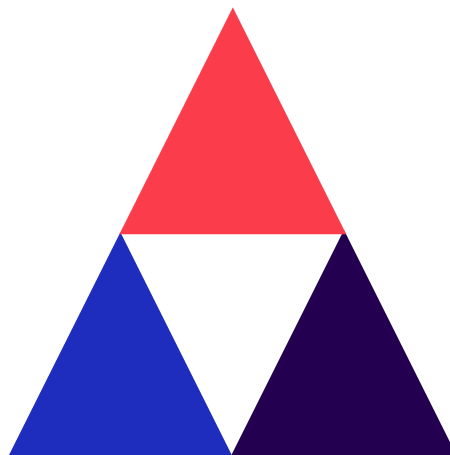




► Record of proceedings

Technical meeting on challenges and opportunities for promoting decent work,
productivity and a just transition arising from artificial intelligence in the
manufacturing industry
(Geneva, 13–17 April 2026)



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► Introduction

The [technical meeting on challenges and opportunities for promoting decent work, productivity and a just transition arising from artificial intelligence \(AI\) in the manufacturing industry](#) was held in Geneva from 13 to 17 April 2026. At its 353rd Session (10–20 March 2025), the Governing Body of the International Labour Organization (ILO) had decided to convene the meeting to examine these challenges and opportunities in the manufacturing sector, with a view to adopting conclusions, including recommendations for future action.

At its first sitting, the meeting adopted the timetable and the points for discussion. The meeting held six plenary sittings, including four devoted to the points for discussion.

In accordance with article 6 of the Standing orders for technical meetings, the Chairperson of the meeting was Mr Magnus Norddahl (Chief Lawyer and Senior Adviser, Icelandic Confederation of Labour, Iceland). At its first sitting, the meeting elected three Vice-Chairpersons, as follows:

Government group

Vice-Chairperson

Mr Jason Dale (United States of America)

Employers' group

Vice-Chairperson

Ms Delphine Rudelli (European Tech & Industry Employers (CEEMET), Belgium)

Workers' group

Vice-Chairperson

Mr David White (International Association of Machinists & Aerospace Workers (IAMAW), United States of America)

The Secretary-General of the meeting was Mr Frank Hagemann (Director of the Sectoral Policies Department), the Executive Secretary was Ms Shreya Goel (Technical Officer, Heavy Manufacturing Sectors). Mr Casper Edmonds (Head of Unit, Extractives, Energy and Manufacturing Unit) provided overall guidance and support during the meeting. The Coordinator of secretariat services was Ms May Mi Than Tun.

The meeting was attended by 115 participants, including 36 Government representatives and advisers (from 24 Member States), together with 46 Government observers (from 19 Member States), as well as 8 Employer representatives and their 4 advisers, and 8 Worker representatives and their 3 advisers, as well as the Secretariats of the Employers' and Workers' groups. Six observers from intergovernmental organizations and invited international non-governmental organizations also attended the meeting. Women represented 43 per cent of the participants.

► Consideration of the agenda items

I. Opening speeches

1. The Chairperson welcomed participants and expressed his hope for meaningful discussions on this critical issue as well as for practical outcomes. The meeting aimed to discuss challenges and opportunities for promoting decent work, productivity and a just transition arising from the use of AI in manufacturing, with a view to adopting conclusions, including recommendations for future action. Governments worldwide, including his own, were developing frameworks to manage the transition from national AI strategies to new regulatory approaches. While measures taken to date in his home country, Iceland, had been modest, they reflected the common issues

and challenges facing all countries, including the impact of AI on workers, skills and job quality. The meeting provided a unique opportunity to share experiences, good practices and lessons learned. Manufacturing was vital to all economies, employing hundreds of millions of people worldwide, and the AI transformation of the sector was already under way. It was thus essential to ensure that AI-driven transformation advanced decent work, promoted productivity, and was inclusive. To that end, it was important to take stock of prevailing realities in the sector, through the lens of decent work, and to bring an ILO perspective to complex, often structural matters through social dialogue to identify a way forward for all. Given the wealth of expertise in the room, he was confident that participants would make progress, build consensus and adopt a set of conclusions and recommendations, including proposals for future action.

2. The Secretary-General of the meeting welcomed representatives of governments and employers' and workers' organizations from all major world regions, noting that their presence reflected the importance and timeliness of the discussion on AI in manufacturing. Manufacturing remained foundational to economic development, trade and innovation, and employed nearly 500 million workers worldwide. Few industries combined such economic weight with such broad social impact, providing livelihoods, skills and pathways to decent work across countries and sectors.
3. He recalled the ILO's long-standing engagement with industry, from the Hours of Work (Industry) Convention, 1919 (No. 1), through industrial committees, sectoral meetings, codes of practice, and guidance and support to governments and social partners in managing structural change. That experience provided a strong foundation for the meeting, which would consider manufacturing as a whole through the lens of AI, a technology already being deployed across product design, production, quality control, logistics and supply chains.
4. While AI adoption in manufacturing remained at a relatively early stage compared with other sectors, investment was growing rapidly and the pace of change was accelerating. The ILO had also been strengthening its evidence base on AI and the world of work, including through its AI Observatory. The report prepared for the meeting highlighted both opportunities and challenges: AI could enhance productivity, improve occupational safety and health, support innovation and promote more efficient use of resources, but its adoption and benefits were unevenly distributed across countries, enterprises and workers. It also raised important questions regarding skills, working conditions, data governance, privacy, fairness and inclusion.
5. The key question was therefore not whether AI would transform manufacturing, but how that transformation would be shaped and how a just share of the fruits of progress could be ensured for all. The meeting had been convened to examine the evidence, exchange experiences and develop conclusions and recommendations to guide future action on decent work, productivity and a just transition. He underlined that social dialogue would be essential, as transformations of such scale required cooperation, trust and shared responsibility. He thanked the Office team supporting the meeting and expressed confidence that, through constructive and informed dialogue, participants would reach consensus on conclusions and recommendations to guide the manufacturing sector through the AI transformation in the years ahead.
6. The Executive Secretary presented the background report prepared by the Office as the basis for discussion. She noted that the report was structured in three chapters. Chapter 1 provided an overview of the manufacturing industry and its role in the global economy. Chapter 2 examined the evolution and application of AI in manufacturing. Chapter 3, which formed the core of the report, analysed the opportunities and challenges arising from AI for decent work, productivity and a just transition, organized around the four strategic objectives of the ILO Decent Work Agenda.

7. She noted that AI in manufacturing remained a rapidly evolving field and that the available evidence base was still limited. Existing research was concentrated largely in the Organisation for Economic Co-operation and Development (OECD) countries and focused primarily on displacement effects, while developing countries, informal workers, micro, small and medium-sized enterprises (MSMEs) and gender dimensions remained under-represented. Participants were therefore encouraged to view the report as a contribution to an emerging evidence base.
8. Turning to manufacturing, she observed that the sector accounted for approximately 16.5 per cent of global GDP, more than half of world trade and close to 494 million jobs worldwide. Manufacturing had undergone significant technological transformation over recent decades and was now entering a new phase associated with the fourth industrial revolution. At the same time, the sector was facing a range of interconnected challenges, including demographic change, climate change, geopolitical tensions and technological disruption.
9. The report found that investment in AI had grown rapidly, though adoption remained uneven across countries, sectors and enterprises. Access to data, computing power, connectivity and skills were the critical enabling factors. AI was already being deployed across the manufacturing value chain, from product design and research and development through to production, quality control and logistics. Many firms, however, remained at the pilot stage of adoption, and MSMEs faced particular barriers of cost, infrastructure and expertise.
10. With regard to employment, the report suggested that, in the near term, AI was more likely to transform and redistribute tasks than to replace entire occupations. Significant changes in job profiles and skills requirements were nonetheless expected. Skills shortages were one of the principal barriers to adoption, and demand was expected to grow for both technical and transversal skills. The report also warned that existing inequalities, including gender gaps, could widen if access to training and opportunities remained uneven.
11. The Executive Secretary noted that AI had the potential to enhance productivity, innovation and occupational safety and health, while raising important questions about working conditions, wages, privacy and data governance, AI-enabled management tools and non-discrimination. Whereas AI could support safer workplaces through predictive and preventive tools, it could also generate new physical and psychosocial risks, including those linked to surveillance, work intensification and job insecurity. Social protection systems would therefore remain important in supporting workers through periods of transition.
12. Finally, she emphasized the central role of social dialogue in shaping the adoption and governance of AI. Drawing on lessons from earlier technological transformations, the report concluded that a stronger evidence base, continuous social dialogue and a human-centred approach would be essential if AI in manufacturing was to advance productivity while promoting decent work and supporting a just transition.
13. The Worker Vice-Chairperson noting the timeliness of the discussion, said that AI, together with broader technological and structural change, was already reshaping manufacturing – albeit unevenly – across countries, sectors and enterprises. Its adoption and deployment must not be left to market forces, or driven solely by the imperatives of efficiency, competitiveness and profit. While workers' organizations recognized the potential of AI to improve processes, enhance prevention and reduce hazardous tasks, they stressed that its benefits were not automatic. The impact of AI on the world of work raised important issues relating to employment, working conditions, skills, wages, work organization, occupational safety and health, privacy, equality, and fundamental principles and rights at work. Outcomes would depend on how AI was regulated, who was involved in its design and implementation, and what principles guided its use, touching

on issues such as power, distribution, ethics, governance and democracy. Manufacturing, a cornerstone of economies and a source of innovation, industrial capacity and knowledge, was being reshaped by several overlapping transitions: digitization, climate and demographic change, geopolitical tension, supply-chain restructuring and widening inequality. AI was entering a context already marked by outsourcing, precarious and informal employment, fragmented production and, in many cases, weakened social dialogue and collective bargaining. Deployed without adequate transparency, safeguards or worker involvement, it risked intensifying surveillance, work pressure and precarious employment while undermining collective action. Particular concerns included the algorithmic management of disciplinary processes and the mass collection of workplace data, with its implications for privacy, dignity and freedom of association. He stressed the need to distribute productivity gains fairly – through higher wages, stronger social protection, better working conditions and investment in training and reskilling – since workers should not bear the costs of transition while being excluded from its benefits. Skills development should be a collective responsibility, with training, reskilling and lifelong learning recognized as rights and embedded in broader industrial and social policies. It was also important to address growing inequalities: between smaller companies and large multinationals, between advanced and developing economies, between more and less vulnerable forms of work, between men and women, and between workers who benefited from protection, representation and training, and those who did not. In many developing economies, the challenges of AI adoption included technological gaps, high informality, low investment and competition based on cheap labour. Discussions of decent work, due diligence and corporate responsibility also needed to address the impact of AI on the “invisible” workers performing data-related tasks across the value chain, often in precarious conditions. Technological transformation was far from gender-neutral and could widen existing gaps; it should instead expand women’s access to secure, skilled and decent employment. Clear and inclusive pathways into the future of work were also needed: young workers, though familiar with AI, faced uncertainty about its impact on their employment prospects and their participation in decision-making. A clear and credible vision of the future of work, offering them meaningful prospects, was vital. Given that AI could exacerbate inequalities, it was vital to adopt a global perspective, reflecting diverse national contexts. Workers and their organizations had to play a central role in the development, deployment and governance of AI systems, including through meaningful human oversight and effective avenues of recourse. AI had to promote decent work and social progress, strengthen fundamental rights at work, and remain compatible with freedom of association, equality, social protection, occupational safety and health, and human dignity. Stressing the importance of international labour standards and social dialogue in guiding the use of AI, he affirmed his group’s readiness to engage constructively and underlined the need for clear guidance, solid principles and a sound basis for future action, with a view to creating workplaces that were safer, fairer, more democratic and human-centred.

14. The Employer Vice-Chairperson, speaking on behalf of a diverse global constituency that reflected different economic contexts, levels of development and industrial structures, welcomed the background report prepared by the Office. It offered a comprehensive analysis while highlighting data gaps, particularly in low- and middle-income countries and among MSMEs. Manufacturing remained central to economic development, underpinning productivity, trade, innovation and employment, but was being rapidly transformed by technological change, including AI. Failure to adapt risked weakening competitiveness, employment and economic stability. The impact of AI was uneven across countries and firms, with MSMEs particularly constrained by limited access to data, infrastructure, skills and financing. In many cases, the greater risk was not job displacement but exclusion from markets and value chains. Productivity growth provided the foundations for sustainable enterprises, job creation and resilience. AI could enhance productivity and innovation where supported by an enabling environment: appropriate infrastructure, investment in skills,

access to data and clear, predictable and proportionate policy frameworks. Social dialogue was critical to building trust, developing skills and managing transitions. She reaffirmed her group's commitment to constructive discussion in pursuit of consensus-based, forward-looking outcomes. Sustainable and competitive enterprises were central to advancing a just transition and decent work. AI should be shaped to advance both economic performance and social progress, with targeted support for MSMEs and approaches that were globally informed yet responsive to diverse national and sectoral realities.

15. The Government Vice-Chairperson noted that many countries were already implementing national policies to harness AI in manufacturing, ranging from support for the transition to automation and smart manufacturing, to worker-centred national AI strategies. His group stood ready to engage constructively, in good faith, with the social partners and welcomed the background report for the technical meeting, the first of its kind.
16. He highlighted three priority areas. First, it was essential to invest in human capital and lifelong learning, since workers' ability to reskill and adapt was critical both to their livelihoods and to the competitiveness of the manufacturing sector; governments' readiness to invest in skills was itself a measure of meaningful social dialogue. Second, workers had to be protected: as AI-enabled systems were increasingly deployed on factory floors, their safety and health had to be safeguarded, and the occupational risks arising from interaction with AI-driven technologies understood and addressed. Third, on innovation and productivity, AI offered real opportunities to strengthen the industrial base and support enterprises, but its deployment also raised important questions of data protection, algorithmic transparency and system monitoring. As regulators, governments faced the challenge of ensuring policy coherence across AI governance, industrial development, labour protection and skills development. The "black box" nature of many manufacturing technologies underscored the need for transparency and coordinated regulatory approaches. International labour standards had a key role in addressing the uneven adoption of AI across countries and ensuring that these technologies produced positive outcomes for the future of work. His group intended to participate actively in the technical meeting, in a spirit of constructive social dialogue.
17. The Government representative of Türkiye said that the meeting was taking place at a defining moment for the world of work. While manufacturing remained a cornerstone of economic and social development – driving industrialization, trade, innovation and employment across regions – AI was rapidly transforming production systems, supply chains and enterprise management, with profound implications for jobs, skills and rights at work. The global AI market was projected to reach nearly US\$5 trillion by 2033, yet its benefits remained unevenly distributed, with widening gaps in adoption, productivity and capabilities among countries, enterprises and workers. As a major manufacturing hub integrated into global value chains, Türkiye was advancing AI adoption through its National Artificial Intelligence Strategy. He noted the growing use of robotics, smart production systems and AI-driven quality control across key industries, which was enhancing efficiency and energy performance. Outcomes, he stressed, were not predetermined but depended on how the transformation was governed. Social dialogue was essential to shaping the design and deployment of AI: meaningful engagement among governments, employers and workers would facilitate more balanced, inclusive and sustainable transitions. He called for ambitious and responsible action, firmly grounded in a people-centred approach to technological change.
18. The Government representative of the United States of America said that while his views broadly aligned with those of his group, the current evidence base on AI in manufacturing remained limited. He advised against focusing on anecdotal evidence or small-scale surveys on perceived challenges that could not be generalized and observed that available data were heavily skewed

toward OECD countries. Among those countries, adoption rates and perceived benefits and challenges varied widely, with nuanced or even conflicting findings, including at the country level. Discussions on AI should be grounded in evidence rather than fear-based perceptions of challenges. It was premature to discuss regulatory oversight and monitoring, or to propose specific reporting requirements for business, without a robust, evidence-driven understanding of the actual challenges to be addressed. Early findings from the 2022 OECD AI surveys indicated that approximately 80 per cent of AI users reported that the technology had improved their work performance, against just 8 per cent who said it had worsened it. Across all indicators of working conditions – job satisfaction, physical health, mental health and fairness in management – AI users were more than four times as likely to report that AI had improved their working conditions as to report that it had worsened them. He stressed the need to support innovation and the still-limited growth of AI adoption, while workforces required reskilling and upskilling. Without wider uptake – particularly among small and medium-sized enterprises – and rapid, adaptable skills development solutions for workers, the potential benefits of AI would be delayed – or may fail to materialize altogether. It was essential to replace fear of AI with hope in its potential. In the United States, people were all too aware of the dangers of fear-based regulation. AI must not become – as nuclear power had been for decades – the basis for a future of abundance left unrealized.

19. The Government representative of Spain said she wished principally to share the work Spain was undertaking under the European Union regulation on AI, which she considered highly relevant to the meeting. The regulation was directly applicable, though Member States retained responsibility for certain areas, including the regulation of specific markets and the setting of sanctions. Spain's Ministry of Digital Transformation and Public Function was drafting national legislation to transpose the relevant provisions into domestic law. The regulation sought to balance the benefits of AI for society against the risks to fundamental rights and to products, setting requirements for high-risk AI systems such as human oversight, traceability, cybersecurity, robustness and accuracy of results. She stressed the importance of ensuring that the data on which AI systems were trained were accurate. The regulation classified the labour market as a high-risk area – particularly employment and human-resource management, and systems that allocated tasks or evaluated performance. She concluded by expressing her delegation's aim to ensure the effective and beneficial application of AI in the labour market, with safeguards to mitigate the risks to people's rights and to decent work.

II. Point by point discussion

Discussion of point 1

How is the adoption of AI impacting the manufacturing sector with regard to decent work, productivity and a just transition?

20. The Employer Vice-Chairperson said that AI was already reshaping manufacturing, including the design, management and delivery of goods within increasingly complex value chains. Pointing to gaps in AI adoption, with lower uptake among smaller enterprises, she stressed that transformation was not optional for the sector. While the manufacturing industry remained a cornerstone of economic development and employment, in an increasingly competitive and fast-changing global environment, enterprises needed to continue to adapt to remain viable, preserve jobs and sustain value chains. In a context of weak productivity growth, AI was a key enabling technology that could help enterprises improve efficiency, innovate and remain competitive, fostering sustainable business and decent work. The discussion should focus not on speculation and hype, but on how to translate the potential of AI into measurable gains in

productivity, competitiveness and quality employment. There were four principal areas of opportunity. First, AI could raise productivity, boost innovation and improve performance across the manufacturing value chain, including through predictive maintenance, real-time quality control and optimized production and logistics; such gains could reduce downtime and costs, improve reliability and strengthen competitiveness, creating conditions for investment, business growth and quality jobs. Second, AI could support more inclusive growth by lowering barriers to entry and enabling more enterprises, particularly small and medium-sized enterprises (SMEs), to improve productivity and quality, deepen their integration into domestic and global markets and expand business opportunities. Third, AI could make working conditions safer and better by reducing exposure to hazardous, dirty and demeaning tasks and supporting more preventive, proactive approaches to occupational safety and health. Fourth, AI was more likely to reshape and augment jobs than to replace them outright, helping workers perform tasks with greater precision, reducing errors and freeing them to focus on higher-value activities such as problem-solving, decision-making and innovation. Crucially, AI did not replace human judgement but strengthened it, and it could create new roles in areas such as data analysis, system management and digital operations.

21. Nevertheless, such opportunities were not automatic, and a number of challenges persisted. AI adoption remained highly uneven across firms and regions, and larger enterprises were much better placed than MSMEs to move beyond experimentation and scale its use. Without targeted support, those disparities could widen existing productivity gaps, weaken competitiveness, undermine value chain integration and limit inclusive growth. This was especially important given the central role of MSMEs in global employment and enterprise development.
22. Adopting AI required significant upfront investment and ongoing expenditure on maintenance and upgrades; limited access to finance, complex implementation and uncertain returns further hampered uptake, particularly for MSMEs, which faced added barriers of insufficient infrastructure and limited expertise. Skills gaps remained a serious constraint: enterprises needed stronger technical, practical and governance capacities, and better alignment between education and labour-market needs. Overlapping regulations and administrative burdens could also create uncertainty and discourage investment, particularly for MSMEs lacking the internal capacity to navigate complex compliance requirements.
23. The results of AI adoption in manufacturing would depend on the right combination of technology, skills, investment and an enabling environment for sustainable enterprises. The key question was not whether work would change, but how quickly, and whether enterprises and workers would be ready. Strengthening capabilities, investing in skills and putting in place coherent, practical frameworks would therefore be essential if AI was to support business performance and decent work in the years ahead.
24. The Worker Vice-Chairperson said that the adoption of AI was already having a significant impact on the manufacturing industry. That impact had to be assessed not only in terms of innovation and productivity, but also in terms of rights, working conditions, governance and the distribution of benefits. The key issue was not what AI could do, but who decided how it was used, for what purpose, under what rules and with what consequences for workers. AI had the potential to support innovation, growth and structural transformation – through process improvement, predictive maintenance, energy efficiency and better occupational safety and health, including by identifying risks and reducing exposure to hazardous tasks. It would be wrong, however, to present that transition as inherently positive. AI was not neutral: without proper regulation and worker involvement, its deployment could entrench existing inequalities, degrade job quality and erode fundamental rights. Emerging risks included work intensification, greater cognitive load, task fragmentation, loss of professional autonomy, opaque evaluation systems, permanent

performance monitoring and new forms of digital control. Automation did not necessarily reduce workloads; it could reorganize work in more demanding, faster and more individualized ways, increasing pressure, stress and uncertainty for workers.

25. There were also implications for mental health and psychosocial risk: AI-driven reorganization could lead to isolation, cognitive fatigue and loss of meaning at work, particularly when workers had narrower and more repetitive roles or had to supervise systems over which they had little real control. Such developments could not be considered social progress; technological change had to be governed by human-centred and democratic principles.
26. With regard to algorithmic management and AI-based management tools, AI could be used to set work rhythms, allocate tasks, assess performance, trigger alerts, apply disciplinary criteria and influence recruitment and promotion decisions. Unless such systems were transparent, auditable and subject to human oversight, they risked making workplaces more opaque, more authoritarian and harder for workers to challenge.
27. The deployment of AI had to be accompanied by information, consultation, trade union participation and collective bargaining. Clear legislative and regulatory frameworks with enforcement mechanisms were needed, and workers should be involved from the earliest stages of design, planning, introduction and evaluation. Experience in countries such as Germany, Sweden and Singapore showed that trade union participation improved acceptance of new technology, helped anticipate skills needs and produced more balanced outcomes for enterprises and workers alike.
28. Skills development was a key issue: while AI could transform tasks and create new occupations, it could also cause skill obsolescence, deepen polarization and exclude workers without access to quality training. The responsibility for adapting should not fall on workers alone. From a trade union perspective, lifelong learning, reskilling and skills development should be recognized as structured, inclusive rights, funded by employers and public authorities and available to all workers, including those in informal employment and vulnerable groups such as migrant workers. Precarious legal status, limited access to training and social protection, and language barriers heightened exposure to exploitation in AI-mediated workplaces. Without effective measures, AI would widen existing inequalities rather than reduce them. These included disparities between countries and regions arising from uneven investment in AI, infrastructure and training – with developing countries facing added challenges such as technological gaps, weak institutions, informal labour and production models based on low wages – and gaps between large enterprises and SMEs, the latter constrained by limited resources and support. Inequalities also arose within enterprises, particularly between highly digitally skilled workers and those at risk of being left behind; training and protection had to reach the entire workforce as part of a just transition. Gender disparities persisted too: unless corrective policies were adopted, women faced greater risks of job loss in certain sectors, reduced access to training and potential bias in AI systems. There were also concerns about privacy and data protection, and the need to guarantee workers' rights to transparency over data collection and over the use of AI for surveillance or discriminatory purposes. AI must not be used as an anti-union tool, and freedom of association and collective bargaining had to be upheld. If the productivity gains from AI were fairly distributed, the benefits should translate into better wages, working conditions and social-security contributions, and potentially shorter working hours without loss of pay. Strong social protection systems, labour institutions, effective training frameworks and social dialogue were needed to manage the transition. While AI held significant transformative potential, outcomes depended on policy choices and required a human-centred approach grounded in fairness, inclusion, transparency and the equitable sharing of benefits.

29. The Worker representative of Germany presented the findings of an independent study on digital transformation, with a particular focus on AI. Based on a nationwide survey of more than 10,000 employees across a range of industrial sectors, the study found that most workers viewed the productivity gains from AI critically, with 58 per cent perceiving no or only minor benefits. It revealed a strong link between productivity and employee participation in the introduction of digital systems and AI: because workers possessed practical knowledge of work processes, their involvement significantly shaped outcomes. Without their input, AI systems would not be aligned with workplace needs, leading to inefficient use or even deliberate circumvention.
30. The Government Vice-Chairperson noted that his group recognized the significant potential of AI to transform manufacturing, particularly by enhancing productivity, improving quality control, reducing waste and downtime, and supporting innovation and global competitiveness. The background report offered compelling examples, including the scope to reduce inspection time and improve accuracy. AI adoption nonetheless remained in its infancy, especially among MSMEs, and was unevenly distributed across and within countries. Lack of awareness was a major barrier, since perceptions of AI often did not match its actual capabilities; both general awareness-raising and practical demonstrations of concrete use cases were therefore important. Several governments had stressed the need to clarify data ownership, protection and conditions of use, including concerns about the intermediaries providing AI technologies. An ethical framework for AI in manufacturing was needed to prevent misuse and protect the interests of workers and enterprises. The meeting had also underlined the importance of assessing AI's direct and indirect occupational impacts – including on human-resource management, organizational processes and job creation – and of considering worker impacts from the outset. It was crucial to invest in skills, including career-long reskilling and upskilling, to embed AI competencies in education and to develop clear career pathways. Key barriers to the equitable sharing of AI benefits included technology costs, the shortage of skilled workers and the lack of balanced regulatory frameworks able to support innovation while protecting workers' rights. The benefits of AI were unevenly distributed, and the risks were real. Achieving decent work and a just transition would depend on government policies guided by the fundamental principles and rights at work.
31. The Government representative of Türkiye said that AI was rapidly transforming manufacturing, improving productivity, quality and safety and supporting greener production, but that the benefits remained unevenly distributed and the risks were real. Whether AI would advance decent work depended on how it was governed. Firms were already using AI technologies such as machine learning, computer vision and predictive maintenance to optimize processes and reduce waste, pointing to opportunities for efficiency, better working conditions and upskilling, as well as certain challenges. Uptake was uneven, especially among SMEs, and could widen productivity gaps between countries and firms, while reshaping work and raising concerns about intensity, monitoring, privacy and job quality. His Government was addressing those issues through national strategies linking AI to industrial development and labour-market transformation, and advancing the country's transition towards Industry 4.0. The adoption of AI required respect for International Labour Standards, broader policy action, strengthened social dialogue, skills development, lifelong learning, support for SMEs and social protection; only an integrated tripartite approach would ensure that AI delivered productivity gains alongside decent work.
32. The Government representative of the United States said that his Government viewed AI as one of the most promising technologies in generations, with the potential to drive prosperity and improve both productivity and working conditions. The background report had documented numerous AI use cases across all stages of the manufacturing value chain, including improvements in product design, core processing and quality-control systems. Despite significant benefits and investment, AI adoption in manufacturing remained limited, particularly among the

MSMEs that accounted for a large share of employment; as a result, many workers and businesses had yet to benefit from it. As mentioned in the background report prepared by the Office, key barriers included skills shortages and excessively complex regulatory environments: addressing those obstacles should be a top priority. To address skills shortages, governments should support industry-led skills initiatives, since employers were best placed to understand evolving skill needs. Such initiatives, which should be flexible and rapidly deployable, would help workers seize AI-driven opportunities and productivity gains. An innovation-friendly environment was also needed, since restrictive regulations and burdensome reporting requirements hindered investment, innovation and job creation. AI policy should be kept separate from ideological or risk-focused agendas, including those relating to climate change or equity, which could generate excessive bureaucracy and hold back the benefits of AI.

33. The Employer Vice-Chairperson noted that consensus was emerging on the challenges and opportunities of AI, though differences would likely arise when discussing solutions and implementation. Governments had a central role in establishing enabling policy and regulatory frameworks so that companies could adopt and integrate AI technologies effectively. At the same time, governments, employers and workers shared responsibility for the transition, particularly as regards investment, workforce transition and upskilling. While there was convergence on the diagnosis of the key issues, further work and compromise would be needed to agree on concrete solutions.
34. The Worker representative of India gave the example of an industrial corridor in India, where large companies had recently introduced new technologies in their factories, including greater use of robots. The shift had displaced many manual jobs and significantly reduced employment. The Government was providing training on AI, and the trade union federation had begun offering its own training to help workers understand what AI was and how to use it; requests for training addressed to employers, however, had been rejected.
35. The Employer Vice-Chairperson asserted that it was important to distinguish AI from automation and other technologies, and cautioned against conflating distinct concepts. AI should not be equated with robots, nor robotization automatically understood as AI; using examples of robotization to draw conclusions about job losses risked obscuring the discussion. The meeting's mandate concerned AI specifically, not automation or robotization. Although those phenomena might in some cases be linked, such connections should not be assumed. While automation could sometimes change jobs, AI was associated mainly with job transformation rather than job losses. Noting that it was important to clearly distinguish between AI, robotization, automation, and algorithmic management, she stressed that the focus of the present exchange must remain on AI.
36. The Worker representative of Sweden stressed that AI adoption should involve information and consultation, trade union participation and collective bargaining. He gave the example of a factory moving from highly manual production to fully digitalized, automated operations driven by AI. Where productivity and quality had previously relied mainly on manual skills, the new model automated processes, with operations monitored and managed by workers through digital interfaces. Trade union negotiations with the company had produced an agreement to assess blue-collar workers' skills and then provide a comprehensive upskilling programme as part of the transition. By the time the new model became operational, no worker had been laid off for lack of skills. Such outcomes demonstrated the importance of early engagement in managing transitions. Where appropriate measures and agreements were put in place at an early stage, more favourable outcomes could be achieved, significantly improving the likelihood of a successful transition.

Discussion of point 2

What policies and practices related to the adoption of AI in the manufacturing industry are needed to contribute to the promotion of: fundamental principles and rights at work and international labour standards; social dialogue for a just transition; employment and job creation; productivity; social protection and decent working conditions

37. The Worker Vice-Chairperson said that policies and practices relating to AI uptake needed to ensure that technological transformation contributed to decent work rather than increased inequality, precariousness and weakened rights. Recent developments pointed to an intensification – rather than a reduction – in the pace of work and the number of tasks, showing that the key issue was how AI was adopted: the rules applied, the participation mechanisms and the objectives pursued. Public policies and business practices had to ensure that the adoption and spread of AI was subordinate to fundamental principles and rights at work, social dialogue, the creation of quality employment, a just transition, social protection and the fair distribution of benefits. Policies on AI in manufacturing had to ensure full respect for international labour standards and fundamental principles and rights at work – including freedom of association, the right to organize and bargain collectively, non-discrimination, equal remuneration, protection against arbitrary dismissal, and occupational safety and health. Technological innovation did not diminish those rights. Governments needed to review and strengthen existing regulatory frameworks to ensure their effective application, and to explore ways of expanding social protection systems to cover basic needs and income, regardless of employment status. Voluntary declarations and principles were not enough: clear rules, enforcement mechanisms, labour inspection and institutional capacity-building were required. Regulatory gaps increased the risk of abuse and uncertainty, whereas effective regulation enabled the safe, fair and sustainable adoption of new technology.
38. A just transition required social dialogue. AI needed to be introduced through information, consultation and collective bargaining, involving workers and their unions from the outset in the design, implementation and evaluation of AI systems. Workers and their unions needed access to relevant information and time to assess it, the right to external expertise and meaningful participation in decision-making. Drawing on examples from Singapore, Germany, Italy and France, he described how social dialogue mechanisms had contributed to improved outcomes, including training, better work organization, improved risk mitigation, protection against misuse of data and more effective implementation of AI systems.
39. With regard to job creation, policies had to focus on protecting existing jobs, facilitating a just transition and creating new, high-quality employment. New jobs must not entail lower pay, precariousness, lower levels of protection or lack of access to collective bargaining. Decent work had to be ensured, with adequate training, collective rights and union coverage and precarious or deregulated employment avoided. Lifelong learning, reskilling and skills development were rights that should be backed by adequate financing, time and institutional frameworks, and made accessible to all workers during working hours with income guarantees. Public policies should help SMEs gain access to technology, financing, data and training, so as not to exacerbate inequalities. Without intervention, AI adoption would widen existing gaps: between large and small enterprises, between advanced and developing economies, and between workers who received support and those left behind. Governments had a key role in creating an enabling environment – through public investment, digital hubs, financing, innovation support, training and just-transition frameworks. While AI could increase efficiency and productivity, productivity should not be the sole criterion guiding AI policy. Productivity gains amounted to progress only if they also delivered tangible improvements for workers – through profit-sharing, progressive

taxation and the fair distribution of wealth. AI must not be used to degrade working conditions in the name of productivity, whether through excessive monitoring, automated disciplinary decisions, intensified work rhythms or individualized pay. Technology should improve the world of work, not strip away rights. Social protection and decent working conditions should be the central pillars of any AI strategy, with universal, portable systems allowing workers to move through transitions without risk of insecurity, poverty or exclusion. Human oversight had to be retained in decisions affecting workers, and AI governance had to be democratic and include workers and their representatives. AI should contribute to decent work and a just transition.

40. The Worker representative of Singapore said that, in her country, efforts to ensure a just transition rested on strong social dialogue through tripartism, with close collaboration between the Government, trade unions and employers. In manufacturing, the adoption of AI was guided by industry transformation maps, developed jointly on a tripartite basis and covering technology adoption, job redesign and skills development, so that job changes were anticipated early and workers were prepared in advance.
41. At the enterprise level, social dialogue was put into practice through company training committees led by trade unions and made up of company and worker representatives. These committees discussed business transformation projects, including those involving AI, identified the jobs affected, redesigned roles towards higher-value tasks and matched workers to training pathways. The Government provided funding to enterprises for transformation projects, including AI adoption, with grants administered by the National Trades Union Congress to ensure positive outcomes for workers. Grant approval required union support, based on an assessment of benefits such as wage increases, skills allowances and structured career-development plans. The grants also subsidized workers' training to meet the requirements of new roles. That partnership-based approach encouraged early dialogue. All parties shared responsibility for ensuring that no worker was left behind and that the benefits of AI adoption were shared, securing a just transition.
42. The Employer Vice-Chairperson noted that, while economic and labour-market transitions were not new, they were accelerating, and AI had become a central and lasting feature of that transformation. The key challenge was not whether AI would shape manufacturing, but how to ensure that its adoption supported decent work, productivity, competitiveness and sustainable economic growth. That task required an enabling environment for sustainable enterprises, highlighting the critical role of Governments in ensuring political and regulatory stability, transparent and predictable policy frameworks, and simplified administrative procedures. Sustained public investment was essential – in digital infrastructure, research and development, and innovation ecosystems – alongside targeted measures to support enterprise growth and competitiveness. MSMEs in particular needed tailored support to adopt AI: better access to finance, digitalization grants, tax incentives, shared technology infrastructure and participation in innovation hubs and collaborative platforms. Without targeted policies, AI adoption risked remaining confined to large firms, limiting productivity gains, weakening supply chains and constraining broader economic development and job creation. Effective social dialogue – grounded in the right to freedom of association and effective recognition of employers' and workers' organizations, was essential, and workplace cooperation between employers and workers could facilitate technological integration, strengthen trust and help enterprises adapt their work organization, skills and production processes. Policy frameworks should favour guidance over excessively prescriptive regulation, fostering proportionate, risk-based and business-friendly approaches that supported innovation. Clear guidance, streamlined compliance and reduced administrative burdens, to help enterprises – particularly smaller ones – navigate AI adoption. Stability and predictability in regulation were crucial for long-term investment decisions

and for planning and scaling innovation. Guidance-based approaches, including voluntary standards and industry practices, could provide practical direction while allowing adaptation, and should be developed with the social partners and grounded in evidence. Regulation should be adapted to national and sectoral contexts, taking account of levels of development and industrial capacity. Skills development was fundamental to enterprise growth and competitiveness. Continuous upskilling and reskilling – supported by responsive education and training systems, apprenticeships and work-based learning – were necessary to give enterprises access to a skilled workforce able to adopt and use AI effectively. This required close coordination between governments, employers and training institutions to align the supply of skills with evolving business needs.

43. Modernized social protection systems were important to support labour mobility and workforce transitions, helping enterprises to adapt while ensuring that workers could move between jobs and sectors with adequate support, including access to training, job-matching services and career guidance. The aim had to be to support people through change, not to prevent change. While AI was already transforming manufacturing, full integration would take time and required coherent, enterprise-focused policies. Success depended on creating the right conditions for businesses of all sizes to invest, innovate and grow. Restrictive or fragmented frameworks, particularly those affecting MSMEs, would limit productivity, weaken competitiveness and hinder job creation. Enterprise development and worker protection should reinforce each other; if managed well, AI could strengthen both economic performance and decent work.
44. The Government Vice-Chairperson noted the broad agreement in his group that policies and practices on AI in manufacturing should be grounded in evidence, while acknowledging that further detailed research was needed – particularly at the level of tasks and subsectors – together with a long-term approach. Fundamental principles and rights at work, including freedom of association and collective bargaining, had to be upheld. AI had raised new challenges of accountability in algorithmic decision-making, as well as concerns about non-discrimination, worker autonomy and privacy. Bias in AI systems, especially in recruitment, needed to be addressed through safeguards such as audits and compliance measures – while recognizing AI's potential to reduce existing human biases and the need to avoid disproportionate impacts on women. Greater policy coherence was essential; policies should balance the enabling of innovation and investment with worker protection, and regulatory frameworks should secure a just transition while avoiding overly complex regulatory environments for enterprises. Social dialogue at the workplace level was crucial, with tools such as joint risk assessments helping to manage the introduction of AI. While AI adoption could improve job satisfaction by reducing mundane tasks and freeing workers to focus on more creative work, it also affected occupational safety and health, including risks of stress, work intensification and mental ill health. Having discussed both job creation and displacement, several members of his group had underscored that productivity should not be the sole objective, and that decent working conditions and long-term well-being also had to be considered, while noting that AI could create new opportunities for inclusion. It was essential to invest in skills, including lifelong learning and hybrid training approaches, and to support workers and enterprises with limited access to AI technologies. His group's discussions had reflected members' diverse national contexts; full consensus had not been reached on all issues, and individual government representatives would elaborate further on their positions and experiences.
45. The Government representative of Türkiye said that AI was rapidly transforming manufacturing – reshaping work organization, decision-making and value creation, with important implications for productivity, employment, working conditions and equality. The key issue was not whether AI would be adopted, but whether that transformation would support decent work or deepen

inequalities. Effective governance required a balanced approach in which fundamental principles and rights at work remained fully applicable in AI-mediated workplaces; governments needed to ensure transparency, accountability and enforcement mechanisms that allowed workers to challenge algorithmic decisions. He underlined the importance of social dialogue for managing a just transition, stressing the need for early and meaningful engagement among governments, employers and workers on issues such as jobs, skills, working conditions and data governance. Employment policies should promote full and productive employment, supported by skills development, lifelong learning and active labour-market measures, so that AI created opportunities while supporting workers in transition and preventing exclusion. While AI offered significant productivity gains, those gains had to be inclusive, with particular attention to SMEs, skills gaps and the fair distribution of benefits. Social protection and occupational safety systems had to be strengthened to address new risks. Türkiye was aligning its industrial digitalization efforts with labour standards, social dialogue and inclusive growth.

46. The Government representative of the United States noted that appropriate policies and practices could promote job creation and productivity and improve working conditions. A preoccupation with safety and speculative risks, rather than practical opportunities, could however hinder innovation, entrench incumbents, and limit the participation of developing countries in the AI economy. Updating existing regulatory frameworks to reflect new technologies, use cases and sector-specific needs would support adoption and provide greater clarity and certainty, allowing industry to focus on innovation rather than regulatory burdens. National policy frameworks should balance respect for intellectual property, worker protection and the promotion of innovation and competition, while maintaining strong labour protections, to ensure fair and safe working conditions. Policy frameworks had to be clear, practical and able to adapt to new technologies without creating barriers to recruitment, skills development or innovation. Social dialogue, including collective bargaining, should play a practical, results-oriented role in helping employers and workers manage workplace change. To support employment effectively, it was necessary to promote investment, foster growth and remove barriers to technology adoption, enabling firms to expand and hire more workers. The productivity gains from AI would be realized only if adoption was widespread and workers were equipped with relevant skills, which underlined the importance of workforce development, including apprenticeships and employer-led training. Social protection systems should remain flexible and adapted to national contexts, and policies should support innovation, employment and competitiveness.
47. The Worker Vice-Chairperson said that, in the absence of a broader formal institutional framework for social dialogue in his country, his union focused on securing strong collective bargaining agreements that addressed the deployment of AI systems. A key priority was to establish joint labour-management committees at enterprise level to ensure ongoing dialogue, throughout the contract term, on the workplace impacts of AI. He stressed the importance of transparency and of worker input from the earliest stages of AI system design through to the evaluation of those systems. That collaborative, company-level approach was a central focus for his union.
48. The Employer Vice-Chairperson noted that social dialogue took different forms across countries and should reflect national and institutional contexts. The most effective level of engagement was the workplace or company, where workers and management could cooperate directly on the implementation of AI systems, taking into account the specific business, technology and workforce contexts. While essential, social dialogue should remain flexible and grounded in workplace realities.

Discussion of point 3

What recommendations can be made for future action by the International Labour Organization and its Members – governments and employers’ and workers’ organizations – regarding the promotion of decent work, productivity and a just transition? In particular related to: policy recommendations for tripartite action; priority actions and practical orientation for the Office, including data collection of good practices, knowledge-sharing and capacity-building

49. The Employer Vice-Chairperson said that AI could, under the right conditions, support decent work, productivity and a just transition in manufacturing. Although AI adoption was advancing, a “two-speed” dynamic was emerging, as differences in capacity produced unequal outcomes. Many enterprises still lacked the data, governance frameworks, skills and workplace practices needed to scale AI effectively, and limited digital and AI literacy remained a major barrier to adoption. Overly complex or impractical governance risked turning AI into a compliance exercise and widening the gap between formal rules and workplace practice. AI adoption had to enhance productivity and decent work while allowing enterprises to remain competitive and to invest. Tripartite policy recommendations should focus on proportionate, evidence- and risk-based AI governance. Low-risk applications should not be regulated in the same way as high-impact uses. In consultation with employers’ and workers’ organizations, governments should develop differentiated, predictable regulatory frameworks that avoided unnecessary obstacles to innovation and investment. Policy coherence was critical: governments should ensure alignment across employment policy, data privacy, intellectual property, skills systems and the needs of MSMEs. Where intellectual property protections were lacking, they had to be developed and applied to enable innovation and accelerate AI adoption. This required continued, structured tripartite consultation to keep policies coherent, practical and responsive to labour-market and business realities.
50. Employers contributed through enterprise-level implementation and investment decisions, while workers’ organizations provided input on workplace implications. AI adoption required alignment between strategy, organizational structures, workforce capabilities and performance systems, with priority given to skills development and lifelong learning to enable workers’ adaptation rather than to preserving existing tasks. Governments, in consultation with employers’ and workers’ organizations, should modernize education systems, including curricula and technical and vocational education and training, to meet labour-market needs. Governments, employers and workers shared responsibility for promoting and facilitating skills development and lifelong learning, while workers and their organizations should foster a learning culture and support technological change. Training for employers and workers should be practical and inclusive, focused on real-world AI applications, their limitations and critical judgement, with the social partners supporting outreach and participation. An enabling environment for enterprises, particularly MSMEs, was essential and depended on political stability, clear long-term regulatory frameworks and strong public infrastructure, including high-quality education systems, equitable labour market access and sustainable social protection. Smaller firms faced structural barriers – limited finance, weaker data systems and skills shortages – and, without targeted support, AI adoption risked widening productivity gaps. Governments should improve access to finance and provide advisory and capacity-building support. Effective, practical and solution-oriented social dialogue was necessary to build trust and ease change. At enterprise level, it could reduce resistance, raise awareness and support smoother transitions. Modern, sustainable social protection systems were required to support job transitions, reskilling and lifelong learning, and to ensure continuity of protection across jobs, sectors and forms of employment.

51. The Office had a critical role in bridging the gap between principles and practice, with the first priority being to strengthen the evidence base. Research on AI remained limited, focused on global trends or job displacement, with insufficient attention to enterprise-level adoption, the measurement of productivity, and job creation and enhancement. There was a clear need for more practical, enterprise-level evidence on how AI translated into measurable outcomes. The Office should also systematically collect and disseminate good practices and promote workplace dialogue, skills mapping and the effective implementation and adoption of AI among MSMEs. Data collection should span sectors, firm sizes and regions and include practical case studies to support replication and scaling. Recent work by the ILO Bureau for Employers' Activities provided a useful foundation that could be further expanded and shared with constituents.
52. The ILO was well placed to serve as a global platform for cooperation and collective learning. Greater impact could be achieved through sharing experiences, strengthened data and evidence collection and identifying capacity-building needs and effective practices. The Office was also encouraged to scale up capacity-building, technical assistance and training, particularly for low- and middle-income countries. Many countries faced gaps in digital infrastructure, skills systems and institutional capacity. It was vital to support labour administrations and inspectorates, and employers' and workers' organizations, especially MSMEs, to ensure that AI adoption contributed to decent work and productivity. The Office could also support effective public-sector use of AI, including labour inspection, compliance and administrative functions. Future progress required effective social dialogue, action tailored to national contexts and a balanced, evidence-based approach – practical, productivity-oriented, inclusive of MSMEs and aligned with evolving skills needs. Employers emphasized that sustainable, decent work in manufacturing depended on competitive, adaptive enterprises able to invest. A just transition had to protect workers while enabling businesses to modernize, grow and create the jobs of the future. With the right balance, AI could drive shared progress.
53. The Worker Vice-Chairperson said that the adoption of AI in manufacturing was outpacing the development of rules and protections to govern it. The key issue was therefore not whether AI would continue to advance, but under what conditions, in what direction and for what objectives. The meeting should chart a path towards a stronger ILO normative instrument, while highlighting the need for more immediate action. Technological change should not be used to justify regulatory gaps, and the digital transition should be backed by policies ensuring decent work and job protection for all workers. Productivity gains needed to translate into better wages; safer, improved working conditions; greater stability and, where possible, reduced working time without wage cuts. Future ILO action should be anchored in the fundamental principles and rights at work and existing international labour standards. He called for guidance on social dialogue and collective bargaining at the national, sectoral and enterprise levels in relation to AI adoption. When workers and their trade unions were involved from the outset, outcomes were better: their participation lent legitimacy to change and made it more effective and sustainable. Information, consultation and collective bargaining had to form part of AI deployment. It was also vital to treat training, reskilling and lifelong learning as organized, financed rights, upheld in cooperation with the ILO International Training Centre and through subregional meetings and workshops. In addition, he encouraged the Office to develop guidance on insufficiently regulated issues, including the transparency of algorithmic systems, limits on surveillance, the protection of workers' personal data and privacy, the prevention of bias and discrimination, the maintenance of meaningful human oversight and the prohibition of leaving high-impact decisions exclusively to automated systems. The Office should examine the impact of AI on employment, mental health, work intensification, equality, freedom of association and collective bargaining. A meeting of experts should be convened to examine and address those issues, so that the Organization remained at the forefront of the transformation. He called for a review of the ILO Code of Practice

on the Protection of Workers' Personal Data (1997). Moreover, he urged the Office to strengthen data collection, research and knowledge-sharing, including disaggregated data, and support capacity-building for governments and employers' and workers' organizations, labour inspectorates and labour administrations. The ILO could play a key role by producing practical guidance, facilitating learning and helping to build capacity where it was weakest. He stressed the need for rules, oversight and accountability in the adoption of AI. The technological transition must not occur at the expense of workers. A focus on competitiveness must not push social risks into the background. A truly human, democratic and tripartite approach was required, with the present meeting providing the starting point for future guidelines, paving the way towards an ILO convention and recommendation. To ensure that AI contributed to decent work, shared productivity and a just transition, it was imperative to take immediate, joint action.

54. The Worker representative of India said that, in the absence of comprehensive regulations on AI, many workers in his country had only a limited understanding of the technology and were increasingly concerned about its impact on jobs and working conditions. Clear guidance and effective regulation would help address those concerns and encourage workers to engage with new technologies. Governments should therefore establish and enforce strong regulations on AI and robotics in the workplace, including through effective labour inspection. Employers and trade unions should jointly assess AI-related risks, engage in meaningful social dialogue and establish robust occupational safety and health standards. AI systems should remain transparent and unbiased, and workers' rights to privacy, dignity, equality and non-discrimination should be protected at all times.
55. The Government Vice-Chairperson said that his group had identified several avenues for future action and emphasized that AI should be integrated into national industrial, employment and skills policies rather than being treated solely as a technological issue. Several members of his group had called for clear national frameworks that gave enterprises predictability and stability while placing fairness at the centre of the transformation. Given the uneven adoption of AI across countries and sectors, a one-size-fits-all approach was inappropriate, and the enabling role of the State was highlighted, particularly in providing support to MSMEs. Members of the group had identified investment in skills and lifelong learning as a priority, including education-system reform, reskilling, guaranteed access to training and measures to raise awareness of the practical benefits of AI-related competencies. Beyond skills programmes, members had stressed the importance of promoting uptake and ensuring that training reached those most in need. Social dialogue was essential to support the scaling-up of AI while safeguarding working conditions. Some members had stressed that enterprises should assess the risks to workers, promote human-centred design, and address data protection and privacy concerns, particularly in smaller enterprises. The group had emphasized that AI should not entrench existing biases, and that international labour standards should apply in AI-enabled workplaces. Recommendations for the Office had included building a global repository of good practices and case studies on AI in manufacturing; collecting reliable and up-to-date data on AI trajectories and impacts; assessing existing regulations and policies, including macroeconomic effects; facilitating cross-border and inter-agency knowledge-sharing; and keeping constituents informed of both opportunities and challenges. The Office's work and recommendations should maintain a balanced approach. The group had also suggested that risk-based classification of AI systems should inform regulatory approaches, and that a better understanding of the tasks most suited to AI would support policymaking. He noted that his group had a diverse membership; while most of those ideas had attracted broad support, full consensus had not been reached on all issues.
56. The Government representative of Türkiye said that group discussions had highlighted significant opportunities and challenges; ensuring that AI contributed to decent work, productivity and a just

transition required a human-centred, tripartite approach grounded in international labour standards. AI should be integrated into broader employment, industrial and skills strategies. Fundamental principles and rights at work should be upheld in AI-mediated workplaces – guaranteeing transparency, non-discrimination, occupational safety and health, and meaningful consultation on and participation in the introduction of new technologies. Social dialogue and investment in skills development and lifelong learning were essential, particularly given the barriers faced by MSMEs. Türkiye, which was set to host the OECD Skills Summit 2026, had already introduced AI-powered career-guidance tools and more flexible learning pathways to support reskilling throughout working life, alongside measures to mobilize underused talent. He also emphasized the importance of stronger social protection systems. The Office needed to strengthen the evidence base, including by improving data collection on the impact of AI on employment, productivity and working conditions. Building on existing experience, the Office should continue to collect and share good practices. It had a key role in building capacity and supporting constituents to develop the institutions, skills and tools needed to govern AI effectively. The Office should also provide practical guidance, translating principles into workable tools for workplaces – including on social dialogue, occupational safety and health, skills and governance – to improve outcomes.

57. The Government representative of the United States said that AI governance should respond to the needs and interests of particular groups; his Government did not support moving the discussion towards global governance of AI or new standards that might reduce flexibility and slow innovation. The focus should remain on practical cooperation. Nevertheless, given the current lack of high-quality data, the Organization had a role in researching the impact of AI on the global labour market. That research should also examine the effect of AI policies and regulations on broader economic indicators, including productivity, innovation and growth. In that regard, the ILO could serve as a repository of good practices and support capacity-building for countries seeking to strengthen skills systems and expand access to new technologies. At the same time, he stressed that national approaches varied and should be respected, and advised against one-size-fits-all solutions.
58. The Employer Vice-Chairperson said that the discussion had brought participants closer to a common understanding of the opportunities and challenges posed by AI in manufacturing. Areas of consensus had emerged, although differences remained and further evidence and practical experience were needed. Although AI had the potential to deliver productivity, competitiveness and innovation gains, the evidence base remained limited and data gaps persisted. Trust and data protection, for workers and enterprises alike, were in her view essential conditions for successful AI adoption, which remained uneven across countries, sectors and enterprises, especially smaller ones. Tailored, coherent, simple and practical policy approaches were needed to support rather than hamper innovation. Areas of convergence included the need to raise awareness, tackle barriers to adoption, strengthen skills development, reskilling, lifelong learning, training and education aligned with evolving market needs, invest in human capital and ensure an innovation-friendly environment. However, points of divergence remained. The scope of the meeting should be confined to AI in manufacturing, setting aside issues such as algorithmic management, robotics and broader technology-governance matters. While productivity and competitiveness were important preconditions for sustainable enterprises, decent work and a just transition, her group did not support the idea that productivity gains should automatically translate into profit-sharing. Training and skills development were essential and had to be effective, adequately financed, connected to real employment pathways and responsive to market needs, while remaining the shared responsibility of governments, social partners and public-private cooperation initiatives. Decisions on the development and deployment of AI were strategic and managerial in nature and therefore fell within managerial prerogative rather than

the scope of social dialogue – although the impacts of AI could in some cases be addressed through workplace cooperation, information-sharing and consultation. She expressed the hope that the draft conclusions would reflect the areas of convergence and set aside those on which views continued to diverge.

► Consideration and adoption of the draft conclusions and recommendations

59. In accordance with the provisions of article 13 of the Standing Orders for technical meetings, the meeting nominated representatives and advisers to take part in a Working Party on conclusions, which met on 15 and 16 April 2026, to examine the draft conclusions as drawn up by the Office on the basis of discussions held over the previous days.

60. The Working Party was chaired by the Chairperson, Mr M Norddahl, and was composed of the following members:

Government members

United States of America

Mr J. Dale (Vice-Chairperson)

Namibia

Ms E. Kakonya

Saudi Arabia

Mr S. Al Sharmah

Türkiye

Mr F. Acar

Employer members

Ms D. Rudelli (Vice-Chairperson, Belgium)

Ms M-L. Pottier (Belgium)

Ms E. Staworzynska (United States of America)

Mr J. Díaz Mirón Salcedo (Mexico)

Secretariat

Mr L.R. Morales Vélez (International Organisation of Employers (IOE))

Ms N. Privee Boudeguer (IOE)

Worker members

Mr D. White (Vice-Chairperson, United States of America)

Mr D. Hellkvist (Sweden)

Ms V. Soh (Singapore)

Mr M. Maito (Argentina)

Secretariat

Mr A. Praça (International Trade Union Confederation (ITUC))

Ms D. Junquera Curiel (IndustriALL Global Union)

61. The draft conclusions on challenges and opportunities for promoting decent work, productivity and a just transition arising from artificial intelligence in the manufacturing industry (TMDWAI/2026/7), as revised by the Working Party, were submitted to the meeting for adoption at its fifth sitting on 17 April 2026.

Draft conclusions and recommendations

62. The Chairperson presented a draft document, containing conclusions and recommendations drafted by the Office. Amendments had been proposed and discussed during the working group meetings. He invited the meeting to review and finalize the document, with a view to its adoption.

Manufacturing and the impact of artificial intelligence

Proposed paragraphs 1-3

63. *Paragraphs 1–3 were approved as proposed.*

Proposed paragraph 4

- 64. Following a brief discussion, the Worker Vice-Chairperson proposed the following compromise wording with reference to regulatory environments: “the absence of an adequate regulatory environment”.
- 65. The Employer Vice-Chairperson supported by the Government group, expressed a preference for the initial Office proposal of “regulatory environments”, with the addition of “and complex”.
- 66. The Worker Vice-Chairperson agreed, in the interest of consensus, but noted that it represented a major concession for his group.
- 67. *Paragraph 4 was approved as amended.*

Proposed paragraph 5

- 68. The Worker Vice-Chairperson proposed to add a reference to “deskilling” and to insert “pace of work” after “working conditions”, followed by “human dignity and integrity, discriminations, surveillance”.
- 69. The Employer Vice-Chairperson proposed to simply refer to “skills”, which would cover both skills gaps and deskilling.
- 70. It was so agreed.
- 71. The Chairperson said that the Employer Vice-Chairperson had proposed to delete “intensity of work”, while the Workers’ group had proposed the alternative “pace of work”.
- 72. The Employer Vice-Chairperson said that her group agreed to accept the wording proposed by the Workers’ group. However, the paragraph should end after “pace of work”.
- 73. The Worker Vice-Chairperson said that data and studies existed, including from the Massachusetts Institute of Technology, that pointed to an AI-driven increase in the intensity of work.
- 74. The Government Vice-Chairperson noted that the draft disproportionately emphasized negative impacts without adequately reflecting positive aspects, such as increased autonomy, improved experiences with AI, and other benefits. For the sake of balance, he proposed to revert to the original text, as proposed by the Office, including the term “intensity of work”.
- 75. The Worker Vice-Chairperson supported that proposal, despite his earlier suggestion of “pace of work.”
- 76. The Employer Vice-Chairperson also expressed willingness to revert to the original text but requested that her group’s preference for the wording “pace of work” be noted for the record.
- 77. It was agreed that the term “gaps” would be deleted, and the original Office wording retained in the remainder of the paragraph.
- 78. *Paragraph 5 was approved as amended.*

Policies and practices to promote decent work, productivity and a just transition

Proposed paragraph 6

79. *Paragraph 6 was approved as proposed.*

Proposed paragraph 7

80. Amendments were proposed by the Workers' and Government groups. Following discussions on social dialogue and on workers' and employers' rights, the Government Vice-Chairperson expressed support for reverting to the original Office text.
81. The Employer Vice-Chairperson agreed with that suggestion.
82. The Government representative of the United States proposed that the second sentence should read "these should provide for decent work"; the rest of the paragraph could then be deleted. He also asked the Office to provide a definition of "decent work".
83. The Employer Vice-Chairperson supported that proposal, along with the Government representative of Saudi Arabia.
84. The Head of Unit provided a definition of the term, based on the 2008 ILO Declaration on Social Justice for a Fair Globalization, highlighting the four strategic objectives enumerated in the Office proposal: employment, social protection (including both social security and labour protection), social dialogue and fundamental principles and rights at work.
85. Further amendments were proposed. After additional discussions, the meeting agreed to retain the Office text, with one significant deletion and one amendment.
86. The Employer Vice-Chairperson said that the second sentence in the paragraph did not make sense and should be deleted.
87. The Government representative of the United States agreed with the Employers' group and further proposed to add, after "increasing productivity": "These should provide for decent work".
88. The Worker Vice-Chairperson proposed to add, after "decent work", "and be carried out through social dialogue, when applicable."
89. It was so agreed.
90. *Paragraph 7 was approved as amended.*

Proposed paragraph 8

91. *Paragraph 8 was approved as proposed.*

Proposed paragraph 9

92. The Government representative of the United States noted that he had initially proposed to delete "inclusive" from "comprehensive, inclusive skills strategies", as the concept of "inclusiveness" leaned towards policies promoting quotas, representation and targets based on sociodemographic characteristics, something that his Government opposed. However, having noted that his proposed amendment did not receive support, he withdrew the amendment.
93. After a short discussion on the terms "comprehensive" and "inclusive", including proposals to add references to youth- and gender-responsive strategies, which did not receive sufficient support, it was agreed that the wording "comprehensive and inclusive" was more than adequate.

94. Following discussions on skills development responsibilities, with proposed amendments put forward by the Workers' and Government groups and a brief exchange on the scope of the terms "workers" and "employers", the meeting decided to adopt the following compromise wording: "Skills development is a shared and continuous responsibility of governments, employers and workers, who have distinct but complementary responsibilities".
95. The Chairperson drew attention to a proposal by the Workers' group to delete the reference to public-private partnerships, based on concerns about their connection with privatization.
96. The proposed amendment did not enjoy the support of the Government or Employers' group; the Government Vice-Chairperson stressed that most governments had established some kind of public-private partnership system, and the Government representative of Saudi Arabia provided an overview of such a system, and its importance, in his country.
97. The Head of Unit noted that a reference to public-private partnerships appeared in the ILO strategy on skills and lifelong learning 2030, in relation to skills and lifelong learning in the context of digitization. Similar wording, used in ILO texts, included "close cooperation with the public and private sectors" or "through partnerships among Governments, employers, workers and training providers".
98. The Employer Vice-Chairperson, stressing the importance of public-private partnerships, proposed the following wording: "should be developed, as appropriate, through social dialogue and public-private partnerships", to acknowledge that not all skills development activities involved such partnerships and other modalities also existed.
99. The Worker Vice-Chairperson proposed a further amendment to the Employers' proposal: "should be developed, as appropriate, through social dialogue and could include public-private partnerships".
100. The Government Vice-Chairperson and Employer Vice-Chairperson agreed.
101. *Paragraph 9 was approved, as amended.*

Proposed paragraph 10

102. The Chairperson noted that a proposal had been made by the Government representative of the United States to delete "inclusive" and instead use the term "comprehensive" to describe social protection.
103. The Government representative of the United States said that, given the lack of support for his amendment, and the fact that it had been noted for the record, he could agree to let it fall.
104. Following a short discussion on the nature and scope of social protection, with the Government representative of Cameroon stressing the key principles of sustainability, universality and inclusivity, and emphasis placed by the Workers' group on a universal and rights-based approach, the Head of Unit proposed the following compromise language: "Social protection through a rights-based approach bolsters the resilience of societies and represents a means to respond to structural transformation arising from the adoption of AI. It can help to create an enabling environment for sustainable enterprises, productivity growth, employment creation and decent work. These should be enhanced to ensure universal access to comprehensive, adequate and sustainable social protection for workers in all types of employment."
105. The Employer Vice-Chairperson proposed the following alternative formulation for the start of the sentence: "rights-based social protection systems".
106. *Paragraph 10 was approved as amended.*

Proposed paragraph 11

107. A brief discussion took place on whether to delete the section of the paragraph providing additional details and guidance on the use of AI management systems and regulatory frameworks. While the Employers' group and the Government representative of the United States supported its deletion, several participants disagreed, noting that a certain level of detail was helpful and provided useful guidance, especially if the guidelines were to stand the test of time.
108. The Government representative of Spain and the Government representative of Saudi Arabia proposed to retain the original Office draft, but to delete the reference to "traditional technology".
109. The Employer Vice-Chairperson supported the proposal to revert to the original Office text, with the following additional changes: to replace "speed, autonomy and opacity" with "evolution", to insert "may" before "have consequences for workers' privacy" and end paragraph after "working conditions", as the idea of the fruits of progress was already captured elsewhere.
110. *Paragraph 11 was approved as amended.*

Proposed paragraph 12

111. Following a discussion on the wording of the paragraph, in particular the internal logic and terminology used, several compromise solutions were proposed by the Employers' and Workers' groups, including to replace the wording "new forms of physical and psychosocial risk" with "emerging concerns on new risks".
112. The Employer Vice-Chairperson suggested redrafting the opening sentence to read "The promotion, respect and realization of the Fundamental Principles and Rights at Work are of utmost importance as the use of AI systems increases".
113. The Government representative of the United States proposed to add, after the new wording suggested by the Employer and Government groups, "including resulting from increased surveillance and job insecurity".
114. The Worker Vice-Chairperson proposed a minor amendment to that wording.
115. The Government representative of the United States requested clarification from the Workers' group regarding the negative impacts of monitoring on safety and health.
116. The Worker representative of Argentina explained that AI could be used as an anti-union tool. There was evidence that AI tools had been used to predict union activity – assigning workers a risk score based on their potential to organize – and in monitoring or surveillance systems to restrict workers' movements or sift through emails and social networks. In other cases, documented by representatives and the media, AI algorithms had been used to evaluate and filter job candidates by their likelihood of sympathizing with unions.
117. The Government representative of the United States said that those examples seemed to be more of a privacy rather than a safety and health issue.
118. The Government representative of Argentina, speaking on behalf of the Government group, agreed with the position of the Workers' group. He proposed minor amendments to the wording of the paragraph.
119. The Chairperson suggested adding "those" before "resulting from increased monitoring practices", to clearly indicate only those specific risks.
120. The Employer Vice-Chairperson agreed, on the understanding that the reference to "job insecurity" would be deleted.

- 121. The Worker Vice-Chairperson agreed, in the spirit of compromise.
- 122. The Government representative of the United States said that he had proposed to delete the last sentence of the paragraph and its reference to the transformative gender agenda. However, having noted that his proposed amendment did not receive support, he withdrew the amendment but wished to note his opposition to that term.
- 123. *Paragraph 12 was approved as amended.*

Proposed paragraph 13

- 124. Several proposed versions of the paragraph were discussed, with additional amendments tabled by all three groups. A compromise text was drafted by the Workers' group, based on the original Office text, incorporating wording proposed by the Employers' group: "Social dialogue in all its forms and at all levels has played a key role in managing previous waves of technological change in manufacturing and remains vital. Freedom of association and the effective recognition of the right to collective bargaining are enabling rights that allow strong and independent employers' and workers' organizations to shape the AI, digitalization and employment policies that will define the future of manufacturing. While recognizing that employers are the drivers of innovation, investment, business operations and systems, workers should be informed, involved and consulted, in a timely manner, on the introduction of AI systems likely to have major effects on them".
- 125. Further minor amendments were proposed by the Employers' and Workers' groups, including deletions and suggestions for rephrasing the sentence on the involvement and consultation of workers, the insertion of "when applicable", and a proposal by the Employer Vice-Chairperson to include a reference to the fundamental principles and rights at work and wording to emphasize that business operations and systems were the prerogative of employers. Following a brief exchange on the meaning of the term "prerogative", the meeting agreed to adopt the amended text, which would read: "while recognizing that employers are the drivers of investment and innovation, and have the prerogative of business operations and systems, encourage enterprises to inform, involve and consult workers, when applicable, in a timely manner on the introduction of AI systems likely to have an effect on them."
- 126. *Paragraph 13 was approved as amended.*

Recommendations for future action by the International Labour Organization and its Members

Proposed paragraph 14

- 127. The Employer Vice-Chairperson proposed to insert, in the chapeau, the wording "where appropriate, and in accordance with national law and practice", to take into account the different national situations and to reflect the fact that each clause referred to different types of action, not all of which required consultation.
- 128. The Worker Vice-Chairperson asked whether recommendations for future action in other conclusions from technical meetings generally included the wording proposed by the Employers' group.
- 129. The Chairperson recalled that the conclusions and recommendations addressed both the Office and governments.
- 130. The Head of Unit explained that while some conclusions and recommendations in similar ILO texts used the wording "where appropriate", they made no reference to "in accordance with national

law and practice". He stressed that the conclusions were aspirational and non-binding. He furthermore highlighted that the inclusion of a reference to national legislation could potentially imply that the fundamental principles and rights at work were subject to national law, which would be incorrect.

131. The meeting agreed to delete the reference to national law and practice, but to retain the addition of "where appropriate".
132. The Chairperson noted that the Government group had proposed to condense clauses (c), (e) and (i) into one clause, and to delete clauses (e) and (i).
133. The following compromise wording was proposed, incorporating suggestions from the Worker, Employer and Government Vice-Chairpersons: "dismantle barriers to the adoption of trustworthy AI systems and adopt evidence-based AI policies to promote productivity growth, support employment, improve working conditions, including wages, and encourage that the gains from technological progress are broadly shared."
134. The Employer Vice-Chairperson agreed to the proposed wording for the sake of compromise, on the basis that references to wages or sharing the gains of progress did not appear elsewhere in the text.
135. The Chairperson noted that minor amendments had been proposed to clause (d) by all three groups.
136. Following a short discussion and clarifications by the Head of Unit, the meeting agreed to insert "when necessary" at the start of the clause.
137. The Worker Vice-Chairperson advised against the inclusion of a reference to intellectual property protection, as it fell outside the scope of the meeting and was covered by intellectual property law.
138. The Government Vice-Chairperson requested clarification with regard to the reasoning behind the Office text, as it was not clear how skill development systems, for instance, related to data privacy and intellectual property.
139. The Head of Unit said that the draft reflected the statements made by the tripartite constituents during the three points for discussion, including on intellectual property protection, an issue raised by the Employer Vice-Chairperson.
140. The Government representative of the United States said that his Government was mindful of intellectual property rights and that, as it was not clear how data privacy and intellectual property rights applied to employment or skills policies, his proposed solution would be to delete references to both.
141. That proposal was supported by the Government representative of Saudi Arabia, speaking on behalf of the Government group, and by the Workers' group.
142. The Employer Vice-Chairperson said that intellectual property was an important issue, raised in other ILO documents and at earlier points during the meeting.
143. The Worker Vice-Chairperson agreed to delete the reference to data privacy and intellectual property, and to insert a full stop after "better integrate AI".
144. It was so agreed.
145. Several amendments were proposed to clause (k) by the Workers' and Employers' groups, including a proposal by the Employer Vice-Chairperson to delete the reference to physical and psychosocial risks and to replace "consider options that harness" with "seize".

146. The Worker Vice-Chairperson said that his group could support that proposal if “and new risks” were to be inserted after “manufacturing”.
147. It was so agreed.
148. The Government representative of the United States, referring to his earlier proposal to delete the reference to “gender equality” in clause (l), wished to note his Government’s opposition to the term. However, as there was no support for his proposed amendment, it would fall.
149. The Employer Vice-Chairperson proposed to add, in clause (l), wording to clarify that it addressed non-discrimination and gender equality “in relation to the adoption of AI in manufacturing”.
150. The Government representative of the United States said that as his proposal to delete the remainder of the paragraph after “equal opportunities” had not attracted sufficient support, he wished to note for the record that his Government objected to the use of “participation”, as it implied setting participation levels based on sociodemographic characteristics. Regarding “equal pay for work of equal value”, his Government had sought alternative language within the United Nations system. He asked the Office what standard wording was used in other ILO documents.
151. The Head of Unit said that the language used in the Equal Remuneration Convention, 1951 (No. 100) was: “equal remuneration for men and women workers for work of equal value”.
152. The reference to “gender equality” was retained, and the standard ILO wording on equal remuneration for work of equal value was accepted.
153. The Government representative of the United States recalled that the same issue arose regularly and that his Government raised objections each time. He questioned why nearly every drafted document required repeating the same discussions.
154. The Worker Vice-Chairperson suggested that “AI should not reinforce but rather advance to narrow existing inequalities”.
155. The Employer Vice-Chairperson noted that, with respect to clause (n), similar language had been agreed under paragraph 13 and suggested that the wording of the clause could be aligned accordingly.
156. The Head of Unit proposed the following compromise text, drafted by the Office: “while recognizing that employers are the drivers of investment and innovation and have the prerogative of business operations and systems, encourage enterprises to inform, involve and consult workers when applicable in a timely manner on the introduction of AI systems likely to have effects on them.”
157. It was so agreed.
158. *Paragraph 14 was approved as amended.*

Proposed paragraph 15

159. *Paragraph 15 was approved as proposed.*

Proposed paragraph 16

160. The Employer Vice-Chairperson proposed a minor editorial amendment. She also proposed to delete the reference to the United Nations Guiding Principles on Business and Human Rights and the rest of the paragraph that followed.

161. The Government representative of Saudi Arabia requested clarification regarding the connection between the contents of the clause and the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).
162. The Head of Unit said that while the Declaration did not specifically refer to risk assessments, it did include the notion of human rights due diligence, based on the United Nations Guiding Principles on Business and Human Rights. When drafting the clause, the Office had sought to reflect participants' comments on the third point for discussion, relating to differentiated risks, and the proposal that risks associated with AI systems should be assessed.
163. The Government representative of Türkiye said that labour rights were human rights; the fundamental principles and rights at work were mentioned in other paragraphs and in the appendix. It was not necessary to include additional references.
164. The Government Vice-Chairperson said that with addition of "encouraged" to replace "recommended", his group could support the proposed amendments.
165. The Employer Vice-Chairperson wished to emphasize that companies were already under significant pressure with regard to due diligence obligations, and that introducing risk assessments would not improve the situation. As a concession, she proposed that the final sentence of the paragraph should be amended to read: "enterprises are encouraged to carry out risk assessments with respect to actual and potential adverse impacts of AI adoption."
166. The Chairperson, noting that the Workers' group had expressed a wish to retain a reference to the United Nations Guiding Principles on Business and Human Rights, said that a possible solution would be to include a reference to that document in the appendix.
167. The Employer Vice-Chairperson agreed, with a degree of reluctance, to that proposal.
168. *Paragraph 16 was approved as amended.*

Proposed paragraph 17

169. The Government representative of the United States, with support from the Government representative of Saudi Arabia, proposed in clause (a) to replace the term "gender" with "sex", to align with his Government's understanding of disaggregation by demographic characteristic.
170. The Secretary-General of the meeting said that, in statistics, data were generally disaggregated by "sex", rather than "gender". Although new schools of thought were emerging in the statistical community proposing that the field should be expanded and the term "gender" used, many United Nations bodies continued to refer to "sex-disaggregated data".
171. The Chairperson proposed to leave out any reference to gender or sex.
172. A request was made to the Office to clarify the reasoning behind the inclusion of "gender" in the original draft.
173. The Head of Unit said that "sex" referred to the different biological and physiological characteristics of females and males, based on differentiators such as chromosomes, hormones or reproductive organs. "Gender", on the other hand, referred to the socially constructed characteristics of women, men, girls and boys, including norms, behaviours and roles, on which statistical data were also collected. The aim was to collect data on men and women, on which additional research could be conducted.
174. The Worker Vice-Chairperson drew attention to an ILO document that referred to "gender-disaggregated data".

175. The Government representative of Türkiye, speaking on behalf of the Government group, with the exception of the Government representatives from the United States and Saudi Arabia, said that the majority of the group supported a reference to “gender/sex”.
176. The Government representative of Saudi Arabia, noting that the objective was to collect data, said that the most appropriate term in that context was “sex”.
177. The Employer Vice-Chairperson stressed that the discussion pertained to statistics rather than gender as a sociological or philosophical construct and suggested retaining only “data disaggregated by regional and sector”, leaving out any reference to sex.
178. The Chairperson proposed the compromise wording “gender/sex”.
179. It was so decided.
180. The Government representative of the United States said that he had proposed to replace, in clause (a), the wording “a just transition” with “successful worker transitions”. He wished to place on record that his Government did not agree with the concept of “a just transition”, which covered issues relating to climate change and aligned with equal outcomes and the setting of quotas, participation levels and targets based on demographic characteristics. His Government opposed those ideas. However, having noted that his proposed amendment did not receive support, he withdrew the amendment.
181. A discussion took place on potential follow-up actions, including the drafting of ILO guidelines on AI in manufacturing. The Worker Vice-Chairperson, supported by several members of the Government group, stressed the importance of guidance, particularly for developing countries with weak AI regulations, and emphasized the forward-looking, aspirational and non-binding nature of any such guidelines. The Employer Vice-Chairperson and the Government representative of the United States maintained that there was currently insufficient data available to formulate robust guidelines and the focus should remain on collecting and collating data, with a view to potential further action in the future.
182. The Office proposed the following wording to be inserted after “manufacturing industries”: “Such research is also to inform possible future action of the ILO, including the possibility of convening a meeting to be decided by the Governing Body to develop guidelines on AI and decent work in manufacturing”.
183. The Employers’ and Workers’ groups put forward several further proposals to amend the wording of clause (a), in particular with respect to possible future ILO action or guidelines.
184. Following an extensive discussion on guidance and potential future action, the Head of Unit presented the following compromise proposal for clause (a): “collect data disaggregated by sex/gender, sector and region, and conduct action-oriented research on the impact of AI on decent work, productivity and a just transition in manufacturing industries. Such research is to inform possible future action of the ILO.”
185. The Workers’ group and the Government group agreed to the language proposed by the Office but wished to place on record that members of both groups, with the exception of the United States, had wished to include a recommendation on developing guidelines.
186. The Employer Vice-Chairperson proposed, in clause (b), to delete the reference to “collective agreements”.
187. The Worker Vice-Chairperson preferred to retain that reference, which addressed the collection of data and good practices. The language used in collective agreements often contributed to identifying the impact of AI on workplaces.

188. The Employer Vice-Chairperson noted that the term “social dialogue” already covered collective agreements.
189. The Worker Vice-Chairperson proposed the following solution: “social dialogue, including collective agreements”.
190. The Government representative of Cameroon agreed, as it was always good to include references to collective agreements and ILO instruments.
191. The Government representative of the United States proposed in clause (d) to replace the term “just transition” with “successful worker transitions”, noting his previous objection to that wording.
192. There was no support for his amendment.
193. The Employer Vice-Chairperson and the Government representative of the United States proposed to delete clause (e) in its entirety.
194. Following a discussion on the contents of the proposed clause, including on whether a reference to guidelines or future ILO action should appear in clause (e) or be added to clause (a), the meeting decided to delete the clause and insert relevant wording in clause (a).
195. *Paragraph 17 was approved as amended.*

Appendix

196. The Government representative of the United States, recalling the objections raised earlier, proposed to delete the reference to the Guidelines for a just transition towards environmentally sustainable economies and societies for all.
197. While the Employer Vice-Chairperson supported that proposal, there was no support from the Workers’ group or the majority of the Government group.
198. The Government representative of the United States said that, given the lack of a clear majority, the amendment would fall. However, he wished to note his Government’s objection for the record.
199. *The appendix was approved.*

Conclusions and recommendations

200. The Technical meeting on challenges and opportunities for promoting decent work, productivity and a just transition arising from artificial intelligence in the manufacturing industry unanimously adopted the conclusions and recommendations as amended, as a whole.

► Closure of the meeting

- 201.** The Secretary-General of the meeting commended participants for a constructive week of global social dialogue that had produced a strong, pioneering outcome document in a field with little existing guidance or evidence. The outcome document, which had broad relevance beyond manufacturing, balanced the opportunities presented by AI against the associated risks. He noted that, while the Office promoted and supported national efforts, primary responsibility for collecting data and compiling national practices lay with constituents at country level. He also stressed the importance of implementing its outcomes. He thanked the Chairperson and Vice-Chairpersons for their constructive engagement and their ability to overcome differences and build consensus. Thanks were also due to all participants, in person and online, and to the ILO secretariat staff, whose hard work had ensured that the meeting ran smoothly. Noting that the meeting marked the end of his term as Director of the Sectoral Policies Department, he thanked everyone for their cooperation and support.
- 202.** The Employer Vice-Chairperson thanked all participants, noting that, while the discussions had been challenging, a balanced text had been achieved. She expressed appreciation for the spirit of compromise among the three groups and for the substantial preparatory work undertaken ahead of the meeting. She noted that AI would remain a continuing priority.
- 203.** The Worker Vice-Chairperson expressed appreciation for the constructive efforts of the Chairperson and of the Employers' and Government groups in working towards a compromise, as well as for the support provided by the Office. He welcomed the collaborative nature of the process and the collective contributions of all participants.
- 204.** The Government Vice-Chairperson thanked all participants, expressing particular appreciation for the contributions of the Employers' and Workers' groups and their willingness to compromise. Thanks were also due to the Office for its invaluable preparatory work.
- 205.** The Chairperson reflected on his role and underscored his commitment to impartiality, noting that he had aimed to act in a balanced manner acceptable to all parties. He expressed appreciation for participants' constructive engagement and underlined the importance of the discussions in shaping the future of work. He also conveyed his gratitude to the secretariat staff for their support and documentation work. He concluded by thanking all participants for their cooperation and for the trust placed in him, and declared the technical meeting closed.