

ILO Ethics Survey 2023

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► Executive summary

The 2023 ILO Ethics Survey was conducted to inform the work of the Ethics Office, global and local management action in related processes, and overall staff engagement, in order to address issues identified and pursue excellence in organizational ethics culture. The survey examined the views of staff in relation to ethics and values at the ILO and explored the risks of breaches of ethical standards. ILO Ethics Surveys were previously carried out in 2018 and 2013. The main results are summarised below.

The 2023 survey results show that respondents strongly support the values of the ILO. Respondents reported that they felt comfortable working at the ILO because the values aligned with their own and they understood their role as international civil servants in upholding ethical standards. However, respondents were less positive in their views on the implementation of the values in the workplace and believed that there were risks to the reputation of the ILO as a result. Staff expressed frustration that some practices in the workplace contradicted ILO values and that when ethical breaches occurred there were no clear consequences. The main issues identified were the use of short-term contracts, lack of transparency in recruitment and promotion, a culture of long working hours, and a need for more accountability for upholding ILO values, including promoting trust to speak up and to report misconduct. Respondents who had been working at the ILO for longer, respondents working at headquarters, and women were most likely to report negative perceptions of workplace culture.

ILO values

- 82% of staff who participated in the survey agreed that “The ILO is an ethical organisation, worthy of public trust”.
- Almost all respondents (96%) agreed with the statement: “I am aware of what is expected of me ethically as an international civil servant”.
- 89% of staff who took part in the survey agreed that “In achieving results at work, respect for ILO values is as important as the results themselves”.
- Respondents who worked at ILO headquarters were less positive in their perception of values in their workplace than staff based outside headquarters (in the regions). While 67% of respondents working in the regions agreed that “Overall, the operation of the Office and its workplace practices are coherent with ILO values and provide a positive example on the application of the relevant labour standards”, this compares with 49% of respondents working in headquarters.

Diversity

- 75% of the staff who responded to the survey, agreed that “I feel I can be fully myself at work, including all my personal traits and characteristics (e.g. race, ethnicity, gender, sexual orientation, disability, age, national or social extraction, etc.)”.
- 69% of respondents agreed with the statement “I am treated fairly, with respect and without discrimination at work”.

Workplace culture

- 58% of respondents agreed that “Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns”.
- 56% of respondents agreed that “There is very little pressure in our workplace to “cut corners” on ethical issues and organizational values”.
- 42% of respondents agreed that “It is safe to speak up and challenge the way things are done”.
- 36% of respondents agreed that “Hiring and promotion decisions are based on merit and performance, not favouritism”.
- 20% of respondents would not feel comfortable reporting unethical behaviour or misconduct and 25% were unsure. The most common reasons given for not feeling comfortable reporting were fear of retaliation (39%) and a belief that nothing would be done (34%).
- Women who responded to the survey (39%) were less likely to feel comfortable reporting misconduct than men (52%).

Ethics risks

The most common ethical risks identified were (perceived likelihood of risk):

- Certain work conditions or practices at the ILO would not live up to ILO decent work values and standards (54%).
- Misuse of ILO time or resources (52%).
- Hiring of relatives or close personal friends (44%).
- Discrimination (44%).
- Workplace violence or harassment other than sexual harassment or sexual exploitation and abuse (42%).
- Leak of confidential information (38%).
- Taking instructions from a Member State, vendors, employers or workers organizations (35%).

Comparison with 2018 Survey

While the 2023 survey added a number of questions, on those already contained in the 2018 ethics survey the results were almost unchanged. There was a positive trend in the number of respondents who agreed that they knew about the existence and services offered by the ILO Ethics Office, from 47% in 2018 to 60% in 2023. Otherwise, the qualitative results from 2018 presented a very similar report of the views of staff in relation to ethics. In particular, the importance of the ILO “practising what it preaches”, unfairness of short-term contracts, fear of speaking up, accountability, and the importance of leaders being “ethical role models”.

► Introduction

1. The 2023 ILO Ethics Survey was conducted to inform the work of the Ethics Office, global and local management action in related processes, and overall staff engagement, in order to address issues identified and pursue excellence in organizational ethics culture. The survey examined the views and experiences of staff in relation to ethics and values at the ILO, and the risk of violation of ILO ethical standards. ILO Ethics Surveys were previously carried out in 2018 and 2013. This report presents the results of the 2023 survey.

► Methodology

2. The online survey was carried out from July to September 2023. An invitation to complete the survey was emailed to all 3,780 ILO staff, followed by reminder emails during the survey period. A total of 1,291 responses was received, giving a response rate of 34%. This was an improvement on the response rate achieved in the 2018 survey, which was 24% (with 824 respondents).
3. The 2023 survey was designed based on the 2018 survey, but with significant changes to meet requirements for new data.
4. The survey was divided into two sections. The first section examined the “Ethics Environment”. This was described in the questionnaire as “how a shared commitment to ethical conduct is used everyday in decision making on the job”. The second section of the survey examined “Ethical Risks”.
5. The term “ethics” was defined in the questionnaire as including “the ICSC Standards of Conduct for the International Civil Service and the Principles of Conduct for Staff of the International Labour Office, as well as the values enshrined in the ILO Constitution and underlying international labour standards”.
6. The survey provided space for optional comments at four points in the survey. A total of 888 comments was received (in the 2018 survey 180 respondents had provided comments). The comments were included in the survey analysis to provide further insights on the quantitative data collected and a deeper understanding of the views of staff. The comments were coded and analysed using qualitative analysis software. The data was analysed using a thematic analysis approach.¹

Note regarding the interpretation of results

7. The results of this survey are based on a small sample size and a voluntary staff survey; therefore, the findings are not generalisable to the full staff of the ILO. Caution should be exercised when interpreting survey results. Those who chose not to take part in the survey may differ significantly from the respondents and, therefore, there is a risk of non-response bias. Percentages are calculated based on the total number of respondents for each question.
8. Analysis includes a disaggregation by location of the respondent. It was not possible to provide results based on individual regions due the small sample size and the lack of homogeneity within each region. Therefore, results from the regions are combined into one category in this report.

¹ Braun, V. and Clarke, V. (2006) Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3, 77-101.

9. The survey included the following question: “How would you describe your gender identity?” (see full questionnaire in Appendix 1). It was not possible to disaggregate the results for all categories included in the question due to the low number of responses received in categories other than men and women. Please see Appendix 2 for tables.

► Ethics environment

10. Respondents were asked to indicate if they agreed with a range of statements relating to the values of the ILO and ethical behaviour in their workplace.

The ILO as an ethical organisation

11. A total of 82% of staff who participated in the survey agreed² that “*The ILO is an ethical organisation, worthy of public trust*”. Of those, 45% agreed with the statement and a further 37% indicated that they strongly agreed (see Table 1, Appendix 2).
12. There were some differences among respondents depending on where they were located, the length of time they had worked at the ILO, and their grade:
- 85% of respondents who were based in the regions agreed with the statement, compared with 74% of staff who were based in the ILO headquarters in Geneva (see Table 1.3, Appendix 2)
 - Respondents who had been working at the ILO for less than a year were most likely to agree with the statement (92%). Respondents who had been working at the ILO the longest were less likely to agree (77%) (see Table 1.1, Appendix 2).
 - 88% of respondents at National Professional Officer level agreed with the statement, compared with 81% of General Service and related grades, and 79% at Professional (P1-P5) & above (see Table 1.2, Appendix 2).

ILO values

13. There was strong agreement that the groups of ILO values³ outlined in the table below should guide the work and conduct of the ILO:

Values	Disagree/Strongly disagree	Neither agree nor disagree	Agree/strongly agree
<i>Social justice, sustainability and decent work</i>	5%	6%	89%
<i>Integrity, impartiality and accountability</i>	7%	7%	86%
<i>Professionalism, collaboration and public service</i>	7%	7%	86%
<i>Respect, diversity and inclusion</i>	6%	8%	86%
<i>Resilience, innovation and impact</i>	8%	14% ⁴	78%

² Refers to the total of the category “agreed” plus the category “strongly agreed”.

³ Question referred to *the values of the UN system and the international civil service, together with the values in the ILO Constitution and underlying international labour standards*.

⁴ Some comments indicated that respondents were uncertain about the grouping of the three individual values together.

14. The survey results show the strong support of staff for the values of the ILO (see Table 3, Appendix 2):
- 87% of respondents agreed that they were comfortable working at the ILO because the ILO values were similar to their own values.
 - 87% of respondents agreed that: *"Our shared ILO values guide my workplace conduct"*.
- Agreement was lower when respondents were asked about the values in practice in the conduct of their colleagues and the operation of the ILO Office:
- 65% agreed with the statement *"Our shared ILO values guide the workplace conduct of my teammates and colleagues"*. A further 13% disagreed with this statement and 22% stated that they neither agreed nor disagreed.
 - 61% of respondents agreed that *"Overall, the operation of the Office and its workplace practices are coherent with ILO values and provide a positive example on the application of the relevant labour standards (e.g. equality and non-discrimination, working time, occupational safety and health, etc.)"*. An additional 21% disagreed with this statement and the remaining 18% neither agreed nor disagreed.
15. There were some differences in responses relating to values in the workplace depending on where staff were located. Staff who worked at ILO headquarters were more negative in their perception of values in their workplace compared with staff based in the regions:
- 18% of respondents working at ILO headquarters disagreed that shared ILO values guided the workplace conduct of their teammates and colleagues, while 11% of staff working in the regions stated that they disagreed with this statement (see Table 3.1, Appendix 2).
 - 32% of respondents working at ILO headquarters disagreed that the operation of the Office and workplace practices were coherent with ILO values, compared with 18% of staff working outside ILO headquarters (see Table 3.2, Appendix 2).
16. Transparency was most frequently suggested by respondents as an additional value that should be emphasised. There were also suggestions to emphasise values relating to respect, diversity, equality, environmental protection, and activism.

Ethics in the workplace

17. Almost all respondents (96%) agreed with the statement: *"I am aware of what is expected of me ethically as an international civil servant (as set out in the [ICSC Standards of Conduct for International Civil Servants](#) and applicable [ILO internal governance documents](#))"* (see Table 3, Appendix 2).
18. Awareness of the Ethics Office, while higher than in the previous survey (see section 4), remains limited, as 20% of respondents were not aware of its existence or services, and a further 20% of respondents could not say if they were aware of it. A total of 60% of staff were aware of the Ethics Office and its services. Awareness was slightly lower among staff working outside the ILO headquarters as 57% reported that they were aware of the office, compared with 64% of staff working at the ILO headquarters (see Table 3.3, Appendix 2).
19. A total of 74% of respondents agreed that *"Where I work, we pay attention to ethics in our day-to-day decision making"*. A further 16% did not agree or disagree with the statement, and 10% disagreed. There was strong agreement among the staff who answered the survey that *"In achieving results at work, respect for ILO values is as important as the results themselves"*, as 89% agreed with this statement (see Table 3, Appendix 2).

Diversity

20. While 75% of the staff who responded to the survey, agreed that *"I feel I can be fully myself at work, including all my personal traits and characteristics (e.g. race, ethnicity, gender, sexual orientation, disability, age, national or social extraction, etc.)"*, 13% stated that they disagreed (see Table 3, Appendix 2). There were some differences in responses based on gender and workplace location.
- 81% of men who responded to the survey agreed with this statement and 75% of women⁵ (see Table 3.4.1, Appendix 2).
 - 78% of respondents aged under 40 agreed, 73% of those aged 40-49, and 75% of those aged 50+ (see Table 3.4.2, Appendix 2).
 - 78% of respondents who worked in the regions agreed, compared with 68% of those who worked in headquarters (see Table 3.4.3, Appendix 2).
21. A total of 69% of *respondents* agreed with the statement *"I am treated fairly, with respect and without discrimination at work"*, 15% disagreed, and a further 16% did not say (see Table 3, Appendix 2). There were some differences in responses based on gender and workplace location.
- 74% of men who participated in the survey agreed with the statement, compared with 69% of women (see Table 3.5.1, Appendix 2).
 - 73% of respondents aged under 40 agreed, compared with 69% of those aged 40-49, and 65% of those aged 50+ (see Table 3.5.2, Appendix 2). 70% of respondents who worked in the regions agreed, compared with 65% of those who work in headquarters (see Table 3.5.3, Appendix 2).
22. Responses were similar in relation to how staff believed their colleagues were treated: 63% agreed that they were treated fairly and with respect and 16% disagreed. The remaining 21% did not say (see Table 3, Appendix 2).

Workplace culture

23. As detailed in Table 3 (Appendix 2):
- Half of respondents agreed that *"Conflicts of interest are generally avoided or managed effectively in the ILO"*, while 22% disagreed, and a further 28% did not agree or disagree.
 - 54% of respondents agreed that *"Confidential matters that are discussed stay confidential"*, 19% of respondents disagreed, and a further 27% did not agree or disagree.
 - Respondents were divided in their views on whether *"Hiring and promotion decisions are based on merit and performance, not favouritism"*. Just over one third (34%) of respondents disagreed with the statement, 36% agreed and 30% did not agree or disagree.
 - 56% of respondents agreed that *"There is very little pressure in our workplace to 'cut corners' on ethical issues and organizational values"*. A total of 16% disagreed that this was the case and 28% indicated that they neither agreed nor disagreed with the statement.

⁵ See Methodology.

- 58% of respondents agreed that *"Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns"*, 16% disagreed, and 26% neither agreed nor disagreed.
- 54% of respondents agreed that *"Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions"*. 18% disagreed, and 28% neither agreed nor disagreed with the statement.
- 42% of respondents agreed that *"It is safe to speak up and challenge the way things are done"* and 30% disagreed. An additional 28% of respondents indicated that they neither agreed nor disagreed with the statement.
- A little more than half (52%) of staff who responded to the survey believed that *"Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns"*. A further 17% disagreed with the statement and 31% neither agree nor disagreed.

24. As noted below, respondents who had been working at the ILO for longer, respondents working at headquarters, and women were less likely to agree with positive statements relating to ethics in the workplace. The reasons for these differences are not evident from the survey, they may give an indication of how perceptions and experiences differ among staff:

Conflicts of interest are generally avoided or managed effectively in the ILO:

- 55% of respondents working in the regions agreed, compared with 39% working in ILO headquarters (see Table 3.6.1, Appendix 2).
- 71% of those who had worked in the ILO for less than one year agreed, compared with 41% of those who had worked for 15 years or more (see Table 3.6.2, Appendix 2).
- 55% of men agreed, compared with 49% of women (see Table 3.6.3, Appendix 2).

Confidential matters that are discussed stay confidential:

- 56% of respondents working in the regions agreed, compared with 47% working in ILO headquarters (see Table 3.7.1, Appendix 2).
- 60% of men who responded agreed, compared with 51% of women (see Table 3.7.2, Appendix 2).
- 69% of those who had worked in the ILO for less than four years agreed, compared with 47% of those who had worked for 15 years or more (see Table 3.7.3, Appendix 2).

Hiring and promotion decisions are based on merit and performance, not favouritism:

- 43% of respondents based in the regions agreed, compared with 18% in ILO headquarters (see Table 3.8.1, Appendix 2).
- 44% of men who responded agreed, compared with 33% of women (see Table 3.8.2, Appendix 2).
- 58% of those who had worked in the ILO for less than four years agreed, compared with 23% of those who had worked for 15 years or more (see Table 3.8.3, Appendix 2).

Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns:

- 63% of respondents based in the regions agreed, compared with 48% in ILO headquarters (see Table 3.9.1, Appendix 2).
- 72% of those who had worked in the ILO for less than four years agreed, compared with 55% of those who had worked for 15 years or more (see Table 3.9.2, Appendix 2).
- 66% of men who responded agreed, compared with 56% of women (see Table 3.9.3, Appendix 2).

Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions:

- 60% of respondents based in the regions agreed, compared with 39% in ILO headquarters (see Table 3.10.1, Appendix 2).
- 62% of men who responded agreed, compared with 52% of women (see Table 3.10.2, Appendix 2).
- 69% of those who had worked in the ILO for less than four years agreed, compared with 40% of those who had worked for 9-14 years, and 46% of those who had worked for 15 years or more (see Table 3.10.3, Appendix 2).

It is safe to speak up and challenge the way things are done:

- 45% based in the regions agreed, compared with 31% in headquarters (see Table 3.11.1, Appendix 2).
- 48% of men agreed that it was safe to speak up, compared with 39% of women (see Table 3.11.2, Appendix 2).
- 60% of those who had worked in the ILO for less than four years agreed, compared with 30% of those who had worked for 9-14 years, and 39% of those who had worked for 15 years or more (see Table 3.11.3, Appendix 2).

Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns:

- 57% of respondents based in the regions agreed, compared with 38% in ILO headquarters (see Table 3.12.1, Appendix 2).
- 64% of those who had worked in the ILO for less than four years agreed, compared with 47% of those who had worked for 15 years or more (see Table 3.12.2, Appendix 2).
- 58% of men agreed, compared with 49% of women (see Table 3.12.3, Appendix 2).

- 25.** A total of 55% of respondents agreed that *"If I became aware of unethical behaviour or misconduct, I would feel comfortable reporting it"*, 21% of respondents disagreed, and an additional 25% did not agree or disagree (see Table 3, Appendix 2):

- While 75% of respondents who had been employed in the ILO for less than one year agreed that they would be comfortable reporting unethical behaviour or misconduct, those who were working for longer were less likely to agree. Of staff who had been working at the ILO for 4-14 years, 47% agreed that they would be comfortable reporting. The rate increased for those working longest, as 56% of staff working for 15 years or more agreed (see Table 3.13.2, Appendix 2).

- While 65% of men who responded to the survey stated that they felt comfortable reporting misconduct, this compares with 52% of women (see Table 3.13.3, Appendix 2).
- A total of 58% of respondents based in the regions agreed, compared with 50% in ILO headquarters (see Table 3.13.1, Appendix 2).

26. The most common reason given for not feeling comfortable reporting was fear of retaliation (39%) and a belief that nothing would be done (34%), as noted in the following table:

Reasons for not feeling comfortable to report unethical behaviour or misconduct:	%*	n
None, since I feel comfortable reporting unethical behaviour or misconduct	40%	480
I would not think it was my responsibility	4%	52
I would not know where to report it	16%	193
I would be afraid of retaliation	39%	466
I would think nothing would be done anyway	34%	408
Other	10%	113
<i>Total respondents</i>		1187

* Do not sum to 100% as multiple responses were allowed.

27. Of those who reported a fear of retaliation as their reason for not feeling comfortable to report unethical behaviour or misconduct, there were differences depending on certain factors:

- 36% of staff working at ILO headquarters reported a fear of retaliation, compared with 43% of staff working outside of headquarters (see Table 4.1, Appendix 2).
- Staff who had been working at the ILO for 4-15 years (49%) were more likely to report fear of retaliation as a reason for not reporting misconduct than those who had been working for less than four years (32%) or 15+ years (34%) (see Table 4.2, Appendix 2).
- 41% of women reported a fear of retaliation, compared with 33% of men (see Table 4.3, Appendix 2).
- Younger staff were more likely to report a fear of retaliation than older staff: 46% of staff aged 39 or less reported, compared with 42% of staff aged 40-49 and 36% of staff aged 50+ (see Table 4.4, Appendix 2).
- Fear of retaliation was most commonly reported by staff at Professional (P1-P5) (43%) and General service and related grades (42%), compared with 32% of National Professional Officer respondents (see Table 4.5, Appendix 2).

► Ethics risks

28. Staff were asked how likely they believed it was that situations that could create ethical risk or reputational harm would arise at their ILO workplace in the 12 months following the survey. They were also asked how serious they believed these risks would be for the reputation of the ILO. (See Appendix Table 5 for full list of risks)
- 54% of respondents indicated that it was likely⁶ that the risk that **certain work conditions or practices at the ILO would not live up to ILO decent work values and standards** would occur at their workplace in the next year.
 - 53% of staff who responded to the survey stated that it was likely that **the misuse of ILO time or resources** was a risk to their workplace.
 - 44% of respondents stated that **discrimination** was a risk that was likely to happen in their workplace in the following 12 months.
 - 43% of respondents indicated that the **hiring of relatives or close personal friends** was a risk that was likely to occur at their workplace in the following year.
 - 42% of respondents stated that **workplace violence or harassment, other than sexual harassment or sexual exploitation and abuse**, was a risk likely to occur at their workplace in the following year.⁷
 - **A leak of confidential ILO information** was a risk that 38% of staff believed was likely to occur at their workplace in the next 12 months.
 - 35% of respondents believed that the **risk of taking instructions from a Member State, vendors, employers or workers organizations** was likely to occur at their workplace in the next 12 months.
 - 33% of staff believed that the risk of **misuse of official position for private gain** was likely to occur at their workplace in the year following the survey.
 - 32% of staff who responded believed that that **the receipt of gifts or favours from a Member State, vendors, employers or workers organizations** was likely to occur where they worked in the next 12 months.
29. There was strong agreement that the risks listed in the survey would be a serious risk to the reputation of the ILO if they occurred. However, there was some disagreement and uncertainty about the seriousness of certain risks (see Table 6, Appendix 2).
- The highest level of uncertainty related to the risk of taking instructions from a Member State, vendors, employers or workers organisations, as 16% of respondents stated that they did not know how serious this risk was.
 - Of the staff who responded to the survey, 13% stated that the receipt of gifts or favours from a Member State, vendors, employers or workers organizations would not be a serious risk to the

⁶ The total of the category “likely” plus the category “very likely”.

⁷ The percentage of respondents that identified these other two categories of risks as likely or very likely were 24% for sexual harassment and 13% for sexual exploitation or abuse.

reputation of the ILO. An additional 10% did not know how serious this risk was to the reputation of the ILO.

- A supervisory relationship over a relative or close personal friend was not viewed as a serious risk to the reputation of the ILO by 12% of staff. An additional 11% did not know how serious this risk would be to the ILO.
- 12% of staff believed that engaging in outside occupations without approval would not represent a serious risk to the reputation of the ILO and 13% did not know if it was a serious risk.

Respondent comments : values versus internal practice

30. The survey provided space for optional comments and a total of 888 comments was received. Respondent comments highlighted their strong support for the values of the ILO in guiding the work of the organization and their frustration when practices within the ILO did not align with the Organization's values. Respondents frequently remarked on *"...a lack of coherence between what we preach as organization and what we actually do."*⁸ The main issues raised by comments signaling such incoherences and the need to address them are presented below:

- The high number of staff on **short term contracts** and the impact this had on quality of employment. Respondents referred to these contracts as "precarious" and contrary to the standards promoted by the ILO.⁹
- A lack of transparency in **hiring and promotion**. Respondents highlighted their belief that processes were unfair or not based on merit.¹⁰
- **Leadership** and the example set by management were viewed as essential in the application of ILO values in the workplace. Respondents argued that there must be clear sanctions for ethical misconduct at management level.¹¹
- **Lack of accountability** for behavior of management and staff. Respondents argued that when ethics rules are breached there is no sanction and complaints are not adequately investigated.¹²
- **Speaking up and processes for making complaints**: Respondents described a reluctance to speak up or make a formal complaint, negative experiences of making a complaint, and lack of clarity of the processes.¹³
- Discrimination or **unequal treatment** between different **grades and locations** of staff.¹⁴

⁸ With comments such as *"The problem is not the ILO values, but rather practice."*

⁹ For example, noting that *"Precarious contracts are still the norm among young colleagues and DC staff. This is highly incoherent with the organisation's values and a risk to its reputation and retention of talents."*

¹⁰ E.g. *"The inequality in recruitment and contract standards is not consistent with the ILO's values of equality and non discrimination."*

¹¹ E.g. *"...ethics start at the top of an organization and that those at the top must show by example."*

¹² E.g. *"Ethical enforcement and behaviour should be monitored regularly, and sanctions should be known and enforced."*

¹³ E.g. *"ILO needs to strengthen its procedures and provide better protection to encourage staff to come forward with complaints, and it should ensure strict compliance with HR rules. Otherwise these problems can never be effectively addressed."*

¹⁴ E.g. *"...there is significant discrimination on locally recruited staff at duty stations other than HQ in getting promotion, professional level positions, security and other entitlements" or "...while there isn't outright discrimination based on contractual arrangements, there is unequal treatment."*

- A culture of **long working hours** and its impact on **work-life balance**. Respondents pointed to high workload as a contributing factor to long working hours.¹⁵
- **Gender equality**: comments referred to a need to examine gender equality issues including gender balance. However, there was little detail provided to expand further on this issue.
- Suggestions for more **awareness raising** to “constantly remind staff about ILO ethics in the workplace”. Respondents emphasized that this was needed for staff and management at all levels and in all locations.¹⁶

► Comparing 2018 and 2023 ILO Ethics Survey results

31. The 2023 Ethics Survey was based on the most recent survey, which was carried out in 2018.¹⁷ The 2023 added a number of questions to the survey based on best practices of other organizations, as well as the [findings of the 2018 survey](#) and the work of the Ethics Office. While some of the questions are the same or very similar, as the survey design changed between the two surveys, they are not directly comparable. Therefore, caution is advised when interpreting any changes in results. The chart below compares the results from both surveys (see also Table 7, Appendix 2).
32. The survey results were almost unchanged from the 2018 survey but for three questions:
 - There was a positive trend in the number of respondents who agreed that they knew about the existence and services offered by the ILO Ethics Office, from 47% in 2018 to 60% in 2023.
 - In the 2018 survey, 42% of respondents agreed with the statement *I can report instances of unethical behaviour or misconduct without fear of retaliation* (42%). There was a higher level of agreement with the 2023 question as 55% of respondents agreed that *If I became aware of unethical behaviour or misconduct, I would feel comfortable reporting it*.¹⁸
 - In 2018, 37% of respondents agreed that *It is safe to speak up and challenge the way things are done here*. In the 2023 survey, 42% of respondents agreed with this statement.¹⁹
33. The qualitative results from 2018 present a very similar report of the views of staff in relation to ethics, highlighting that the main issues of concern persist. The main results from 2018 are reproduced below and show the similarity with the results reported in the 2023 survey:
 - Belief in the ILO: Staff identified with ILO values and clearly wanted to work in an organization that practices what it preaches.
 - Staff perceived that temporary, project-based, and term contracts were a conduit for unfairness and favouritism. Staff worried that political pressure or external influence could compromise independence. They perceived that promotions were based on favouritism rather than performance.

¹⁵ E.g. “...our work volume is beyond the designated working hour and it ends up with our voluntary overtime work and weekend homework.”

¹⁶ E.g. “Key ethical messages should be reinforced on a periodic basis with senior management clearly demonstrating their support.”

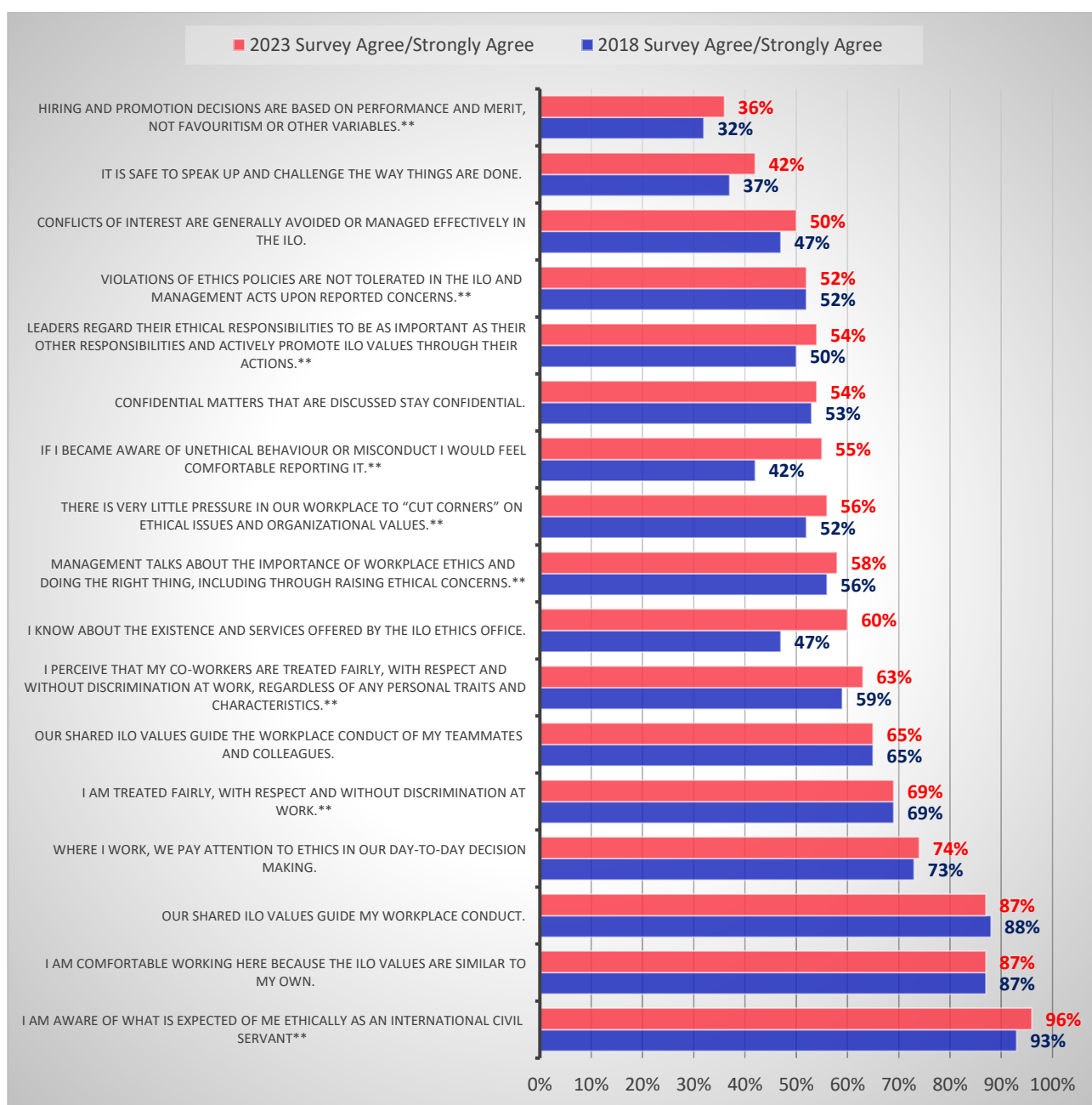
¹⁷ See [ILO Ethics Office website](#).

¹⁸ The wording of this question changed in the 2023 survey, which may have affected the results.

¹⁹ The sequence of questions in the survey changed in 2023, which may have affected the results.

- Fear of retaliation: Staff below D level generally did not believe that it was safe to report observed misconduct, nor that it was safe to challenge how things were done.
- Tone from the top: Staff wanted their leaders to be ethical role models, who made and explained their “tough” decisions.
- Personal accountability: Staff believed that those who committed rule infractions must be held to account, regardless of contract type or classification level. Some were openly doubtful that the ILO was committed to eliminating impunity and unfairness.

► 2018 and 2023 Ethics Survey results comparison



**Slightly changed from 2018 question wording

► Appendix 1. Questionnaire

ILO Ethics Survey 2023

Ethics in the workplace entails embodying the values of the ILO and of the international civil service in our every day work. This Ethics Awareness Survey is designed to provide insight into how ILO Staff Members perceive their workplace environment. Its purpose is to inform the focus, activities and outreach priorities of the Ethics Office, as well as management action in related processes, such as human resources, risk management, anti-fraud/corruption, etc.

Please take a few minutes to answer these questions. All responses are anonymous and will be held in confidence. The demographic questions at the end of the survey will be used to identify trends in our workplace.

The survey has three parts: (i) the first asks you to respond to statements about the role of ethics and ethical conduct in your ILO workplace; (ii) the second asks you to think about a number of situations that could create ethical risk or reputational harm for the ILO; (iii) the third invites you to provide additional observations on the environment for ethical action and decision-making at the ILO and the ethical risks and challenges faced by the ILO in its operations.

Ethics Environment

You should use the following scale when you respond to the statements below and select the number that best represents the degree to which you agree or disagree with that statement.

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree/Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	2	3	4	5

1. The ILO is an ethical organisation, worthy of public trust.
2. ILO values (i.e. the values of the UN system and the international civil service together with the values in the ILO Constitution and underlying international labour standards) include the following groups of values, which should guide our work and conduct: - Integrity, impartiality and accountability - Social justice, sustainability and decent work - Professionalism, collaboration and public service - Respect, diversity and inclusion - Resilience, innovation and impact <i>Optional comments</i> (e.g remarks, other values not included above that you deem should be emphasized as ILO values, etc.):
3. I am comfortable working here because the ILO values are similar to my own.
4. Our shared ILO values guide my workplace conduct.
5. Our shared ILO values guide the workplace conduct of my teammates and colleagues.
6. Overall, the operation of the Office and its workplace practices are coherent with ILO values and provide a positive example on the application of the relevant labour standards (e.g. equality and non-discrimination, working time, occupational safety and health, etc.). <i>Optional comments</i> (e.g. any ILO values or labour standards the Office should in your opinion pay additional attention to, or any barriers that you believe may exist to fully realizing these values in practice, etc.):

7. I am aware of what is expected of me ethically as an international civil servant (as set out in the ICSC Standards of Conduct for International Civil Servants and applicable ILO internal governance documents)
8. I know where to go for help if there's no policy that explains what I should do.
9. I know about the existence and services offered by the ILO Ethics Office .
10. Where I work, we pay attention to ethics in our day-to-day decision making.
11. In achieving results at work, respect for ILO values is as important as the results themselves.
12. I feel I can be fully myself at work, including all my personal traits and characteristics (e.g. race, ethnicity, gender, sexual orientation, disability, age, national or social extraction, etc.).
13. I am treated fairly, with respect and without discrimination at work.
14. I perceive that my co-workers are treated fairly, with respect and without discrimination at work, regardless of any personal traits and characteristics.
15. Conflicts of interest are generally avoided or managed effectively in the ILO.
16. Confidential matters that are discussed stay confidential.
17. Hiring and promotion decisions are based on performance and merit, not favouritism or other variables.
18. There is very little pressure in our workplace to "cut corners" on ethical issues and organizational values.
19. Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns.
20. Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions.
21. It is safe to speak up and challenge the way things are done.
22. Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns.
23. If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it.
24. The reason(s) I would not be comfortable to report unethical behaviour or misconduct is because: a) I would not think it was my responsibility b) I would not know where to report it c) I would be afraid of retaliation d) I would think nothing would be done anyway e) Other - please specify: f) None, since I feel comfortable reporting unethical behavior or misconduct

Ethical Risks

The following chart lists a number of situations that could create ethical risk or reputational harm. In this section, please indicate: (i) **how likely is it** that these situations would arise at your ILO workplace in the next 12 months. Please select from the following options: Very Unlikely; Unlikely; Likely; Very Likely; Don't Know; and (ii) **how serious** you think these risks would be to the reputation of the ILO. Please select from the following options: Not Serious; Somewhat Serious; Serious; Extremely Serious; Don't Know

- Misuse of official position for private gain
- Leak of confidential ILO information
- Lack of physical safety and personal security
- Sexual harassment
- Sexual exploitation or abuse
- Other workplace violence or harassment
- Discrimination
- Receipt of gifts or favours from a Member State, Vendors, Employers or Workers Organizations

9. Hiring of relatives or close personal friends
10. Misuse of ILO time or resources
11. Supervisory relationship over a relative or close personal friend
12. Engaging in outside activities or occupations without approval
13. Accepting a bribe or kickback
14. Taking instructions from a Member State, Vendors, Employers or Workers Organizations
15. Theft of ILO assets or resources
16. Certain work conditions or practices at the Office not living up to ILO decent work values and standards

Additional observations on Ethics at the ILO

We encourage you to share with us any observations to develop your previous replies, or comments on: (i) the environment for ethical action and decision-making at the ILO; and (ii) the ethical risks and challenges faced by the ILO in its operations (both internally and externally): []

Demographic questions

- A. How long have you been employed by the ILO?
 - ☐ Under 1 year
 - ☐ 1 – 3 years
 - ☐ 4 – 8 years
 - ☐ 9 – 14 years
 - ☐ 15 or more years
- B. What is your current staff category?
 - ☐ GS and Related
 - ☐ National Professional Officer
 - ☐ Professional and Higher (P1-P5)
 - ☐ Director (D1 and D2) and Above
- C. What is your age?
 - ☐ Under 30
 - ☐ 30-39
 - ☐ 40-49
 - ☐ 50-59
 - ☐ 60 and above
- D. How would you describe your gender identity?
 - ☐ W - Woman
 - ☐ M - Man
 - ☐ NB - Non-binary or non-conforming
 - ☐ T - Trans/transgender
 - ☐ TM - Trans/transgender man
 - ☐ TW - Trans/transgender woman
 - ☐ P - Prefer not to disclose
- E. Where are you based?
 - ☐ Headquarters (Geneva)
 - ☐ ITC Turin
 - ☐ Africa
 - ☐ Asia and the Pacific
 - ☐ Europe and Central Asia (other than HQ)
 - ☐ Americas
 - ☐ Arab States

► Appendix 2. Tables

Table 1 The ILO is an ethical organisation, worthy of public trust.

<i>Response</i>	<i>%</i>	<i>No. of respondents</i>
Strongly disagree	2%	31
Disagree	4%	52
Neither agree nor disagree	11%	146
Agree	45%	570
Strongly agree	37%	475
Total	100%	1274

Table 1.1 The ILO is an ethical organisation, worthy of public trust. (hereinafter *n = Number of respondents in all tables)

<i>Length of employment at the ILO</i>	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	<i>%</i>	<i>n*</i>	<i>%</i>	<i>n*</i>	<i>%</i>	<i>n*</i>	
Under 1 year	4%	6	4%	6	92%	142	154
1 – 3 years	4%	8	11%	20	85%	160	188
4 - 8 years	6%	13	13%	28	82%	182	223
9 - 14 years	6%	14	16%	37	78%	176	227
15 or more years	10%	32	13%	45	77%	258	335
Total	6%	73	12%	136	81%	918	1127

Table 1.2 The ILO is an ethical organisation, worthy of public trust.

<i>Staff category</i>	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	<i>%</i>	<i>n*</i>	<i>%</i>	<i>n*</i>	<i>%</i>	<i>n*</i>	
General Service and related	7%	27	12%	43	81%	295	365
National Professional Officer	4%	12	8%	22	88%	241	275
Professional (P1-P5) and above	7%	34	14%	70	79%	380	484
Total	6%	73	12%	135	81%	916	1124

Table 1.3 The ILO is an ethical organisation, worthy of public trust.

<i>Location</i>	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	<i>%</i>	<i>n*</i>	<i>n*</i>	<i>%</i>	<i>%</i>	<i>n*</i>	
ILO Headquarters (Geneva)	8%	31	18%	68	74%	277	376
Outside ILO Headquarters	6%	43	9%	68	85%	636	747
Total	7%	74	12%	136	81%	913	1123

Table 2 ILO values include the following groups of values, which should guide our work and conduct **

ILO Values	Strongly Disagree		Disagree		Neither Disagree/Agree		Agree		Strongly Agree		Total
	%	n*	%	n*	%	n*	%	n*	%	n*	
Integrity, impartiality and accountability	3%	38	4%	49	7%	96	34%	435	52%	665	1283
Social justice, sustainability and decent work	3%	34	3%	36	6%	77	30%	381	59%	754	1282
Professionalism, collaboration and public service	3%	38	4%	49	7%	92	36%	460	50%	641	1280
Respect, diversity and inclusion	3%	32	3%	43	8%	107	32%	403	54%	694	1279
Resilience, innovation and impact	3%	39	5%	67	14%	176	38%	482	40%	513	1277

******(i.e. the values of the UN system and the international civil service, together with the values in the ILO Constitution and underlying international labour standards)

Table 2.1 ILO values include the following groups of values, which should guide our work and conduct **

ILO Values	Disagree		Neither Disagree/Agree		Agree		Total
	%	n*	%	n*	%	n*	
Integrity, impartiality and accountability	7%	87	7%	96	86%	1100	1283
Social justice, sustainability and decent work	5%	70	6%	77	89%	1135	1282
Professionalism, collaboration and public service	7%	87	7%	92	86%	1101	1280
Respect, diversity and inclusion	6%	75	8%	107	86%	1097	1279
Resilience, innovation and impact	8%	106	14%	176	78%	995	1277

Table 3 Ethical Environment in the workplace

Statement	Strongly Disagree		Disagree		Neither Disagree/Agree		Agree		Strongly Agree		Total
	%	n*	%	n*	%	n*	%	n*	%	n*	
I am comfortable working here because the ILO values are similar to my own.	2%	20	4%	45	8%	105	39%	499	48%	612	1281
Our shared ILO values guide my workplace conduct.	2%	23	2%	31	9%	112	38%	489	49%	625	1280
Our shared ILO values guide the workplace conduct of my teammates and colleagues.	4%	52	9%	113	22%	285	43%	554	22%	275	1279
Overall, the operation of the Office and its workplace practices are coherent with ILO values and provide a positive example on the application of the relevant labour standards (e.g. equality and non-discrimination, working time, occupational safety and health, etc.).	6%	82	15%	195	18%	224	43%	544	18%	234	1279
I am aware of what is expected of me ethically as an international civil servant (as set out in the ICSC Standards of Conduct for International Civil Servants and applicable ILO internal governance documents)	1%	9	1%	9	3%	36	40%	508	56%	724	1286
I know about the existence and services offered by the ILO Ethics Office	4%	48	16%	209	20%	262	41%	525	19%	238	1282
Where I work, we pay attention to ethics in our day-to-day decision making.	3%	41	7%	85	16%	203	44%	567	30%	386	1282
In achieving results at work, respect for ILO values is as important as the results themselves.	1%	16	3%	38	7%	89	42%	542	47%	598	1283
I feel I can be fully myself at work, including all my personal traits and characteristics (e.g. race, ethnicity, gender, sexual orientation, disability, age, national or social extraction, etc.).	4%	49	9%	109	12%	156	43%	554	32%	412	1280
I am treated fairly, with respect and without discrimination at work.	5%	63	11%	135	16%	200	42%	543	27%	343	1284
I perceive that my co-workers are treated fairly, with respect and without discrimination at work, regardless of any personal traits and characteristics.	3%	43	13%	165	21%	266	39%	505	24%	303	1282
Conflicts of interest are generally avoided or managed effectively in the ILO.	8%	96	14%	180	28%	366	35%	452	15%	186	1280
Confidential matters that are discussed stay confidential.	7%	91	12%	160	27%	342	37%	471	17%	217	1281
Hiring and promotion decisions are based on performance and merit, not favouritism or other variables.	14%	180	20%	256	30%	385	23%	301	13%	163	1285
There is very little pressure in our workplace to “cut corners” on ethical issues and organizational values.	3%	40	13%	159	28%	363	40%	509	16%	205	1276
Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns.	4%	54	12%	152	26%	327	41%	531	17%	220	1284
Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions.	6%	74	12%	151	28%	369	38%	482	16%	206	1282
It is safe to speak up and challenge the way things are done.	11%	141	19%	240	28%	369	32%	407	10%	126	1283
Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns.	6%	79	11%	140	31%	400	35%	446	17%	213	1278
If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it.	6%	79	15%	188	25%	314	38%	489	16%	208	1278

*n = Number of respondents

Table 3.1 Our shared ILO values guide the workplace conduct of my teammates and colleagues.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	18%	68	24%	91	58%	219	378
Outside ILO Headquarters	11%	84	22%	162	67%	504	750
Total	13%	152	22%	253	64%	723	1128

*n = Number of respondents

Table 3.2 Overall, the operation of the Office and its workplace practices are coherent with ILO values and provide a positive example on the application of the relevant labour standards

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	32%	121	19%	74	49%	185	380
Outside ILO Headquarters	18%	135	15%	113	67%	501	749
Total	23%	256	17%	187	61%	686	1129

Table 3.3 I know about the existence and services offered by the ILO Ethics Office

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	19%	71	17%	63	65%	246	380
Outside ILO Headquarters	21%	154	22%	166	57%	431	751
Total	20%	225	20%	229	60%	677	1131

Table 3.4.1 I feel I can be fully myself at work, including all my personal traits and characteristics

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	10%	41	9%	40	81%	349	430
Women	13%	79	12%	70	75%	447	596
Other (incl. prefer not to say)	24%	26	25%	27	51%	55	108
Total	13%	146	12%	137	75%	851	1134

*n = Number of respondents

Table 3.4.2 I feel I can be fully myself at work, including all my personal traits and characteristics

Age	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 30	19%	7	8%	3	72%	26	36
30 - 39	11%	27	11%	27	79%	202	256
40 - 49	14%	52	13%	51	73%	276	379
50 - 59	13%	48	11%	43	76%	291	382
60 and above	14%	11	15%	12	71%	56	79
Total	13%	145	12%	136	75%	851	1132

Table 3.4.3 I feel I can be fully myself at work, including all my personal traits and characteristics

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	17%	66	14%	55	68%	259	380
Outside ILO Headquarters	11%	80	11%	82	78%	588	750
Total	13%	146	12%	137	75%	847	1130

Table 3.5.1 I am treated fairly, with respect and without discrimination at work.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	13%	58	13%	54	74%	319	431
Women	15%	90	16%	97	69%	410	597
Other (incl. prefer not to say)	29%	32	26%	28	45%	49	109
Total	16%	180	16%	179	68%	778	1137

*n = Number of respondents

Table 3.5.2 I am treated fairly, with respect and without discrimination at work.

Age	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 30	8%	3	8%	3	83%	30	36
30 - 39	15%	37	13%	34	72%	183	254
40 - 49	14%	54	17%	65	69%	263	382
50 - 59	18%	70	15%	58	67%	256	384
60 and above	16%	13	24%	19	59%	47	79
Total	16%	177	16%	179	69%	779	1135

Table 3.5.3 I am treated fairly, with respect and without discrimination at work.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	19%	74	15%	58	65%	249	381
Outside ILO Headquarters	14%	105	16%	121	70%	526	752
Total	16%	179	16%	179	68%	775	1133

Table 3.6.1 Conflicts of interest are generally avoided or managed effectively in the ILO.

Location	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	29%	109	33%	124	39%	146	379
Outside ILO Headquarters	20%	147	25%	191	55%	412	750
Total	23%	256	28%	315	49%	558	1129

*n = Number of respondents

Table 3.6.2: Conflicts of interest are generally avoided or managed effectively in the ILO.

Length of employment at the ILO	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	%	n*	%	n*	%	n*	
Under 1 year	5%	8	24%	37	71%	109	154
1 – 3 years	13%	24	27%	52	60%	114	190
4 - 8 years	26%	58	28%	62	45%	100	220
9 - 14 years	31%	70	28%	64	41%	95	229
15 or more years	28%	96	31%	104	41%	140	340
Total	23%	256	28%	319	49%	558	1133

Table 3.6.3 Conflicts of interest are generally avoided or managed effectively in the ILO.

Gender	<i>Disagree/Strongly Disagree</i>		<i>Neither Disagree/Agree</i>		<i>Agree/Strongly Agree</i>		<i>Total</i>
	%	n*	%	n*	%	n*	
Men	20%	88	25%	107	55%	237	432
Women	21%	126	30%	178	49%	290	594
Other (incl. prefer not to say)	40%	43	31%	33	29%	31	107
Total	23%	257	28%	318	49%	558	1133

Table 3.7.1 Confidential matters that are discussed stay confidential.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	24%	93	29%	110	47%	178	381
Outside ILO Headquarters	18%	137	25%	190	56%	423	750
Total	20%	230	27%	300	53%	601	1131

*n = Number of respondents

Table 3.7.2 Confidential matters that are discussed stay confidential.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	15%	66	25%	108	60%	257	431
Women	22%	130	27%	161	51%	304	595
Other (incl. prefer not to say)	31%	34	31%	34	38%	41	109
Total	20%	230	27%	303	53%	602	1135

Table 3.7.3 Confidential matters that are discussed stay confidential.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	3%	5	19%	30	77%	120	155
1 – 3 years	12%	22	26%	49	62%	118	189
4 - 8 years	25%	56	28%	63	47%	104	223
9 - 14 years	27%	61	29%	66	44%	101	228
15 or more years	25%	85	28%	95	47%	160	340
Total	20%	229	27%	303	53%	603	1135

Table 3.8.1 Hiring and promotion decisions are based on performance and merit, not favouritism or other variables.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	48%	182	35%	132	18%	67	381
Outside ILO Headquarters	29%	217	28%	209	43%	327	753
Total	35%	399	30%	341	35%	394	1134

*n = Number of respondents

Table 3.8.2 Hiring and promotion decisions are based on performance and merit, not favouritism or other variables.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	28%	123	28%	119	44%	190	432
Women	36%	216	31%	186	33%	195	597
Other (incl. prefer not to say)	59%	64	31%	34	10%	11	109
Total	35%	403	30%	339	35%	396	1138

Table 3.8.3 Hiring and promotion decisions are based on performance and merit, not favouritism or other variables.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	9%	14	26%	40	65%	101	155
1 – 3 years	22%	42	26%	50	52%	98	190
4 - 8 years	42%	94	29%	66	29%	64	224
9 - 14 years	46%	104	30%	69	24%	55	228
15 or more years	43%	148	34%	116	23%	77	341
Total	35%	402	30%	341	35%	395	1138

Table 3.9.1 Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	24%	91	29%	109	48%	181	381
Outside ILO Headquarters	14%	102	24%	177	63%	474	753
Total	17%	193	25%	286	58%	655	1134

*n = Number of respondents

Table 3.9.2 Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	10%	15	12%	18	79%	122	155
1 – 3 years	11%	21	23%	43	66%	126	190
4 - 8 years	17%	37	29%	64	55%	122	223
9 - 14 years	24%	55	32%	74	44%	100	229
15 or more years	19%	64	26%	89	55%	188	341
Total	17%	192	25%	288	58%	658	1138

Table 3.9.3 Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	14%	60	20%	86	66%	285	431
Women	18%	108	26%	158	56%	332	598
Other (incl. prefer not to say)	23%	25	40%	44	37%	40	109
Total	17%	193	25%	288	58%	657	1138

Table 3.10.1 Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	24%	90	37%	141	39%	149	380
Outside ILO Headquarters	15%	117	25%	188	60%	450	755
Total	18%	207	29%	329	53%	599	1135

*n = Number of respondents

Table 3.10.2 Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	17%	72	22%	94	62%	266	432
Women	17%	103	31%	187	52%	308	598
Other (incl. prefer not to say)	31%	34	44%	48	25%	27	109
Total	18%	209	29%	329	53%	601	1139

Table 3.10.3 Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	6%	10	19%	30	74%	115	155
1 – 3 years	12%	22	24%	46	64%	122	190
4 - 8 years	17%	38	32%	72	51%	114	224
9 - 14 years	27%	62	33%	75	40%	92	229
15 or more years	22%	76	31%	107	46%	158	341
Total	18%	208	29%	330	53%	601	1139

Table 3.11.1 It is safe to speak up and challenge the way things are done.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	39%	149	29%	112	31%	119	380
Outside ILO Headquarters	26%	198	28%	214	45%	342	754
Total	31%	347	29%	326	41%	461	1134

*n = Number of respondents

Table 3.11.2 It is safe to speak up and challenge the way things are done.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	23%	98	29%	126	48%	209	433
Women	33%	195	28%	170	39%	232	597
Other (incl. prefer not to say)	53%	58	28%	30	19%	21	109
Total	31%	351	29%	326	41%	462	1139

Table 3.11.3 It is safe to speak up and challenge the way things are done.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	12%	18	29%	44	60%	92	154
1 – 3 years	22%	41	29%	55	49%	93	189
4 - 8 years	35%	79	31%	70	33%	75	224
9 - 14 years	42%	96	28%	65	30%	68	229
15 or more years	34%	116	27%	92	39%	134	342
Total	31%	350	29%	326	41%	462	1138

Table 3.12.1 Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	22%	85	39%	150	38%	145	380
Outside ILO Headquarters	16%	119	27%	203	57%	430	752
Total	18%	204	31%	353	51%	575	1132

*n = Number of respondents

Table 3.12.2 Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns.

Length of employment at the IL	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	6%	10	26%	40	68%	105	155
1 – 3 years	11%	20	28%	53	62%	117	190
4 - 8 years	24%	54	32%	71	44%	98	223
9 - 14 years	22%	51	36%	82	42%	95	228
15 or more years	21%	71	32%	109	47%	160	340
Total	18%	206	31%	355	51%	575	1136

Table 3.12.3 Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	14%	62	27%	118	58%	251	431
Women	18%	109	33%	196	49%	291	596
Other (incl. prefer not to say)	33%	36	38%	41	29%	32	109
Total	18%	207	31%	355	51%	574	1136

Table 3.13.1 If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it.

Location	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
ILO Headquarters (Geneva)	24%	90	26%	98	50%	191	379
Outside ILO Headquarters	20%	148	23%	170	58%	432	750
Total	21%	238	24%	268	55%	623	1129

*n = Number of respondents

Table 3.13.2 If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it.

Length of employment at the ILO	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Under 1 year	10%	15	16%	24	75%	115	154
1 – 3 years	19%	36	26%	48	55%	104	188
4 - 8 years	25%	57	26%	59	48%	108	224
9 - 14 years	27%	62	26%	60	47%	107	229
15 or more years	20%	68	24%	81	56%	189	338
Total	21%	238	24%	272	55%	623	1133

Table 3.13.3 If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it.

Gender	Disagree/Strongly Disagree		Neither Disagree/Agree		Agree/Strongly Agree		Total
	%	n*	%	n*	%	n*	
Men	15%	63	21%	89	65%	278	430
Women	24%	140	25%	148	52%	307	595
Other (incl. prefer not to say)	33%	36	32%	35	34%	37	108
Total	21%	239	24%	272	55%	622	1133

Table 4 Reasons for not feeling comfortable to report unethical behaviour or misconduct

<i>Responses</i>	<i>%*</i>	<i>n</i>
None, since I feel comfortable reporting unethical behaviour or misconduct	40%	480
I would not think it was my responsibility	4%	52
I would not know where to report it	16%	193
I would be afraid of retaliation	39%	466
I would think nothing would be done anyway	34%	408
Other	10%	113
Total Respondents	100%	1187

**Responses do not sum to 100% as multiple responses were allowed.*

Table 4.1 Reason for not feeling comfortable to report unethical behaviour or misconduct: Fear of Retaliation

Location	<i>Fear of Retaliation</i>		Total
	<i>%</i>	<i>n*</i>	
ILO Headquarters (Geneva)	43%	150	345
Outside ILO Headquarters	36%	257	709
Total	39%	407	1054

Table 4.2 Reason for not feeling comfortable to report unethical behaviour or misconduct: Fear of Retaliation

Length of employment at the ILO	<i>Fear of Retaliation</i>		Total
	<i>%</i>	<i>n*</i>	
Under 1 year	24%	35	143
1 – 3 years	38%	65	170
4 - 8 years	49%	98	201
9 - 14 years	50%	104	208
15 or more years	36%	108	304
Total	40%	410	1026

Table 4.3 Reason for not feeling comfortable to report unethical behaviour or misconduct: Fear of Retaliation

Gender	Fear of Retaliation		Total
	%	n*	
Men	33%	129	529
Women	41%	218	396
Other (incl. prefer not to say)	33%	64	101
Total	40%	410	1026

*n = Number of respondents

Table 4.4 Reason for not feeling comfortable to report unethical behaviour or misconduct: Fear of Retaliation

Age	Fear of Retaliation		Total
	%	n*	
Under 30	51%	18	35
30 - 39	45%	101	226
40 - 49	42%	150	353
50 - 59	35%	119	341
60 and above	30%	21	70
Total	40%	409	1025

Table 4.5 Reason for not feeling comfortable to report unethical behaviour or misconduct: Fear of Retaliation

Staff category	Fear of Retaliation		Total
	%	n*	
General Service and related	42%	143	343
National Professional Officer	32%	81	251
Professional (P1-P5) and above	43%	185	429
Total	40%	409	1023

Table 5 Perception of the likelihood of ethics risk occurring in the workplace in the next 12 months.

<i>Risk</i>	<i>Very Unlikely</i>		<i>Unlikely</i>		<i>Likely</i>		<i>Very Likely</i>		<i>Don't Know</i>		<i>Total</i>
	%	n*	%	n*	%	n*	%	n*	%	n*	
Misuse of official position for private gain	27%	315	31%	358	24%	277	9%	101	9%	107	1158
Leak of confidential ILO information	20%	228	34%	393	29%	331	9%	102	9%	101	1155
Lack of physical safety and personal security	35%	407	38%	436	16%	187	6%	68	5%	57	1155
Sexual harassment	28%	328	36%	413	18%	213	5%	63	12%	137	1154
Sexual exploitation or abuse	45%	518	30%	347	10%	120	3%	31	12%	138	1154
Other workplace violence or harassment	20%	230	30%	343	29%	339	13%	149	8%	95	1156
Discrimination	19%	220	30%	344	31%	357	13%	155	7%	79	1155
Receipt of gifts or favours from a Member State, vendors, Employers or Workers organizations	21%	242	32%	366	25%	289	7%	81	15%	173	1151
Hiring of relatives or close personal friends	18%	208	28%	328	29%	337	14%	163	10%	118	1154
Misuse of ILO time or resources	12%	143	26%	304	34%	397	18%	210	8%	97	1151
Supervisory relationship over a relative or close personal friend	22%	256	33%	383	22%	256	7%	85	15%	168	1148
Engaging in outside activities or occupations without approval	17%	200	32%	371	27%	308	7%	76	17%	191	1146
Accepting a bribe or kickback	37%	427	30%	348	13%	150	3%	33	17%	192	1150
Taking instructions from a Member State, vendors, Employers or Workers org.	17%	197	27%	315	25%	291	10%	112	21%	236	1151
Theft of ILO assets or resources	35%	401	34%	390	14%	164	3%	40	13%	155	1150
Certain work conditions or practices at the Office not living up to ILO decent work values and standards	13%	155	25%	288	32%	368	22%	255	7%	86	1152

*n = Number of respondents

Table 6 Perceived level of seriousness of risk to the reputation of the ILO.

<i>Risk</i>	<i>Not Serious</i>		<i>Somewhat Serious</i>		<i>Serious</i>		<i>Very Serious</i>		<i>Don't Know</i>		<i>Total</i>
	%	n*	%	n*	%	n*	%	n*	%	n*	
Misuse of official position for private gain	8%	85	10%	112	26%	296	49%	544	7%	83	1120
Leak of confidential ILO information	9%	96	13%	140	31%	343	42%	467	7%	74	1120
Lack of physical safety and personal security	12%	128	9%	98	25%	283	48%	536	6%	68	1113
Sexual harassment	10%	113	4%	39	16%	178	63%	703	7%	77	1110
Sexual exploitation or abuse	11%	117	3%	32	8%	90	71%	783	8%	85	1107
Other workplace violence or harassment	7%	73	7%	83	27%	296	53%	594	6%	66	1112
Discrimination	7%	77	8%	93	34%	374	47%	526	4%	43	1113
Receipt of gifts or favours from a Member State, vendors, Employers or Workers organizations	13%	140	18%	196	34%	377	26%	290	10	108	1111
Hiring of relatives or close personal friends	10%	107	19%	210	37%	416	26%	294	8%	86	1113
Misuse of ILO time or resources	8%	91	20%	227	40%	447	25%	275	7%	74	1114
Supervisory relationship over a relative or close personal friend	12%	133	20%	223	38%	416	19%	213	11	123	1108
Engaging in outside activities or occupations without approval	12%	131	24%	271	34%	379	16%	180	13	146	1107
Accepting a bribe or kickback	8%	93	4%	39	13%	149	64%	710	10	114	1105
Taking instructions from a Member State, vendors, Employers or Workers org.	8%	92	10%	110	31%	339	35%	394	16	176	1111
Theft of ILO assets or resources	10%	113	8%	88	27%	300	46%	507	9%	95	1103
Certain work conditions or practices at the Office not living up to ILO decent work values and standards	7%	78	14%	157	38%	423	34%	381	7%	78	1117

*n = Number of respondents

Table 7 Comparison of 2023 and 2018 Survey Results.

Statement	Agree/Strongly Agree	
	2023	2018
I am aware of what is expected of me ethically as an international civil servant**	96%	93%
I am comfortable working here because the ILO values are similar to my own	87%	87%
Our shared ILO values guide my workplace conduct	87%	88%
Where I work, we pay attention to ethics in our day-to-day decision making	74%	73%
I am treated fairly, with respect and without discrimination at work**	69%	69%
Our shared ILO values guide the workplace conduct of my teammates and colleagues.	65%	65%
I perceive that my co-workers are treated fairly, with respect and without discrimination at work, regardless of any personal traits and characteristics**	63%	59%
I know about the existence and services offered by the ILO Ethics Office.	60%	47%
Management talks about the importance of workplace ethics and doing the right thing, including through raising ethical concerns**	58%	56%
There is very little pressure in our workplace to “cut corners” on ethical issues and organizational values**	56%	52%
If I became aware of unethical behaviour or misconduct I would feel comfortable reporting it**	55%	42%
Confidential matters that are discussed stay confidential	54%	53%
Leaders regard their ethical responsibilities to be as important as their other responsibilities and actively promote ILO values through their actions**	54%	50%
Violations of ethics policies are not tolerated in the ILO and management acts upon reported concerns**	52%	52%
Conflicts of interest are generally avoided or managed effectively in the ILO	50%	47%
It is safe to speak up and challenge the way things are done really	42%	37%
Hiring and promotion decisions are based on performance and merit, not favouritism or other variables**	36%	32%

****Slightly changed from 2018 question wording**

Profile of Survey Respondents

Length of employment at the ILO		
	%	<i>n</i>
Under 1 year	14%	155
1 – 3 years	17%	190
4 - 8 years	20%	224
9 - 14 years	20%	229
15 or more years	30%	343
Total Respondents		1141
No response		150
Total		1291

Staff category		
	%	<i>n</i>
General Service and related	33%	371
National Professional Officer	24%	278
Professional (P1-P5)	41%	463
Director (D1 and D2) and above	2%	26
Total Respondents		1141
No response		150
Total		1291

Age		
	%	<i>n</i>
Under 30	3%	36
30 - 39	22%	256
40 - 49	34%	383
50 - 59	34%	385
60 and above	7%	79
Total Respondents		1141
No response		150
Total		1291

Gender identity		
	%	<i>n</i>
Woman	53%	599
Man	38%	433
Non-binary or non-conforming	0%	*
Trans/transgender	0%	*
Trans/transgender woman	0%	*
Trans/transgender man	0%	*
Prefer not to disclose	9%	109
Total Respondents		1141
No response		150
Total		1291

Location		
	%	<i>n</i>
ILO Headquarters (Geneva)	34%	382
ITC ILO (Turin)	4%	45
Africa	16%	177
Americas	15%	167
Asia and the Pacific	19%	220
Arab States	6%	65
Europe and Central Asia (other than HQ)	7%	81
Total Respondents		1141
No response		150
Total		1291