Work – and effective supervision
- A stronger field presence and technical expertise closer to constituents
- Faster, more responsive delivery focusing on the four pillars of the decent work agenda
- Greater efficiency and financial sustainability

At the core of this transformation lies a fundamental principle: the nexus between economic growth, job creation, and social and labour protection – ensuring that growth translates into decent work and improved living conditions for workers, while creating an enabling environment for enterprises to invest, grow, and create jobs.

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We will continue to modernize our body of standards – phasing out what is obsolete, ensuring stronger protection where gaps persist, avoiding unnecessary regulatory burdens, and promoting clarity and adaptability.

We will reinforce national institutions – empowering trade unions and strengthening social dialogue, while also supporting employers' organizations and labour administrations, including labour inspections systems, to foster stable and productive labour relations.

The ILO is not a humanitarian agency. However, the aftermath of crises often entail critical labour and employment challenges. Recent situations have highlighted areas of concern where the Organization's expertise is essential, such as seafarers stranded due to conflict or labour migrants losing their jobs as a result of force majeure circumstances.

In this context, I intend to strengthen the ILO's responsive capacity in supporting constituents during such situations, ensuring timely, targeted, and mandate-driven assistance.

We will ensure that the ILO operates as a global organization that is more attentive to regional realities while anchored in universal principles.

Operational efficiencies offered by AI, as well as our upcoming Global Service Centre, remain key elements of the reform agenda. At the same time, we will ensure merit – based staffing and equitable geographical representation and gender balance at all levels.

The coming months will be marked by intensified ILO engagement with the UN80 process, particularly regarding the UN regional reset, country office reconfigurations, specialized agencies "expertise-on-demand" models, and common services.

Reform must be mindful of the ILO's greatest strength: its people. In a period of financial uncertainty and possible budgetary constraints, we will act with responsibility, transparency, and care – guided by consultation, fairness, and full respect for due process.

We will prioritize redeployment, reskilling, and mobility to preserve institutional capacity and expertise. If more difficult decisions become necessary, they will be made with dignity and appropriate support, always safeguarding merit, geographical and gender balance.



Ensuring Financial Sustainability

Our Organization must operate with full awareness of the financial realities it faces. Increasing budgetary pressures and cash flow uncertainties require a disciplined and forward-looking approach.

The full implementation of the ongoing reform – expected to generate significant efficiency gains, including savings of approximately 12.5 per cent – is within reach. At the same time, we will put forward plans to reduce the Organization's vulnerability to current resource patterns.

Financial sustainability is not an objective in itself, but a condition for maintaining credibility, autonomy, and long-term impact. I am therefore committed to working intensively on non-traditional funding mechanisms. Should the liquidity situation deteriorate further, additional remedial measures will be taken in consultation with staff and the Governing Body.

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Driving Prosperity Through Productivity

Growth and social concerns must go hand in hand.

We will place productivity at the centre of our agenda as a pathway to better wages, improved working conditions, and upward mobility for workers, and as a key driver of competitiveness, profitability, innovation, and sustainability for enterprises.

We will continue to strengthen the implementation of the MNE Declaration, ensuring accountability and protection across global supply chains while providing a clear and practical framework for responsible business conduct.

At the same time, we will ensure that growth translates into shared prosperity – through fair wages (including living wages), social protection, and inclusive labour markets, all embedded in social dialogue processes.



Scaling Impact Through Partnerships

We will expand the ILO's reach and influence through the Global Coalition for Social Justice while ensuring it remains focused on the ILO's mandate. Investing in the social cohesion of our societies makes economic sense. It is good for business. Ultimately, it makes all countries stronger.



Shaping the Future Of Work

Artificial intelligence is transforming the world of work at speed and scale. The ILO must be at the forefront. We will scale up our work on AI, support labour market transitions, and invest in skills systems to prepare workers for new opportunities, ensuring that enterprises have access to the talent they need.

We will pay particular attention to the informal economy, where workers and SMEs face the greatest decent work deficits, while supporting pathways to formalization and sustainable growth.

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My Commitment for 2032

Should you renew your trust in me, my commitment is steadfast. In 2032, by the end of my second term, I will ensure that the ILO will have become:

- More focused and more effective in protecting workers and promoting decent work
- A stronger partner for enterprises, supporting sustainable growth and job creation
- More influential globally
- Stronger in the regions
- Financially sound and operationally efficient

Above all, it will remain a trusted partner for governments, employers, and workers.



Conclusion

The ILO faces a turning point.

We can choose to react or we can choose to lead.

I believe we must lead.

Together, we have the responsibility not only to respond to change, but to shape it – for a more stable, more balanced, and more prosperous world of work.

This is about protecting rights, ensuring fairness, and creating real opportunities in a changing world.

It is also about stability, predictability, and enabling sustainable enterprise growth in an increasingly complex environment.

I stand ready to lead this next phase – with clarity, determination, and empathy.