



NOMINATION PROPOSAL

A LIFE OF DIGNITY IN AN ERA OF DISRUPTION

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PURPOSE

An ILO true to its mission: to promote social justice through rights, decent work, social protection and tripartite dialogue in the Age of Disruption

1. TO RENEW THE ILO'S MISSION ON THE BASIS OF ITS OWN IDENTITY

The ILO was founded on a conviction that remains as relevant as ever: universal and lasting peace can only be built on the foundations of justice and social inclusion. More than a century later, we are witnessing the transition from an era of change to a new era: the Age of Disruption, characterised by the convergence of new forms of communication, artificial intelligence and bioengineering. Artificial intelligence, automation, digital platforms, the environmental transition, the diversity of jobs and the knowledge economy are rapidly transforming production, employment and labour relations.

These changes offer extraordinary opportunities to boost productivity and well-being, but they may also exacerbate inequality, informality and exclusion by widening existing social gaps. The ILO's response must be rooted in its own identity: updating its knowledge, tools and capacity for action to promote and safeguard investment, to strengthen standards and rights, to create decent and productive employment, to extend social protection and to renew social dialogue.

2. THE TRIPARTITE SYSTEM AT A DECISIVE TRANSFORMATION

Technological transformation not only changes jobs; it also alters labour relations and forms of representation. Algorithms play a role in decisions relating to recruitment, remuneration, performance appraisal and termination of employment. Platforms, global supply chains, self-employment and the informal sector make it more difficult to identify common interests, to negotiate solutions and to reach sustainable agreements.

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Under these circumstances, the tripartite system will not survive by inertia. The tripartite system must demonstrate that it can anticipate change and reach agreements that are relevant to more people. Modernising it means broadening its capacity to listen, strengthening its sectoral and regional presence, and making better use of evidence, whilst preserving the institutional and representative role of governments and of employers' and workers' organisations.

The ILO's unrivalled strength lies in its ability to transform experience and knowledge into standards, recommendations, policies and technical cooperation agreed by its stakeholders. The Directorate-General must facilitate a convergence of views, safeguard the Organisation's regulatory authority and to ensure that bipartite and tripartite dialogue leads to positive and verifiable outcomes for all parties.

3. FOUR PILLARS FOR A LIFE OF DIGNITY

PILLAR 1. RULES AND RIGHTS: PEOPLE BEFORE ALGORITHMS

As well as strengthening the ILO's regulatory, promotional and monitoring functions, I will promote a tripartite dialogue on Artificial Intelligence and Work that will enable us to agree on principles regarding transparency and algorithmic explainability, early assessment of the impact on employment, data protection and human oversight. Decisions affecting recruitment, remuneration, safety, promotion or termination must not be subject to opaque or exclusively automated systems.

Innovation must promote productive investment, predictability, legal certainty and respect for fundamental rights. Technology should not put companies and workers at odds with one another: it should help to create sustainable businesses and productive jobs. This same commitment will guide the promotion and effective implementation of Convention No. 169. My professional experience and my research into this instrument – including the book 'ILO Convention No. 169 concerning Indigenous and Tribal Peoples. Challenges and opportunities for its implementation' will serve to provide greater technical assistance to strengthen prior consultation, to prevent conflicts and to reconcile collective rights, legal certainty and sustainable development.

PILLAR 2. EMPLOYMENT: PRODUCTIVITY, SKILLS AND FORMALISATION

The ILO must help its stakeholders to create more and better employment opportunities and decent incomes for women and men. I will promote a tripartite partnership on the skills of the future, bringing together employment services, vocational training providers, employers' and workers' organisations, educational institutions and businesses. Artificial intelligence should

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be used to anticipate skills needs, to improve labour market intermediation, to identify gaps and to underpin evidence-based policies.

This agenda will be linked to an acceleration of the transition from the informal to the formal sector. Formalisation requires productivity, simplification, access to technology and finance, effective labour institutions and progressive protection. The ILO's technical cooperation should offer approaches tailored to each country's specific circumstances and measure concrete outcomes in terms of workers and productive units entering and remaining in the formal economy.

PILLAR 3. SOCIAL PROTECTION: SECURITY DURING TIMES OF TRANSITION

When a person's employment situation changes or comes to an end, their path should not be one of employment, unemployment and exclusion, but rather one of employment, transition, training and new employment. I will propose working with stakeholders to develop a framework to promote an effective and dignified labour transition that combines reskilling and lifelong learning, the recognition of new skills, the portability of rights and minimum standards of social protection.

Social protection must keep pace with increasingly non-linear career paths and also extend to those working on platforms, in the informal sector or as self-employed workers. The ILO will support financially sustainable and administratively viable solutions, combining international standards, comparative experiences and technical expertise on the ground.

PILLAR 4. SOCIAL DIALOGUE: ANTICIPATING, AGREEING AND EXPANDING

I will strengthen social dialogue as a means of managing technological and productive transformation. I will promote permanent mechanisms for sectoral foresight, information exchange and negotiation regarding changes to the organisation of work before their effects lead to conflict. The aim will be to reach agreements on conflict prevention, investment, productivity, access to technology, training and employability.

The Director-General must act independently and in the service of the three stakeholders. For workers, modernisation that expands rights, training and safety during periods of transition; for employers, clear rules, productivity and recognition of sustainable businesses as an indispensable source of employment; and to governments, applicable regulations, relevant technical cooperation and instruments to promote investment and employment opportunities and to strengthen social cohesion.

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4. AN ILO THAT TURNS ITS PRINCIPLES INTO RESULTS

The ILO's authority depends both on its standards and on its ability to improve people's lives. I will strengthen their research and foresight capabilities in the fields of artificial intelligence and the future of work, linking them with regional and national offices. Each product must address a need identified by the stakeholders, have clearly defined users, and result in public and private policy guidance and technical cooperation.

Efficiency is not just about reducing costs, but about focusing resources where they have the greatest impact on people's right to a dignified life. Each priority must specify the budget, those who are responsible, deliverables, deadlines and verifiable indicators. I will promote a culture of 'One ILO', with greater coordination between headquarters and the field, transparent evaluation and reforms developed in consultation with the Organisation's staff.

5. EXPERIENCE TO LEAD THE NEXT PHASE

My experience both within and outside the ILO is the starting point, not the content of my candidacy. I have held positions of responsibility in Mexico, Cuba and Haiti; at the ILO Office in Argentina and within the social and labour bodies of Mercosur; at the International Training Centre in Turin; and in the Department of International Labour Standards for the Andean countries. This tour enabled me to gain an insight into the Organisation's work on the ground, its training programmes, its regulatory role, its dialogue with stakeholders and the management of specific initiatives.

I also served in five ministries of the Peruvian Government and gained experience in the business sector, where, as an entrepreneur, I gained first-hand experience of value creation, risk, success, failure and the responsibilities of any formal business. As Peru's Minister for Foreign Affairs, I led an organisation of approximately 2,000 officials with a global presence and conducted negotiations that resulted in 53 international instruments. These experiences prepared me to do what matters most: identify opportunities and capitalise on them, listen, negotiate, reform, lead and deliver results.

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6. THE FIRST 100 DAYS

- **Tripartite mandate.** I will launch a structured consultation process with governments, employers and workers to agree on priorities, outcomes and evaluation criteria for the new administration.
- **Four pillars.** I will present a roadmap to the Board of Directors that links the four pillars of decent work to deliverables, the budget, those responsible, indicators and deadlines.
- **Technological transformation.** I will launch the preparatory process on Artificial Intelligence and Work and the tripartite framework for just labour transitions.
- **Results and sustainability.** I will propose an institutional results board and a budget prioritisation plan that safeguard essential functions, strengthens technical cooperation in the field and links resources to verifiable results.

7. CONCLUSION

A life of dignity means that innovation strengthens rights, creates productive employment, expands social protection and renews the dialogue between those who produce, work and govern. It involves bringing the ILO's historic mission to the forefront in the face of the realities and enormous challenges of the present and the future.

I offer a holistic view of the present and an understanding of the challenges we face, as well as knowledge of the organisation, government experience, an understanding of the world of work and negotiating skills to steer the ILO closer to its stakeholders, sharing values and principles for a life of dignity. To renovate without dividing, reforming without weakening structural integrity, and anticipating in order to protect: that is my commitment.

My aim and proposal can be summarised as follows: a life of dignity in the Age of Disruption.