

ILO STAFF UNION

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ANNUAL GENERAL MEETING **SECOND SESSION**

9 OCTOBER 2025

Annual Report of the ILO Staff Union Committee
for the year 2025



ILO Staff Union Committee

Annual Report for the year 2025

Introduction

The Staff Union Committee is pleased to present to you an overview of all its activities for the year 2025, a year marked by challenges, disruption and uncertainty for the ILO, the United Nations and the world of work at large, which has required your Staff Union to mobilize, demonstrate its strength, anchor its actions in the mandate entrusted to it by its members and make the voice of all ILO staff heard.

As we discuss this report, the Staff Union is heading towards the end of its Fifth Global Meeting, a rare opportunity to gather with representatives from all constituencies and reflect on our successes and challenges, to adopt new statutes that should prepare our Staff Union for the years ahead, and to reflect on the vision and mission we have set ourselves for the next five years.

In this report, you will find an overview of:

- the Staff Union's activities in the area of industrial relations – and you will see that the results are mixed. We still have much to do to meet the expectations of our colleagues, ensure that indeed the ILO “walks the talk” when it comes to the working conditions of its staff, and that we ensure that the ILO is the guardian of the principles and values of the international civil service;
- the activities related to the strengthening of our Union, in all the respective constituencies. We must continue to strengthen our capacity to implement our mandate and defend our values, through our network of representatives, by improving our communication. The referendum and the Global Meeting are key steps in this process.

The year 2025 has been challenging. To face these challenges, we have been able to count on an even stronger Union. This strength is the result of our long and rich history as a Staff Union; it is the product of our values of dialogue and representativity, and of solidarity.

The Staff Union is your Union. We welcome your suggestions, depend on your support, and look forward to your feedback and suggestions on the progress we have made, as well as on the challenges we have encountered and how you would have liked us to have handled them differently.

<p>OUR VISION, OUR MISSION, OUR OBJECTIVES AND MEANS OF ACTION 2020-2025</p>

VISION

A global Staff Union, at the dawn of its second Centenary, which accompanies the transformation of the ILO and ensures a decent work environment, by representing all staff* as an equal and strong partner in social dialogue.

MISSION

We promote social justice, equity and equality for all staff* in order to have ONE ILO

by:

- mobilizing and organizing for an even stronger and better equipped Staff Union;
- safeguarding and improving decent working and employment conditions for all ILO staff;
- negotiating fair, transparent and effective collective agreements with the Administration

*“All staff” includes all, without distinction whatsoever.

Industrial relations:

- ✓ *Ensure sustainable well-functioning social dialogue and collective bargaining through the effective implementation of the Recognition and Procedural Agreement (2000).*

Job security:

- ✓ *Negotiation of a protective, fair and inclusive contract policy to put an end to recurring precariousness and reduce disparity between different types of contracts,*
- ✓ *Working for a fair and standardized joint recruitment process for all staff through improving or creating joint bodies for mobility and redeployment.*

A career development path for all staff:

- ✓ *A fair and transparent performance appraisal system - with equal access to the staff development fund - and connected to adequate training*
- ✓ *A negotiated and adequate job classification process*
- ✓ *A fair recruitment and mobility system that respects staff diversity*
- ✓ *A transparent rewarding mechanism.*

Enhancement of staff security, Occupational safety and Health and both physical and mental health and well-being for all ILO staff around the world:

- ✓ *in the context of multifaceted crises and ensure equal treatment of all staff as well as support crisis response initiatives in fragile contexts*

Full social protection:

- ✓ *Ensure effective, efficient and sustainable health care and pension funds,*
- ✓ *Advocate for and negotiate the creation of unemployment and maternity / paternity / parental insurance schemes.*

A diverse, inclusive, equal and equitable workplace:

- ✓ *Through combating all forms of discrimination and promoting an ILO free from violence and harassment: Drawing inspiration from recently adopted C.190 and aligning with UN system wide rules and regulations against all forms of violence and harassment at work.*

Protection of the independence of the international civil service:

- ✓ *Defend and support the exclusively international character of the staff (Article 9, paragraphs 4 and 5 of the ILO Constitution), promote its impartiality and defend the integrity and independence of ILOAT.*

An even stronger and better equipped Union:

- ✓ *Maintaining and expanding our membership, enhancing solidarity, strengthening capacities of Union representatives*
- ✓ *Improving internal operations, communication and coherence in its actions.*

I. Industrial relations

Objective: To ensure sustainable and efficient social dialogue and collective bargaining through the effective implementation of the Recognition and Procedural Agreement (2000).

Means of action

- Making sure, in the Joint Negotiating Committee (JNC), that every decision or proposal coming from the ILO Administration is based on substantiated information and is subject to consultation or negotiation if necessary.
- Ensuring implementation of the JNC's annual work plan, monitoring timelines, deadlines, and terms of reference for each negotiation to ensure that they are undertaken with a common-interest approach.
- Finalizing ongoing negotiations (mobility, alignment of working conditions irrespective of contract funding sources, contractual framework, employment of people with disabilities, violence and harassment, review of the job descriptions, occupational safety and health (OSH)), reviewing the implementation of the Flexible Working Arrangements (FWA) policy and monitoring ongoing policies and ensuring their validity.
- Strengthening the negotiating skills of staff representatives.

Joint Chair of the Joint Negotiating Committee: Séverine Deboos

Joint Secretary: Laurence Dubois

Members: Harvey Addo-Yobo, Andrew Christian, Guillaume Filhon, Eva Mihlic

Technical Advisers: The Staff Union Legal Adviser and all the members of the Committee, according to the subject on the agenda of the Joint Negotiating Committee

Results to be reported under this heading are mixed and the Staff Union has faced a number of challenges throughout the year in order to achieve its objectives in collective bargaining as set out during our Annual General meeting in February 2025 as well as the ones agreed upon at the beginning of the year in the Joint Negotiating Committee.

Challenges came from a number of events that have shaken the international and multilateral environment in which the ILO fulfils its mandates and has created uncertainty and reconsideration of priorities in the functioning of the ILO. Challenges came also from the specific response and approach from the ILO management to these challenges that have questioned good faith social dialogue.

The Staff Union has met with the Administration's requests to review its priorities for negotiations throughout the year, adding items that were not initially in the work programme of the Joint Negotiating Committee, such as office space, travel policy, HR measures included in IGDS No. 700 published in May 2025, and to engage in informal consultations regarding the ILO Review for Effectiveness and Efficiency. On that last point, the Staff Union has, however, been expecting to engage in negotiations to face the challenges regarding funding constraints and even limitations. This has been met with disappointments and had led the Staff Union to question the Administration's intent to respect our collective bargaining framework, departing from the constructive and fruitful negotiations over the past years.

At the time of the elaboration of this report, the Staff Union can report on the following achievements obtained through negotiations – with more details in the respective session of this report:

- The two new IGDSs on mobility and career development which were published in March 2025.
- The new IGDS on the Compensation Committee procedure was adopted in March 2025 and should be published in October 2025.
- The new IGDS on an Office policy on disability-inclusive employment and reasonable accommodation should be published in October 2025.
- The new IGDS on OSH should be finalized by October 2025.
- The process for updating of the generic job descriptions is on track.
- Exceptional measures to support colleagues whose contracts were terminated due to the unexpected end of the US voluntary funding were agreed in March.
- A new IGDS on Office space is about to be finalized.

Negotiations are still ongoing regarding travel policy, with a revision of the Collective Agreement and respective IGDS and harmonization of recruitment and selection in the regions, and negotiations are expected to commence in due course on measures to be taken in the framework of the ILO Review.

The Staff Union has requested the Administration to publish the new system of merit and recognition, as negotiated in 2024, and to continue the negotiations on harmonization of conditions of employment for all contracts as per its commitments in 2023 and identified as a key priority for the Staff Union.

II. *Job security*

A – Recruitment and selection

Objective: Advocate for a recruitment and selection process that is both equitable and transparent, so as to strengthen the collective agreement on mobility and recruitment by focusing on **career mobility, career development, greater motivation and job satisfaction_ensured at both headquarters and at the field offices level.**

Means of action

- The Staff Union Committee’s review of job vacancies aims at ensuring that **job descriptions are objective**, in accordance with the existing and current negotiated GJDs, and offer a real possibility of career development of already employed ILO officials including at the field offices level.
- Continue with the implementation, by negotiating, of the agreements reached in principle at the JNC retreat of October 2023.
- Within the career development framework, the SUC will specifically monitor appropriate implementation of forthcoming agreed policy for the improvement of the current mobility policy/practice within the ILO, with a view to achieve a greater equality of treatment for all colleagues with equivalent seniority, whatever the source of their contract funding.
- The Staff Union will monitor on a fair and proper implementation of the second stage (geographical mobility in the same grade for internal candidates, including TC+5 staff and changes in the selection modalities at stage 2) of the collective agreement on recruitment and selection, signed in February 2024.
- The Committee is convinced of the importance for the Organization of a system of recruitment that seeks a broader and more **authentic diversity** of staff while at the same time respecting

Article 100 of the United Nations Charter, the Declaration of Philadelphia and the Staff Regulations. It is on this basis that the Committee is participating, jointly with HRD, in the review and update of the current generic job descriptions for the Professional (ILO-wide) and GS job families at headquarters.

- The Staff Union Committee is assisted in its work by the presence of two of its representatives on the Recruitment, Assignment and Mobility Committee (**RAMC**). Its efforts are based on strict observance of the recruitment and selection procedures and of the principles of transparency, on following standard procedures and on just and fair treatment. Particular attention is paid to the recruitment of internal candidates so as to offer them an opportunity of career development, and of TC+5s so that they can benefit from employment security, as well as to a knowledge of more than one language so as **to promote French and Spanish** without, however, penalizing candidates whose mother tongues are neither English, French nor Spanish, and thereby the interests of the Organization's **truly multicultural and diverse nature**.
- If it is to carry out this crucial work successfully, the Committee must make a point of establishing good relations with the appointed **independent members of the technical panels**. The objective will be to share the working parties' experience, to offer practical advice and to devise ways for them to fulfil their responsibilities properly, as far as possible in conjunction with the Human Resources Development.
- Besides the normal involvement of ILO staff representatives, the Staff Union will bring to the attention of the Administration any recruitment or selection issues affecting officials, more particularly concerning short-term contracts and abusive use of direct selection.
- The Staff Union is reviewing recruitment and selection procedures in the field, in order to negotiate a coherent and fair agreement.
- The Committee continues and strengthens its support to the regional and local Staff Union representatives in their collective bargaining on fair and coherent recruitment and selection practices and mechanisms in the field offices, in particular following the signature of the collective agreement on a procedure for recruitment and selection (on 23 February 2024) which states "With the aim of ensuring greater consistency across regions in the recruitment and selection of staff not covered by Annex I of the Staff Regulations, the parties commit to establish jointly agreed procedures where they do not already exist" (in Article 2).
- The Committee will then emphasize the need to ensure fair Union representation within recruitment panels. It will advocate for a uniform approach, where all Union representatives will either be full members or observers. The objective is to avoid any form of discrimination and promote complete transparency in the selection process. It will be underscored that this decision should not be left to the discretion of regional directors and/or field office directors.

Titular Member of the Recruitment, Assignment and Mobility Committee (RAMC): Manuel Céspedes Ocampo

Technical Adviser: Pelin Sekerler Richiardi

Substitute: Séverine Deboos

Coordinators of the working group on recruitment and selection: Manuel Céspedes Ocampo, Pelin Sekerler Richiardi

Members: Harvey Addo-Yobo, Christine Bader, Patrick Daru, Séverine Deboos, Laurence Dubois, Yuka Okumura, Ana Catalina Ramirez

- The year 2025 has been eventful. Following negotiations with the Administration, on mobility, with the aim of improvement of the mobility policy/practice, IGDs Nos. 688 and 689 on mobility and career development opportunities (including temporary assignments and detachments to DC projects or programmes) were completed in March 2025.

- The Staff Union Committee (SUC) are following up with HRD on a training session for new **independent panel members (IPM) of the technical panels**. The SUC also offers practical advice to fulfil their responsibilities.
- In 2025, the SUC continued to play an important role in the Recruitment, Assignment and Mobility Committee (RAMC). The RAMC met nine times in connection with General Service (GS) and Professional (P) competition sessions. In the RAMC meetings, the SUC representatives do their best to reach a consensus on the basis of SUC views. When consensus is not possible, a separate recommendation by the SUC is made. The latter is capital when colleagues decide to appeal, as the Joint Advisory Appeals Board (JAAB) will be able to know the Staff Union's position as regards a competition.
- The SUC actively participates in the recruitment process, starting with the review of Job descriptions (JDs) for the RAPS and for GS competitions – over 50 JDs have been reviewed by the Staff Union so far. The SUC aims at ensuring that vacant positions are real career opportunities for qualified colleagues.
- The Staff Union representatives are extremely vigilant in the review of job descriptions (JDs), as well as at each of the three procedural stages in the filling of vacancies (see also Annex I of the Staff Regulations): Direct selection for humanitarian/legal obligations (Stage 1), transfers through geographical mobility (stage 2) and competition (stage 3).
- Due to the US funding situation, the Administration has introduced measures (until at least the end of 2025) to facilitate the redeployment of officials through applications for positions that match their profiles. Priority is given to all serving staff who meet the minimum requirements. The SUC pays careful attention to the implementation of the measures.
- This year the SUC continues to participate, jointly with HRD, in the review and update of the current generic job descriptions (GJDs) for the Professional (ILO-wide) and GS job families at Headquarters. The GJDs for Programme Specialists and Regional Evaluation Specialists have been completed this year. The GJDs for Statisticians should be completed before the end of the year.

Challenges ahead: The SUC takes very seriously the complaints from colleagues who were unsuccessful applicants for positions filled at the three (3) stages of the recruitment process. Ensuring confidentiality, the SUC has shared staff concerns with HRD and other RAMC members.

The DG occasionally diverts from the recommendations of the RAMC without justification, and the RAMC has requested written explanations in order to protect staff members' right to appeal.

The SUC noticed once again the confirmation of the trend of the decrease and downgrade of General Service and Professional positions being advertised. Career development for ILO colleagues remains a challenge.

The SUC continues to fight the recurrent issue of English-language bias in many JDs, with a trend to exclude many potential better-qualified candidates for the benefit of English-speaking candidates, which in the SUC's view is unacceptable in a multilingual organization.

The SUC participates in the review by HRD of the generic job descriptions (GJDs) for GS staff at headquarters and the Professional category. Within the new collective agreement framework, our aim remains real career development opportunities for colleagues.

The Staff Union's advice when participating in the review of recruitment and selection procedures in the field is key in order to negotiate coherent and fair agreements.

B – Contracts and employment security including the terms and conditions of employment for staff on TC contracts¹

Objectives: To safeguard and promote job security and working conditions, particularly during ongoing or forthcoming negotiations with the ILO Administration, irrespective of the contractual status of staff, in order to give effect to the vision of "One ILO." To take necessary measures to eliminate all forms of precariousness and seek to achieve greater equality and equal treatment between the different categories of staff, irrespective of source of funding on duty stations (RB-DC, P-G, headquarters-field).

Promote equality of treatment between staff on technical cooperation contracts (TC staff) – including PSI – ("Cooperation for Development" in the Administration's terminology) and staff on regular budget in all current or future negotiations with the Administration, in order to make the "One ILO" vision a reality. Defend with the Administration equal rights for staff performing equivalent functions and promote equivalent salaries, in the spirit of ILO Convention No. 111 condemning all forms of discrimination between workers, presented by the case law of the Tribunal (ILOAT) as a fundamental principle of the working framework for civil servants. Promote career prospects and continuity for staff on TC contracts.

Priority areas include:

1. Defending existing jobs and working conditions in the context of current and future challenges: potential budget restrictions, constant search for increasingly flexible types of contracts, continuous changes and innovations used as an excuse to reduce workforce numbers, considering in particular:
 - **Maintaining acquired rights** that are Organization-specific, such as sustainable contracts.
 - **Aligning the contractual conditions of staff under the technical cooperation budget with those of staff financed by the regular budget**, including in terms of recruitment, career development, performance recognition and access to training and their implementation.
 - **Promoting a contractual framework that guarantees long-term equal treatment for the staff of the Organization**, whatever the source of funding.
2. Follow-up on the contract policy negotiations, on the basis of the MoU signed jointly by the Administration and the Staff Union in October 2023 enabling:
 - Equality of opportunity and treatment for all staff notwithstanding the source of funds.
 - Job security for all.

Means of action

Following the MoU signed in October 2023 with the Administration, and in order to implement the alignment of contractual conditions, the TC group will merge with the contracts group to support the continuation of negotiations, and the concrete application of the results obtained in a strengthened and coordinated manner, by:

- Informing the Staff Union position, strategy and results for the negotiation on the contracts policy and participating in the negotiation team for a new contracts policy, which needs to reach completion in 2025.

¹ In the interests of greater efficiency and to facilitate negotiations with the Administration, the working groups on employment conditions for staff on TC contracts and on contracts and job security have been merged.

- Closely cooperating with all Staff Union members with different contractual situations, in order to ensure that their views and interests are fully taken into account.
- Strengthening communication and information for staff on their rights and guarantees, in order to raise awareness of the often-unrecognized challenges and inequalities faced by colleagues, in particular by finalizing and then widely distributing leaflets presenting the Staff Union's action for TC staff.
- In coordination with the legal support group, supporting the union's position on contract policy with an appropriate strategy and legal argument in the event of litigation being necessary, on the basis of equal treatment and the absence of discrimination between members of staff with the same profile and seniority.

Coordinators: Laurence Dubois, Guillaume Filhon

Members: Harvey Addo-Yobo, Christine Bader, Andrew Christian, Séverine Deboos, Simon Hills, Yuka Okumura, Dora Sari

Throughout 2025, the Staff Union continued its mission to defend the rights and interests of all colleagues, regardless of their category, duty station, or the source of funding of their post.

This year was marked by an unprecedented crisis, with the abrupt withdrawal of funding from the United States Government for technical cooperation projects. This decision led to the immediate termination of numerous projects and the loss of nearly 8 per cent of ILO staff – over 200 colleagues worldwide. In the face of this situation, the Staff Union mobilized all its strength to support affected colleagues, defend solidarity, and preserve the fundamental values that unite us:

- Adoption of Resolution No. 108 at the first session of the Staff Union General Assembly (20 February 2025), giving the Staff Union Committee a mandate to negotiate and take all necessary action.
- Package of measures negotiated with HRD: end-of-contract conditions, support mechanisms, reassignment where possible, and transition measures towards the labour market.
- Legal support: activation of a legal team to provide individual advice to colleagues.
- HRD/SUC Open Forums: regular dialogue sessions to address colleagues' urgent concerns.
- Solidarity actions via the Staff Union Assistance Fund (SUAF): collection of voluntary donations to cover vital needs (SHIF contributions, maternity care, allowances for children with disabilities).

The Staff Union called upon the generosity of all to support our most vulnerable colleagues. Many contributions have already been received, demonstrating the strength of our solidarity – because, more than ever, human value must prevail over budgetary logic.

Since March 2025, nearly 150 colleagues in more than 30 countries (from Mexico to Malaysia, from Kenya to Peru, from the Democratic Republic of the Congo (DCR) to Nepal) have been made redundant. These colleagues worked on essential projects: combating forced labour and child labour, fighting human trafficking, strengthening freedom of association, and promoting the application of ILO Conventions. They suddenly found themselves without jobs, without social safety nets or unemployment benefits, sometimes without residence permits, in a context where the international cooperation job market is collapsing.

Building on the 2023 Memorandum of Understanding, the Staff Union has continued negotiations with the Administration to align contractual conditions beyond the source of funding. Even though slowed by the Administration due to the circumstances mentioned, discussions have focused on:

- the definition of internal candidates;
- redeployment mechanisms;
- recognition of seniority after contract breaks;
- titularization and WLT quotas;
- contract duration and notice periods;
- revision of mobility rules (HQ – field, GS – NO – P);
- improved access to training for DC-funded staff;
- revision of the rewards system (towards a transparent and inclusive merit bonus).

The Staff Union ensures that no agreement leads to a reduction of acquired rights, but instead to a collective improvement of working conditions.

Throughout the year, the working group contributed to:

- meetings with the Administration within the Joint Negotiating Committee;
- weekly meetings of the negotiating team;
- information to colleagues through general assemblies, open forums, Q&A sessions, and monthly broadcasts;
- convey concerns from the field during regular meetings with the Director-General.

The year 2025 will be remembered as one of the most difficult in the recent history of our organization. But it has also shown the strength of our Staff Union. In the hardest moments, we have been able to mobilize together, with energy and conviction.

The Staff Union will continue to defend contracts, job security, equal treatment, and the dignity of every colleague, while ensuring that the ILO lives up to its own principles.

III – A career development path for all

A – Personal promotions, titularization and reclassification

Objective:

- To ensure that personal promotion mechanisms are based on documented achievements, that they are inclusive, transparent and equitable, and that reclassification mechanisms provide equal opportunities for all, at headquarters and in the field, based on merit.

Means of action

- Monitoring all reclassification requests;
- Ensuring that Independent Review Groups are active in all regions for the examination of job grade review appeals;
- Participating in the joint committee on personal promotions, and taking legal action where appropriate;
- Assisting the JNC when needed.

JNC Working Group on titularizations

Titular Members: Séverine Deboos, Laurence Dubois

Substitute Member: Harvey Addo-Yobo

JNC Working Group on Personal Promotions

Members: Andrew Christian, Séverine Deboos (Professionals), Leillah Abdallah, Harvey Addo-Yobo (General Service)

At the time of the elaboration of the report, neither the joint group on personal promotions nor the one for titularization had yet finalized the 2024 exercise for eligible staff, but work was ongoing. The Staff Union had been negotiating new regulations for merit and recognition throughout 2024 and had anticipated to finalize them for the next year. At the time of the elaboration of the report, the Administration had not confirmed its agreement for a new system that would ensure a more equal access to merit and recognition for all staff in the ILO.

The Staff Union has provided support to colleagues who have asked for review of the reclassification exercise, both at headquarters and in the field.

B – Training policy and performance management

Objectives:

- To ensure that training and performance management policies are implemented in a fair and transparent manner and take into account needs of staff at all levels and categories, to support mobility and career development.
- To ensure that the performance management system is improved with actual performance documented in a fair manner, in a way that contributes to the career progression and mobility of all staff.
- To ensure that staff training reflects staff priorities for career development – as well as the Office's priorities, in line with IGDS No. 672 on career development (version 1.1), and that skills mapping is not used for individual staffs' performance management.
- To ensure that the new job descriptions are implemented in a smooth and non-discriminatory manner that is fair to all staff.

Means of action

- Reviewing the Performance Management Framework implementation, as well as the Reports Board procedures, and negotiating improvements, in order to improve the trustworthiness of the Performance Management system for career progression and merit attribution measures.
- Seeking the reactivation of the Joint Training Council so that the Staff Union has a voice in the use of Staff Development Funds (SDF), in the documentation of the impact of training expenditure, also in terms of its alignment with staff members' needs and requests, to support both functional and geographical mobility.
- Advocating for the involvement of the Staff Union at regional or departmental levels in decisions for the use of the funds and in documenting the impact of the Staff Development Fund.
- Addressing possible grievances related to the use of the Staff Development Fund, and unfair performance management.

Co-chair of the Joint Training Council: Séverine Deboos

Member of the Joint Training Council: Patrick Daru

A support package was designed for colleagues dismissed following the cut of the US-funded projects. This included: (a) job search skills trainings; (b) access to a Job Search Club for peer support; (c) targeted support through private recruitment agencies for some country offices. The package took time to be finalized, and uptake was minimal when the package was rolled out.

The Administration carried out a skills mapping and identified skills training priorities for each cluster, with hand-picked experts rather than the Staff Union. However, the intention is now to revive the Joint Training Council (inactive in 2025) to decide on priorities for the Staff Development Fund and oversee the roll out of planned targeted trainings.

IV – Enhancement of staff security, occupational safety and health and both physical and mental health and well-being for all ILO staff around the world

Objectives: The ILO must ensure that within the Organization the occupational safety and health (OSH) management system is fully operational to promote and realize the fundamental principle and right at work of a safe and healthy working environment. The ILO must walk the walk rather than just talk the talk, especially since more than 40% of its portfolio is currently implemented in fragile contexts, and many staff work within a multiple crisis environment.

Thus, the SU will continue to collaborate with the Office to ensure an effective OSH management system is operationalized in headquarters and in **all duty stations**, with OSH committees being part of this management system. As well as calling for administration accountability through strengthening Staff Union representatives' knowledge, capacity and resilience to defend the rights of staff concerning security, occupational safety and health, both physical and mental and well-being at work.

Means of action:

- Support the implementation of the current OSH policy, directive and procedure (IGDS Nos. 48, 286 and 385²) through active participation in the HQ Committee on Occupational Safety and Health (COSH) and in OSH Committees in the field, promoting compliance with the actions and requirements of IGDS No. 385.
- In regard to the above, the SU representatives at the COSH will continue to participate in the COSH working group on the revision of IGDS Nos. 48, 286 and 385 with the current Administration, and will continue to advocate for the improvement of the OSH management system at the ILO.
- Contribute to the COSH working group on mental health and well-being at work; specifically by advocating for the implementation of the ILO Action Plan on Mental Health and Well-Being at Work, especially for the completion of the psychosocial risk assessment by 31 December 2025 as documented in [the ILO Action Plan on Mental Health and Well-Being at Work](#);
- Support the implementation of the Collective Agreement on anti-harassment, towards a zero-tolerance approach to violence and harassment, raising awareness of colleagues on all aspects of this policy, facilitating information gathering and signalling of cases, proposing concrete solutions to work on the prevention of violence and harassment and on access and support for victims.
- Through the COSH, continue to request that data on occupational accidents and (suspected) occupational diseases be regularly reported to the COSH as per the current IGDS No. 385, in order to produce the necessary analysis thereby enabling data to be available on issues affecting staff members and prioritization of control measures to reduce the risk.

² Available on the COSH website: https://www.ilo.org/dyn/osh/intranet.home?p_lang=en

- The SU will continue advocating that occupational accidents and suspected occupational diseases are investigated in a manner consistent with the [ILO Guidelines on occupational safety and health management systems ILO-OSH 2001](#), Section 3.12.
- Reach out to Staff Union representatives in the field offices to promote and support the creation and functioning of OSH committees and mechanisms, including, where necessary, the identification and appointment of OSH representatives.
- Contribute to capacity-building among SU representatives by developing user-friendly guidance for OSH representatives on how to fulfil their OSH duties.
- Support SU representatives in their crises response capacity, on matters concerning occupational safety and health in public health crises and consultation of return-to-office policies and security and well-being in fragile contexts.
- Ensuring that the UNDSS and other security assessments of office facilities are consulted with Staff Union representatives, and that related action plans for improvements are adequately budgeted, implemented and monitored, in consultation with the Staff Union.
- Ensuring a staff voice in the building renovation processes (planning and implementation), through Steering Committees or other consultation mechanisms, so that the highest standards on staff occupational safety and health and well-being apply during the renovation of the headquarters and field buildings, in consultation with Staff Union representatives, Union representative and focal points.
- Supporting climate- and environmentally friendly initiatives within the ILO, including through the participation in the Environment Sustainability Committee.
- In collaboration with the Administration, ensuring that staff are kept informed of developments concerning security and occupational safety and health through communications and/or information sessions.

Working group on occupational safety and health and environmental issues

Coordinator: Ana Catalina Ramirez

Member: Andrew Christian, Patrick Daru, Séverine Deboos, Laurence Dubois

The Staff Union actively participated in COSH meetings, maintaining its role in raising to the Administration any concerns or constraints that hinder the effective functioning of this bipartite body and of the internal OSH management system. In this regard, the Staff Union contributed to the development of a new IGDS, *The ILO Policy on Occupational Safety and Health*, which consolidates and revises IGDSs Nos. 48, 286, and 385. The new IGDS was approved by the Staff Union Committee and submitted to the JNC for approval in October 2025.

The Staff Union also requested that the Administration issue standard operating procedures (SOPs) on accident and disease investigations alongside the new IGDS to ensure its effective implementation. The COSH further requested that the bipartite technical working group on the IGDS prepare such a protocol – this is ongoing.

As part of its representation in the COSH, the Staff Union has continued to participate in discussions on the Office Action Plan on Mental Health and Well-being (2024-2026), strongly advocating for a psychosocial risk assessment as foreseen in the Plan. The Staff Union has been active in the COSH's technical group on Mental Health, which was tasked with recommending an approach to the risk assessment. In June 2025, the COSH adopted the recommendation to use the UN Psychosocial Risk Management (PSRM) Tool, and submitted it to the ADG/CS for approval. A formal response from the Administration is still pending, but the Staff Union has continued to support the COSH's technical group in preparing for the risk assessment process.

In terms of communication and support to affiliates, the Staff Union has continued to respond to requests from staff representatives in country offices on OSH matters and has facilitated information exchanges with both the ILO OSH Coordinator and the ILO Medical Service.

Challenges Ahead

Despite repeated calls from the Staff Union for a fully functional OSH management system, progress remains slow. While the revised IGDS introduces important improvements regarding roles and responsibilities, its effective implementation depends on all offices having fully operational OSH committees or mechanisms and the adoption of SOPs for occupational accident and disease investigations. These OSH committees or mechanisms are essential for timely consultation with Staff Union representatives and for participatory implementation of the Action Plan on Mental Health and Well-being.

The Staff Union reiterates that building a culture of safety and health is a long-term endeavour, requiring daily awareness and action by all staff, as well as a strong commitment from the Administration to actively implement the ILO OSH Policy. On your behalf, the Staff Union will continue to be vocal and vigilant to ensure that both the Administration and staff uphold their shared responsibility to guarantee a safe and healthy working environment for all.

V – Social Security (pensions, SHIF, HIV-AIDS)

Objective: To ensure effective, efficient and sustainable health care and pension funds.

Means of action

- Ensuring the application of the Regulations and Administrative Rules of the Staff Health Insurance Fund (SHIF), particularly with regard to the information provided to insured staff, timely publication of annual reports, etc.
- Participate in the discussions on how to avoid unnecessary administrative expenses.
- Remind each member of the need to be well informed about the management of the funds entrusted by him/her to the health and pension protection bodies. The latest exchanges concerning the management of the retirement savings of ILO staff at the UN Staff Pension Fund are a step in this direction.
- Continuing discussions with the ILO Administration to consolidate services and benefits for insured staff working in the field, in remote duty stations and technical cooperation projects. The latest discussions with SHIF on the development of services and funding are a step in this direction.
- Increasing awareness and engagement of staff with regard to health care and pension issues in order to strengthen the position of staff representatives on joint bodies. This objective will be attained through regular, close communication between the Staff Union (including the Former Officials' Section) and the insured staff representatives of the SHIF Management Committee and the representatives on the Joint Staff Pension Board. In this respect, the legitimacy of the questions asked by the staff representatives must be underlined.
- Write regular explanatory texts for the Union's blog (at least twice a year, one on the Pension Fund, and one on the SHIF), promoting and organizing information sessions (at least twice a year, one on the Pension Fund, and one on the SHIF), General Assemblies and referendums in order to ensure that any proposed changes to the structure, programme, benefits or premiums are explained clearly and fully to insured staff and other participants so that no decisions are taken without extensive consultation.

Coordinator: Guillaume Filhon

Member: Clara Van Panhuys

Technical Adviser: François Kientzler (Former Officials)

During the previous financial year, an article was published on the Union's blog on the subject of social protection common to all ILO civil servants, with a view to ensuring equal treatment and equal rights for all.

It aimed, in a pastiche style referring to the fellowship of the ring in J.R.R. Tolkien's famous medieval fantasy novel, to explain how basic social protection (sickness and health) works and how to calculate the contributions needed to finance it.

In addition, the Staff Union is now represented at the bi-monthly monitoring meeting of the ILO Pension Committee, which allows it to defend the interests of colleagues in relation to pensions and to raise questions about the stability of the system in times of turmoil with regard to the number of contributors, as is currently the case.

Finally, the Committee, through its working group, has provided support for individual requests relating to the exercise of health rights (disputes over non-coverage, late payments, requests for coverage of relatives, etc.) or pension rights (amounts lower than those provided for under the calculation formula, incorrect recognition of periods of actual contributions, or non-payment in certain regions of the world due to sanctions between Member States) .

In addition to management and monitoring issues, the Committee is responsible for monitoring and investigating the actuarial feasibility of implementing unemployment insurance or equivalent for ILO staff, in the context of current uncertainties.

VI – A diverse, inclusive, equal and equitable workplace³

Objectives: To contribute to the improvement of the working environment for all ILO officials by combating any form of discrimination, and promoting inclusion, equality and diversity whilst facilitating the pursuit of a healthy work-life balance in a workplace free from violence and harassment.

While we all uphold the common UN charter and work towards the promotion of a Decent Work Agenda for all, we all bring with us diverse perspectives, work experiences, lifestyles and cultures, which should be valued, respected and supported. The Staff Union aspires to create a working environment where diversity, equality, equity, inclusion and work-life balance is respected and leveraged to improve organizational performance and the well-being of ILO officials.

³ Fair, equal and equitable conditions of employment for all staff, without discrimination based on, inter alia, age, race, gender identity, gender expression, sex characteristics, sexual orientation, languages, religion, ethnicity, colour, national extraction, social origin, caste marital status, pregnancy, personal and/or family status and responsibilities, disability, HIV status, union membership or political conviction, grade, type of contract, and duty station.

Means of action

Building upon the success of the previous year and learning from the challenges faced, the Staff Union proposes continuing to work on special mechanisms/initiatives to facilitate inclusion, diversity, equality and work-life balance.

More specifically, the working group will:

- Ensure that all negotiations – conducted under the framework of the JNC – are conducted through a gender equal, non-discriminatory and an intersectional lens. This will include negotiations on:
 - Contract policy and mobility;
 - Revision of the Flexible Working Arrangements (FWA) policy;
 - Recruitment and selection;
 - Revision of the policy against harassment, including sexual harassment;
 - Disability inclusion policy;
 - And others, as relevant, and depending on the needs and decisions of the JNC.
- Actively support the promotion of respect in the workplace, including a workplace free from harassment and discrimination at HQ and in the field and in collaboration with HRD and others (Staff Welfare Officer, MEDSERV, Ethics Officer, the Mediator, and others), including through the campaign on respect in the workplace to be launched in 2025.
- Conduct consultations on the implementation of the FWA policy to identify key areas for improvements and represent the SU in the JNC negotiation on this policy.
- In consultation with GEDI and HRD, support the promotion of diversity and inclusion, particularly, but not limited to, the areas of employment and non-discrimination, especially the implementation of the ILO Disability Inclusion Policy as well as the ILO Action Plan for Gender Equality 2022–25
- In collaboration with the UNGLOBE Coordinators at the ILO, support sensitization, awareness-raising, and advocacy efforts for better inclusion of LGBTIQ+ colleagues in the ILO, as well as UN policies, events and networking activities for interested colleagues.
- Organize awareness-raising; information sessions; activities on International Days to exchange views/concerns and share information, knowledge and good practice and exchange with ILO Staff and Union members, both at the HQ and in the field, in collaboration when relevant, with GEDI, FUNDAMENTALS, UN-GLOBE, the Employment Resource Group (ERG) and HRD.

Coordinators: Séverine Deboos, Clara Van Panhuys

Members: Leillah Abdallah, Manuel Cespedes Ocampo, Andrew Christian, Simon Hills, Kabeza Kalumiya, Yuka Okumura

Technical Adviser: Maria Prieto

The working group continued to engage in relevant activities whenever possible to reach the objective of improving the working environment for all ILO officials by combating any form of discrimination and promoting inclusion, equality and diversity whilst facilitating the pursuit of a healthy work-life balance in a workplace free from violence and harassment.

Over the year, the group ensured that all consultations and negotiations with HRD and management, took into account diversity inclusion and gender equality.

The Staff Union supports the ILO Action Plan for Gender Equality (2022-25) and advocated for more inclusive terms of reference for the ILO Gender Focal Points and Coordinators for a broader participation of field staff, colleagues irrespective of their source of funding, or grades, thus better

reflecting ILO staff. The Staff Union reiterated the importance to ensure gender equality among ILO staff.

Capacity-building sessions were delivered to Union representatives in all regions and at headquarters on diversity, equality and work life balance at the ILO. Fruitful discussions took place on what it means, what challenges we were facing and what could be done or strengthened in terms of gender inclusion, disability inclusion and how to remove discriminatory barriers and attitudes, including with respect to LGBTI+ colleagues.

Information sessions were also delivered to Union representatives in all regions and at headquarters on violence and harassment, explaining the rules and regulations and how to best support colleagues through informal and formal grievance processes.

The Staff Union Committee nominated several of its members and Union representatives to participate in a training of trainers on the theme of "Respect in the workplace" during the week of 7 April, that was delivered by external consultants. The modules are intended to facilitate a dialogue at the office level to identify what respect means at the local level, how respect or lack of respect manifests in the workplace, and how colleagues can work together to improve their office environment. The methodology foresees the participation of all colleagues regardless of grade, contract type or tenure in the Office and the final output of the training will be a Charter of Respect for the office which is written by the colleagues themselves. The Staff Union then provided feedback to fine-tune the modules. It is intended that over time this training of trainers can cascade down to equip the office with a large number of trainers thereby ensuring delivery of the modules across the office in an efficient and cost-effective manner that caters for regional specificities.

The training was part of the ILO RESPECTS campaign which was also supported by a separate but parallel campaign to denounce all forms of violence and harassment within the ILO, ensuring that staff are aware of what constitutes unacceptable behaviour and are empowered to address it through the appropriate informal or formal means when it does occur. These initiatives were developed in partnership between the Administration and the Staff Union, with the support of the Ethics Officer, Mediator, Staff Welfare Officer and colleagues from MEDSERV.

This year to celebrate International Women's Day, a joint Staff Union, HRD and DCOMM action was organized on 6 March, consisting of a photo booth with a spinner wheel to provide a platform where all ILO colleagues could share a polaroid or virtual picture on the wall and answer one of the following questions "my gender equality role model is..?" and "We can strengthen gender equality by ...". See: <https://my.walls.io/OneILO>. The Staff Union Committee members also shared the traditional coffee coupons.

The Staff Union collaborated with UNGLOBE@ILO throughout the year. UNGLOBE@ILO shared their views and position to support ongoing collective negotiations, in particular in the context of the ILO review process and mobility, as well as on individual cases and concerns. The Staff Union also committed to exploring ways of developing inclusive non-binary language in French and Spanish versions, with support from UNGLOBE@ILO. UNGLOBE@ILO also participated in Staff Union actions, on Women's Day and during the ILC to support the Staff Union's message about the need for social dialogue. For the commemoration of the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), the Staff Union supported jointly the virtual event UNGLOBE@ILO organized on 21 May on "The Power of Community". The event featured five LGBTIQ+ staff members from across the UN system. Each speaker reflected on their experience of finding and building community within our diverse workplaces. On 20 November 2024, the Staff Union also supported the UN-GLOBE@ILO organized event to mark Transgender Remembrance Day. Your Chairperson, an HRD representative,

and a colleague from GEDI discussed this topic for the first time with their colleagues from UNGLOBE at the ILO and exchanged views on how the ILO can be an inclusive workplace.

The Staff Union was consulted on the development of the Terms of Reference (ToRs) for focal points for the Prevention of Sexual Abuse and Exploitation (PSEA) and advocated for these ToRs to be integrated and linked to the existing IGDS.

Disability inclusion

The Staff Union continued to engage with the Disability Champions Network and the Employee Resource Group (ERG) on Disability Inclusion on relevant matters.

The Staff Union provided its comments and observations on the draft IGDS Office policy on disability-inclusive employment and reasonable accommodation.

It also provided inputs on the UN Disability Inclusion Strategy (UNDIS) progress report, including indicator narratives, covering the activities implemented in 2024.

Flexible working arrangements

The Staff Union organized broad-based consultation with colleagues in the field and at headquarters to gather their views on the current flexible working arrangements policy and its functioning, to support the planned review as per the IGDS. The Office, in consultation with the SUC, postponed the review to the year 2026, as other priorities were identified, and in particular on the review of office space.

In addition, within the framework of the negotiation regarding office space, undertaken at the request of the Administration to identify savings, a consultation process was initiated in order to free up two floors and put in place “hot desking” arrangements at the ILO headquarters’ building. This also involved broad consultations with colleagues in all departments and offices in HQ, through the Staff Union representatives.

VII – International affairs and protection of the independence of the international civil service

Objective: To strengthen alliances with key players involved in the improvement of working and employment conditions in the international civil service (international staff union federations, CCISUA, civil society, etc.) and to work in the long-term for the introduction of collective bargaining to the United Nations.

Means of action

- Strengthening ties with major international unions and those with whom the Staff Union is affiliated in order to benefit from their logistics and influence, and create a better framework for labour relations in the context of UN reform.
- Working towards the sharing of knowledge, resources and activities in advocacy campaigns led by the staff federations of the International Civil Service to address the potential threat of contractual reform throughout the whole of the UN common system.
- Participating in the CCISUA working group on Mental Health further to the UN implementation of the 2024 Mental Health and Well-being Strategy Action Plan, which aims to support our ongoing efforts to monitor and enhance mental health and well-being across UN entities.

- Continuing activities with already existing FUNSAs. Encouraging ILO staff representatives to participate in or create local FUNSAs in the field in order to better respond to the interests and needs of the staff of international organizations locally.
- Participate in events organized by the various trade union federations (PSI, CGAS, etc.) in order to represent the interests of the ILO Staff Union.
- Strengthen internal communication to inform the Staff Union's members about the objectives and positions taken by the various trade union federations as well as about the obstacles encountered.

Coordinator: Harvey Addo-Yobo

Members: Manuel Céspedes Ocampo, Laurence Dubois, Simon Hills

Technical Adviser: Chris Land-Kazlauskas

This year, the Staff Union Committee continued to work for the protection of staff within the federation to which it belongs, the CCISUA. We continue to engage with the current CCISUA Bureau regarding issues of common concern in the United Nations common system. This participation means that the ILO's Staff Union has visibility of the issues at stake within the United Nations common system and can monitor the work of the International Civil Service Commission (ICSC), bringing its objectives (to establish a genuine negotiating system within the United Nations) to the forefront.

A lot of extra meetings and commitment have been put in place for the Staff Union to make progress in this area. The benefits of such a presence continue to be felt, particularly in the working groups set up to revise wage-setting methodologies and in the fundamental discussions on the future of work at the United Nations.

In addition, we have been active in procuring training on Local Salary Survey (LSS) methodologies, which concerns the remuneration of locally recruited staff. A number of colleagues have received such training, which is offered by the Federation of International Civil Servants' Associations (FICSA). We have also supported local staff who have faced challenges with the impact of the LSS methodology in their respective countries.

VIII – An even stronger and better equipped Union

A – Communication

Objective: The communications group will ensure that the Staff Union communicates with the staff **more effectively and efficiently**, on activities, ongoing problems and progress made, in close collaboration with the relevant working groups.

Means of action:

- Keep the staff regularly informed of developments through the Staff Union's totems in HQ, videos, broadcasts, website, social media and networks.
- Keep the Staff Union's website up to date in English, French and Spanish with rich information for staff.
- Improve the wording of Staff Union materials where necessary, so as to make it more inclusive.
- Liaise with each working group in the Staff Union's areas of action to help promote what they do in the respective groups, so that staff are aware.

- Find new ways to promote Staff Union campaigns and explain what they are about, especially recruitment drives, training activities, etc.

The communications team will meet weekly to prepare the week's headlines ("totems"), new releases and also plan for the periodic broadcasts. All members will be in close contact in the event of an emergency to ensure responsive communication between the Staff Union and staff.

Newsletters, videos, broadcasts, information sessions, headlines, providing material and design for texts and publications on social networks and other applicable social media platforms will be our main means of communication. The communications team will consider how to improve outreach to receive more inputs from various contributors at headquarters and in the regions. Please visit us at: <http://unionmag.ilostaffunion.org>.

The communications team will continue to help the Staff Union build on the momentum it has generated so far and will do its utmost to improve communication with the staff using all the means at its disposal and the knowledge of the team members. Special consideration will be given to the communication around the Global Meeting which will take place in the autumn of 2025.

Coordinator: Harvey Addo-Yobo, assisted by Ludovic Caprini, Séverine Deboos, Kabeza Kalumiya

The communications team meet almost every week to prepare the "totems" and broadcasts, and also added monthly bulletins to inform staff about the Committee's activities over the previous months. In addition, the team held ad hoc meetings to address pressing matters as they arose. Members kept in close contact with one another to ensure that the Staff Union and staff could be reached quickly in the event of an emergency. This rapid-response capability proved crucial in keeping staff informed of developments in a timely manner. The time spent together also ensured that thoughtful, honest, and genuine messages were sent out, acknowledging the difficult times.

As the Staff Union communicates mainly by means of totems, bulletins and broadcasts, the communications team has helped by providing the design and material for posters and publications on welcome screens in HQ and on the website. The team had to respond to various challenges with new means of communicating, such as a video providing an update of the activities of the SUC in the midst of negotiation challenges. And while the SU implemented mobilization activities, the communications team worked with the Bureau to develop leaflets, and a communication campaign with pictures, distribution of posters and badges.

Another key event during the year was the mobilization organized for the 1st of May, with a strong outreach to the media community in Geneva.

The team also posted a number of articles on *UNION Blog* with contributions from many colleagues. Contributions from members of the staff who have something to say are still very much welcome, and we can only encourage you to visit our site at <http://unionmag.ilostaffunion.org>.

The Staff Union plans to keep up the hard work and to do everything it can to improve communication with the staff. To do this, it shall make use of every means at its disposal and of all the expertise of the members of the team.

B – Membership, staff representation and training

Objectives:

- **An even stronger and better equipped Staff Union:** by strengthening solidarity, consolidating the capacities of Staff Union representatives, improving internal operations, mobilization, and communication.
- Monitor membership rate both at headquarters and in the field, to adapt mobilizing strategies.

Means of action:

- Strengthen unity between Field and HQ Union representatives.
- Clarify structure and roles through different means.
- Contacting and informing newly recruited colleagues to encourage them to join the Staff Union.
- In coordination with the working group on Communication and technology, develop a welcome kit.
- Pushing towards Staff Union representation in all departments and all duty stations - as part of the elections for Union representatives in the Field and HQ.
- Scheduling of hybrid information and training session(s) for all Union representatives.
- Mobilizing at Union events such as General Assemblies, 1st of May, etc.
- Organizing at least two “café-croissant” information sessions in the course of 2024, in the presence of at least one Union representative, to rally support for the Staff Union.
- Liaising with regional titular members and substitute members to share experiences and provide mutual assistance for better adhesion and Staff Union organization.
- Engaging and mobilizing the Interns’ Section to best represent the interests of the interns (through training and information sharing).
- Welcome kit for interns.
- Creating SOP for organizing café-croissants.
- Clarify all ILO wide intern situations with HRD.

Coordinators: Leillah Abdallah, Ludovic Caprini, assisted by Severine Deboos, Laurence Dubois, Clara Van Panhuys

Supporting Union Representatives

Throughout the year, the Staff Union Committee has provided steadfast support to its network of Union representatives at headquarters, ensuring they remained well informed of developments and had opportunities to voice their concerns and share updates. During this period, we recorded a notable and sustained increase in the number of Union representatives, both at headquarters and across the field offices.

Monthly meetings were organized to ensure that communication was as effective as possible and that the voices of all our members were heard in the best possible way. A real synergy has developed between the Committee and the Union representatives at HQ, which has made it possible to take everyone’s concerns and interests into account more quickly and effectively.

In addition, regular meetings on MS Teams have helped to strengthen the sense of belonging to a network. Everyone has benefited from each other's experiences, and the spirit of collaboration between Union representatives has taken on a new lease of life.

We have indeed provided Union representatives at headquarters with access to a dedicated Teams channel that enables more efficient daily coordination and secure communication. This platform facilitates information exchange between Union representatives and with the SUC, enhancing overall collaboration through a protected digital environment. The engagement metrics over the past 90 days (10 June to 7 September 2025) demonstrate intensive usage during this challenging period: 23 posts, 162 replies, 333 reactions, and 90 mentions.

At this stage of the year, in October, the Staff Union welcomed 227 new members – 139 in the field offices and 88 at headquarters.

Since early 2025, the ILO Staff Union has been working to continuously improve its services to respond to the needs of Union representatives, in terms of training and thematic information-sharing at the global level. In terms of trainings:

- Info session on Diversity, Equality and Work-life balance for local Union representatives; February 2025 (ENG, FR, ESP)
- Training on Introduction to the Staff Union rep. role; March 2025 (ENG)
- Info Session for local Union representatives – Violence and Harassment; March 2025 (ENG, FR, ESP)
- Training on the functioning of SU local committees; June 2025 (ENG, FR, ESP)
- Info Session – Proposed changes to the SU Rules; July 2025 (ENG, FR, ESP)
- Staff Union Training – Practicing Union representatives’ skills to support staff; September 2025 (ENG, FR, ESP)
- Exceptional session for HQ Union representatives – Preparation for space planning consultations; May 2025
- Exceptional session on Agreed Terminations; July 2025
- Joint SU/HRD - Open Forum for affected staff on US Funding; May-June 2025

The first edition of the “Handbook for ILO Staff Union Representatives” has been approved, with the aim of continually allowing for a shared understanding among Staff Union representatives of “the roles and limitations of Staff Union representatives”.

We would like to take this opportunity to thank all Union representatives for the high-quality work they accomplished in such a short time on the documents concerning the feedback from the staff in their departments and the SU position paper.

Supporting ILO Interns

In 2025, the Staff Union Intern Working Group remained actively engaged with interns.

The activities with the interns mainly include the bi-monthly induction for new interns where the Staff Union presents to the new interns what the Union is about and what it is working on. During this induction, we better assist the new interns understand the values of the ILO, collective bargaining and social justice for all.

During the first half of the year, the Staff Union accompanied the Intern Board (IB) to meetings with the Administration concerning the proposed stipend increase submitted in April 2025. In the second half of the year, the Staff Union helped advise/comment on the Intern Board’s draft constitution document. The Staff Union is still trying its best to reach out to interns in ILO field locations. This

remains a key priority in ensuring the demographics of interns in both HQ and field locations and how best the Union can be of use to these interns depending on various needs.

The working group remains committed to assisting the interns through the coming years.

1 – Tackling the problems of staff posted in the field

The Staff Union Committee, through the strong mobilization of its regional representatives and in close contact with the local representatives, acts as a spokesperson to the Administration for the concerns and interests of colleagues in the field and ensures that the working and employment conditions of field staff are safeguarded and improved.

The objectives of the Staff Union in relation to field staff will include the following issues:

- the safety and security of all categories of field staff in the regions, by preventing and dealing with violence and harassment at work, while ensuring their health and physical safety;
- addressing the differences in treatment between international and local staff in terms of security, contract security and evacuation policies, in particular with regard to the rights and entitlements of staff operating in high-risk duty stations;
- in the area of social protection, allow better access to information, ensure transparency and consultation for fairer treatment;
- promoting the establishment of OSH Committees in each duty station, ensuring that there is well-trained representation on these committees;
- harmonizing regional recruitment and selection procedures in light of the new Collective Agreement on a Procedure for Recruitment and Selection signed in February 2024;
- harmonizing the Independent Review Group (IRG) at the global level;
- safeguarding the accessibility and application of flexible work arrangements which promote management by results, a people-oriented approach, greater ecological responsibility, and ensure better work-life balance
- promoting career opportunities under the mobility policy, taking into account the characteristics of each category of post, in particular TC, NO, NC and G posts;
- ensuring greater attention to the intrinsic conditions of staff employment contracts, in particular by conducting periodic surveys on employment conditions;
- addressing staff concerns concerning local salary surveys;
- addressing staff concerns on managing change.

Means of action

- Promote ILO Convention No. 190 in the field offices to avoid violence and harassment and strengthen the complaints mechanism to ensure a fair and equitable outcome for complainants.
- Review the security and evacuation policies to ensure equal treatment of staff operating in high-risk duty stations.
- Strengthen the role and functions of the COSH in all duty stations through information sharing, more regular meetings and increased training.
- Support the application in the field offices of the Collective Bargaining Agreement signed in 2014 and the Collective Agreement on a Procedure for Recruitment and Selection signed in 2024 regarding the role of the Staff Union in recruitment and selection (R&S), in order to ensure the effective involvement of the Staff Union, at the global level, in the entire R&S process and to improve its transparency and accountability.
- Take an active role in the review of IGDS No. 640 on the ILO policy on flexible working arrangements scheduled for 2025 and safeguard staff interests.

- Promote, in practice, a mobility policy that guarantees mobility for staff members who have been working in one duty station for a long time when applying for vacancies. The explicit mobility policy should also be incorporated into the Staff Regulations.
- Demand that the reality on the ground be taken into account when negotiating the contract policy with the Administration.
- Assist staff members in all duty stations to assert their rights vis-à-vis the Administration through dialogue with the parties concerned and with the support, where appropriate, of the Staff Union's Legal Adviser.
- Continue to hold regular monthly discussions with all the regional representatives via videoconference as an effective means of facilitating the sharing of information and experiences on the practical implementation of the above priorities (quarterly meetings are currently scheduled).
- Organize training on salary survey setting mechanisms, gather and compile information on the new ICSC salary survey mechanism and share those with CCISUA for further action.
- Coordinate with the Administration to mitigate risks associated with change, ensure the ILO Administration's duty of care towards its staff, and provide timely and proactive guidance and support on change management as required.
- Advocate for improved access of staff in the field to medical and emergency services.

Coordinator: Harvey Addo Yobo, assisted by Leillah Abdallah, Ludovic Caprini, Laurence Dubois, Yousra Hamed, Yuka Okumura, Ana Catalina Ramirez

The Collective agreement on Violence and Harassment at Work is continually being promoted in the field offices to avoid violence and harassment and strengthening the grievance-handling mechanism for a fair and equitable judgement for complainants. This has been done through sensitization and capacity building in the regions. The Regional Titulars and relevant representatives have also supported members where necessary, and a few cases have also been transmitted through the appropriate channels.

A determination of a level for informal conflict resolutions/problem-solving in promoting a healthy management-labour relationship so that power does not predominantly lie with directors. There is the need to promote the Respectful Workplace campaign and PSEA.

The Staff Union Committee has been following very closely the actions and support for the offices in difficult situations, and ensures that the safety and security of all colleagues have been taken into account.

The alignment of the recruitment and selection procedures through the implementation of the Recruitment, Assignment and Mobility Committee (RAMC) is under discussion with the Administration. In the meantime, progress has been made in a number of field offices to promote transparent and fair processes and promoting a mobility policy guaranteeing mobility for long-serving staff in a duty station.

SU support in the field needs to be strengthened to improve the working conditions of our long-serving DC Staff. There needs to be a solid mechanism and policy in the Office to support long-serving DC Staff and these need follow up.

Great attention has been given to ensure that the field reality is taken into account in all discussions and negotiations. In particular, through the Regional Titulars, feedback and contributions were collected to inform the inputs provided by the Committee negotiations with the Administration.

Regular discussions take place on a monthly basis with all regional representatives by videoconference, as an effective means of facilitating the sharing of information and experience in the practical implementation of the priorities indicated above. The titulars and the substitutes also join the bi-weekly committee meetings.

The lack of information and support for G and NO staff regarding redeployment, compared to what was provided for P staff, has become a significant issue. Job losses and increased precarity resulting from the sudden US funding cuts have prompted the Staff Union and the Administration to negotiate a contingency plan to ensure adequate support mechanisms in the field.

The Staff Union has reiterated to the Administration the importance of ensuring at least a minimum standard of social protection for seconded and detached staff, with the support of HRD, JUR, and SHIF across all regions.

II – Use of financial resources

Objective: To ensure maximum transparency in the use of financial resources.

Means of action

- Scrutinizing the control and monitoring process for all financial transactions.
- Continuing to search for efficient solutions for offices requiring bank accounts and putting procedures into place for transferring funds to these accounts.

Treasurer: Thierry Kouame

Contribution amounts are up compared to 2023 and 2022. We benefited from the effect of salary scale changes in many regions during the year.

New members continued to join in 2024, but at a slower rate than those leaving. The number of unionized staff therefore fell slightly overall.

Opening a bank account and gaining rapid access to available resources remains a challenge for some regional offices due to restrictive local legislation. The solutions offered by online banks will be examined to determine whether they can address this issue.

Training in the methodology of G and NO staff salary surveys was offered to several staff members at headquarters and in the regions in order to promote understanding of how salaries are set for this category of staff. A dozen staff members were able to benefit from this training during the year.

III – Support for ILO staff in the prevention and resolution of disputes

Objective: Represent and defend the individual and collective rights and interests of staff.

Means of action

- Providing staff with information and/or recommendations (on a collective or individual basis) relating to the application and interpretation of the Staff Regulations, collective agreements and IGDS documents, and other relevant policies and procedures.
- Representing or accompanying staff members in the context of conflict prevention and resolution.
- Organizing information sessions, at headquarters and in the field, relating to legal issues, especially during regional meetings or via Teams.
- Monitoring recommendations made by relevant bodies, such as the JAAB and the ILOAT, and identifying trends in order to be able to respond to questions from staff.
- Finalizing terms of reference clarifying the legal services available for staff and members, through the Staff Union website.
- Reviewing legal aspects in documents negotiated in the framework of the JNC

Coordinators Christine Bader, Séverine Deboos; assisted by the Legal Adviser, Natalia Delgado

Members: Guillaume Filhon, Dora Sari, Clara Van Panhuys

Technical Adviser: Martine Humblet

The Staff Union has provided legal support to its members throughout the year through the services of the legal adviser and the mobilization of the legal group and additional technical advisers to this group. It should be noted that the legal group stepped up to provide increased support in legal matters in view of the parental leave of the SU Legal Adviser from May 2025 to end of 2025. The Staff Union was also able to rely on the Staff Union's Assistant to the Legal Adviser, and called upon the additional services of the former Staff Union legal adviser.

Concerning individual cases, the beginning of the year 2025 was characterized by an exceptional crisis, resulting from the abrupt withdrawal of financial contributions by the United States Government for technical cooperation activities. This unilateral decision led to the immediate cessation of numerous projects and the separation of almost 200 officials across the globe. The Staff Union acted with determination to safeguard the rights and interests of affected colleagues. The legal group ensured the provision of legal assistance by activating a specialized legal team mandated to deliver individual advice and guidance to concerned staff members. The legal group also supported the conclusion of a negotiated package with HRD, encompassing end-of-contract arrangements, support mechanisms, possibilities for reassignment, and transitional measures to facilitate their reintegration into the labour market.

Furthermore, the Staff Union responded to a number of individual requests for legal advice on various issues related to our terms and conditions of work, including violence and harassment, recruitment and selection, contract precarity and performance appraisals. Lastly, the legal group has finalized guidelines for legal advice and assistance in order to meet the growing demand from our members.

Regarding collective interests, the legal group has provided support to ongoing negotiations with the Administration on different areas since the last AGM, in particular on the negotiations on contract modalities, including a revision of the rewards system (towards a transparent and inclusive merit bonus) and mobility under the Memorandum of Understanding (MOU) signed in October 2023, which

are discussed elsewhere in this report. Our position has always been to insist on equitable treatment for all staff regardless of source of financing, based on the Fundamental Principles and Rights at Work. In the framework of the process of the ILO Review launched by the ILO Administration, the legal group has been also developing its positions to be able to respond to the Administration proposals. This work is ongoing.

II. REGIONAL ACTIVITIES

Africa

Titular member: Remy Bertrand Kama Kama

Substitute member: Leillah Abdallah

Key concerns in the African region

The African region is at a decisive moment. Efforts made in 2024, particularly at the 9th Regional Meeting of the ILO Staff Union in Dar es Salaam, marked a significant step forward in social dialogue with the Regional Office. Nevertheless, new challenges are emerging while structural concerns remain.

The following points are the core priorities for the African region for 2025. They reflect both the desire to consolidate the progress already made and the need for concrete responses from the Administration on issues that directly affect the fairness, motivation and performance of staff.

1. Strengthening the mandate and capacities of the Independent Review Group (IRG)

The renewal of the mandate of the Independent Review Group (IRG Africa) for 2025 represents an important achievement. However, a unanimous consensus emerged among the new members: there is an urgent need for specialized and tailored training to enable them to fully carry out the tasks assigned to them.

Ensuring fairness and credibility: without training, the Group's decisions risk being undermined, fuelling disputes and frustrations.

Responding to a legitimate request from members: the unanimous support of members for this requirement demonstrates their sense of responsibility and commitment.

Ensuring sound governance: equipping the IRG Africa with the necessary skills will strengthen staff confidence in the classification system and limit professional tensions.

Open discussions with Human Resources at the global level must quickly lead to a concrete capacity-building programme with a clear timetable and sufficient resources.

2. Effective implementation of the resolutions of the Dar es Salaam Regional Meeting (2024)

The formal feedback received from the Regional Office on the resolutions adopted in Dar es Salaam sends a strong signal. The majority of the concerns expressed were accepted, reflecting institutional recognition of the realities experienced by staff.

A sign of genuine listening: this adoption demonstrates the relevance of the positions expressed by Union representatives and the importance of social dialogue.

A challenge of implementation: the crucial step now is concrete follow-up. Resolutions that are not implemented lose their value and undermine staff confidence.

A need for transparency: it is essential to establish clear monitoring and evaluation mechanisms, with regular reports to enable objective assessment of progress.

The African region expects the Administration to engage in this process with rigour and responsibility, so that the commitments made do not remain mere words.

3. Harmonization of recruitment processes: a requirement for fairness and performance

Among the issues at the global level, the harmonization of recruitment processes in the regions remains an essential priority.

Ending disparities: today, differences in practices between regions create inequalities and fuel a sense of injustice.

Increasing efficiency: unified procedures would reduce delays, streamline recruitment and enhance transparency.

Strengthening credibility: aligning processes would demonstrate the ILO's commitment to ensuring fair conditions for all, regardless of location.

We request that this issue be given priority treatment by Human Resources in Geneva, with a clear roadmap and tangible results by 2026.

Americas

Titular member: Maria Elena Lopez-Torres

Substitute member: Ana Catalina Ramírez

Since our last report, presented exactly one year ago, the region has suffered the cancellation of several projects and the early termination of contracts. This situation has created profound uncertainty. It is not just a disruption in work activities: we are talking about a disruption in the stability of personal and family life, in career prospects and in the economic security of many people. The fulfilment of commitments made to the beneficiaries of our work has also been affected, further exacerbating the sense of loss.

In the offices in Mexico, Brazil, Lima (including Bogotá and Ecuador), San José and Haiti, several projects funded by the United States Department of Labour (USDOL) were abruptly cancelled at the beginning of 2025. As a result, 55 colleagues – 23 women and 22 men – have been directly affected.

The committees in the region have provided support to colleagues through informational meetings with pensions and HR, and emotional support.

Work environment and conflict management

The crisis has increased uncertainty, demotivation, and loss of confidence in management. It is essential to establish a transparent and effective consultation and feedback mechanism that allows staff to express their opinions and suggestions in a meaningful way before decisions that affect them

are implemented. In addition, the lack of safe spaces to channel tensions contributes to increased unrest.

Occupational health and communication style

This context has also significantly affected the mental and emotional health of staff. Work overload, coupled with uncertainty about the future of employment, has increased stress and the perception of burnout. Added to this is a communication style that is often perceived as top-down, reactive and lacking in empathy.

It is essential that management promotes a more open, transparent and approachable communication style, including clear explanations of decisions made and their justifications. We also suggest strengthening occupational health policies with psychological support measures, wellness promotion and burnout prevention protocols.

ILO REVIEW and its impact

Field offices, in particular, feel that their realities have not been taken into account in the ongoing reform, which creates a feeling of exclusion. This perception has an impact on staff morale, with a working climate dominated by apathy.

The ongoing reform reveals the lack of a comprehensive approach to the relationship between headquarters and field offices. Decisions taken at headquarters seem to have a direct impact on country offices, without a realistic assessment of local capacities, available resources or operational contexts. Simply sending technical staff from headquarters does not guarantee relevance or effectiveness if aspects such as the complexity of local environments, the size of the populations served, the geographical distances covered, and the specific needs of each office are not taken into account. This approach not only weakens the capacity to respond in the field, but also affects organizational cohesion and the sense of collaboration, widening the gap/disconnection between headquarters and national operations.

Strengthening field work must therefore be approached from a comprehensive perspective that ensures adequate resources, contextualized training, and suitable staff profiles, rather than as a mere transfer of responsibilities from headquarters. Any measures implemented must also be compatible with internal rules and international labour standards, within the framework of a long-term organizational strategy that transcends the exclusive logic of cost reduction.

Recruitment and selection process

Since the beginning of this year, as a result of the impact of cuts to projects funded by the US Government, selection processes have been carried out exclusively with internal candidates. This measure has allowed the reinstatement of colleagues who had lost their jobs due to these cuts.

Although we have an established procedure for selection processes in the region, we have observed that, in practice, it is interpreted differently among the various offices. This lack of alignment has led to situations of discomfort and disagreement among committee members, highlighting the need to strengthen communication and ensure a more consistent and uniform application of the procedure throughout the region. In addition, it is considered appropriate to clarify the specific roles of committee members in situations of direct hiring through slippage funds or other means. Having agreed-upon information about the expectations (or lack thereof) of their involvement in this type of hiring would help to standardize procedures throughout the region.

In this regard, we reiterate our request to the Regional Human Resources Coordinator to conduct joint training for all members of the selection committees, with the aim of unifying criteria and ensuring a common understanding of the established procedure. This initiative will contribute significantly to strengthening transparency, fairness and consistency in the selection processes.

Furthermore, considering the limitations faced by some offices in terms of the number of RB staff available to serve on selection committees, we reiterate the importance of including CT staff on these committees after they have received training. This participation should take place under conditions previously agreed upon with the union, thus ensuring adequate representation and compliance with established principles.

Social dialogue and relations with Management

The regional team requests that the Regional Titular be invited to participate in the Directors' Meetings, following the practices in other regions.

This will give visibility to the good relations that characterize us.

It will also allow the Staff Union to share the concerns of the region's staff directly with the Regional Team of Directors.

There is concern about delays in appointments, such as the vacant management position in the Santiago Office.

SHIF

We recognize the progress and improvements in the reimbursement process, however, we have again received comments that reimbursements are being delayed by 1 to 2 months.

Furthermore, returns with comments are made after one month has elapsed, which causes further delay and inconvenience to the staff member, who must resend the form with the correction and wait another month for the reimbursement.

New appointments in the Latin American region

The Regional Delegation warmly welcomes our colleague Fabio Bertranou, who has been appointed Deputy Regional Director at the Regional Office in Lima and took up his duties in July 2025. We wish him every success in his new role.

As representatives of the Staff Union for all local and internationally contracted staff in the Americas, we reaffirm our commitment to work hard for a stronger and more united Union that protects working conditions and a safe working environment.

Asia and the Pacific

Titular Member: Gwendolyn Fabros

Substitute Member: Yuka Okumura

- **Meetings with the new RD and HR partners**

The Staff Union-Management relationship at the regional level remains very positive, open and constructive. The appointment of a new Regional Director at the beginning of the year, along with the onboarding of the new Regional HR Partner mid-year, has brought renewed momentum to collaborative efforts. Both are very much open to social dialogue and show strong support towards duty of care; promotion of a respectful working environment; and improvement of recruitment and selection processes, which is currently being negotiated at the JNC level. A special meeting with RD/RHRD with all SU Local Representatives in the region was organized early in February for a welcome meet and greet and some initial sharing of information.

- **Staff Union Local Elections in the Region**

The elections of local Staff Union Representatives and the respective SU Committees for the 2025–2027 mandate have been successfully completed.

This year, we ensured that colleagues in the Malaysia and Vientiane Offices are fully supported through the SU Committee based in Bangkok. A dedicated Focal Person, stationed in the Malaysia Office, now serves both locations. Plans are underway to assign Focal Persons for the Mongolia and Kabul Offices aimed at further strengthening our regional support network.

- **Recruitment and Selection**

Early this year, the Staff Union presented to the RD and RHRD the results of the mapping exercise on the current SU participation in the recruitment and selection processes in each office in the region. The Staff Union flagged a few country offices wherein there is zero participation of the Staff Union in the process, e.g. Bangladesh and Cambodia. At the time of reporting, both offices had explored establishing a mechanism and had started to invite the Staff Union with an Observer Role in few recruitments. These initiatives are being carried out while the SU in the region is highly active in participating in ongoing JNC discussions for the alignment and standardization of R&S processes within the four regions and by offices within the Asian region.

- **Career Development and Improvement of working conditions of Technical Cooperation Staff**

The Staff Union in the region continues to appeal to the Administration for support in improving the working conditions of Technical Cooperation (TC) staff including local staff in the field under National Officer (NO) and General Services (GS) categories. A key priority is the approval of a policy on the reassignment of long-serving colleagues working under Technical Cooperation (TC) budgets.

The Staff Union in the region has actively supported the development of the IGDS on Mobility and the accompanying Information Note on Career Development Assignments which include important provisions on opportunities for replacements for temporary vacancies and job swaps, which are vital for staff growth. Unfortunately, due to the ongoing financial crisis, the implementation of this hallmark IGDS may be put on hold because of cost considerations. This is a disappointing development given its potential benefits for staff career progression.

- **Respectful Working Environment**

The Staff Union in the region is fully supportive of the implementation of the global programme on Respectful Working Environment. The SU regional representation actively contributed to the customization of the training materials for the Training of Trainers (TOT) programme, ensuring that the content reflects real situation experience by the staff on the ground. Earlier this year, the region supported the training of a former SU Representative, who is now one of the accredited trainers for

the joint HRD-SU TOT initiative. This marks a significant step in strengthening SU regional capacity to promote respectful and inclusive workplaces.

In addition to training efforts, the Staff Union continues to provide case facilitation upon request from members. This includes offering advice, support, and referrals, reinforcing the Union's commitment to staff welfare and advocacy.

- **Staff Health Insurance Fund (SHIF)**

The Staff Union expresses its sincere appreciation to the SHIF Management Committee for supporting its request to expand outpatient medical healthcare coverage for members. This includes doctors' consultations, laboratory tests, medical imaging, physiotherapy, psychological and psychiatric services, dental care, and optical expenses through a third-party insurance provider – Henner Insurance.

We continue to closely monitor the implementation of the pilot programme launched in four countries in the region: the Philippines, Cambodia, Indonesia, and Viet Nam.

Additionally, we have advocated to the SHIF Management Committee for increased support for women's menopausal healthcare, in response to requests from members in the field.

- **Colleagues on Secondment and Loan to the ILO**

This year, the region experienced a tragic accident involving one of the persons on loan working in a country office. In response, the immediate action taken was to mobilize the membership for a donation drive to help augment the medical expenses.

Simultaneously, discussions were initiated with HRD at both headquarters and regional levels, as well as with the Senior Management Team at the regional level, to advocate for a comprehensive review of the working conditions of all staff under these categories. Key areas of concern include requiring enhancements to medical insurance coverage – specifically the inclusion of medical evacuation and strengthened provisions on easing hospital advance payment requirements.

This remains an ongoing discussion with Management.

- **Information sharing and internal consultation among staff and mobilizing of members for effective and inclusive Social Dialogue on ILO Reforms**

The Staff Union in the region strongly advocate for inclusive participation in social dialogue and negotiations particularly concerning the ILO Reforms while still fully cognizant of the importance of confidentiality. The effective cascade of updates from the global level to the field and the bottom-up collection of information, field to global level, remains our primary objective. Admittedly, there were challenges at the outset. Field colleagues expressed difficulty in providing meaningful input due to the limited time and lack of access to the full draft documents referenced for comments. Despite these constraints, all the SU Local representatives cooperated by mobilizing the members and contributed their insights. Most recently, the Staff Union members in the region viewed the development of the SU Position Paper on the second draft of the GB Paper on ILO Reforms as a success, and an effective platform to share the views from the field including their suggestions and apprehensions. Each Country Office was also given the opportunity to reflect its country-specific context as an annexed document of the SU Position Paper.

- **Supporting colleagues affected by the US funding cuts**

The Staff Union in the region appreciates the constructive but challenging dialogue and negotiations that led to the Joint Administrative Arrangements for colleagues affected by US-funding cuts. In our region alone, over 60 staff members have been impacted by the reduction of these funds.

Throughout the termination process, the Staff Union worked closely with Local Staff Union Representatives to organize dialogues with affected colleagues. Several special cases were referred to the SU Bureau and/or SU Legal Adviser for advice and support, particularly regarding contract reviews and indemnity calculations.

We also facilitated discussions with HRD/RHRD where needed and referred specific requests from affected colleagues to our SU representative in the Joint Recruitment, Assignment and Mobility Committee (RAMC), which monitors P-level recruitments under RB funding. We have also facilitated dialogue for colleagues who applied for P-level DC vacancies.

To date, we continue to monitor vacancy announcements through our Local SU Representatives, ensure the application of the Joint Administrative Arrangements in the field, and facilitate dialogue with HRD on a case-by-case basis and as necessary.

- **Mission to CO-Dhaka**

In response to increasing workplace concerns, the Staff Union has conducted a series of missions to the Country Office in Dhaka:

- First Mission (2023): Joint mission by the Substitute Titular Member and RHRD.
- Second Mission (2023): Joint mission by the SU First Vice-Chairperson, together with the Mediator and the HRD Chief of the Strategic Support Branch (HR/STR).
- Third Mission (December 2024): Joint mission by the SU President and Regional Titular, together with the HRD Chief of HR/STR and two independent consultants commissioned by HRD to carry out workplace assessments.

These missions were prompted by a notable increase in formal grievance cases, complex situations referred to both HRD and the Staff Union, and a growing need for both formal and informal conflict resolution mechanisms. The independent workplace assessments were designed to provide recommendations and long-term solutions to persistent challenges faced by the Country Office.

Throughout 2025, the Staff Union has maintained close support to SUC and SU members in Dhaka, while continuing coordination and dialogue with Management as needed. During the third mission, SU and HRD representatives also conducted capacity-building sessions for all available staff, focusing on relevant policies and the role of the Staff Union. While the individual interviews for the workplace assessments were being conducted during the mission, both SU and HRD agreed to limit individual consultations, which had been the primary objective of the first and second missions. The final report from the independent consultants was presented to all staff in Dhaka by mid-year. As of now, the implementation of the recommendations is ongoing, with active support from the Staff Union at multi-levels and the new Country Director along with his Senior Management Team.

- **Facilitation of Dialogue for colleagues in Better Work project**

With the growing number of requests for clarification, consultation, and support from SU Local Representatives in offices where Better Work projects are being implemented, namely Cambodia, Dhaka, Viet Nam, Colombo, Pakistan and Bangkok, the Regional Staff Union representation took the initiative to organize an open dialogue. The first session included the participation of the Staff Union Chairperson, who subsequently facilitated a constructive dialogue with Better Work Global Management. The meeting served as a valuable platform for both Management and Better Work staff to exchange information and suggestions, with SU Local Representatives playing a key role in sharing field-level insights and situations.

Europe and Arab States

Titular member: Eva Mihlic

Substitute member: Ludovic Caprini

Where specific locations are not mentioned, comments may be considered applicable to both regions. The report focuses on aspects of work in the ILO raised by office representatives, issues particular to an office are listed accordingly.

Elections

As 2025 is the election year for the region, the **Ankara** office elected a new SUC in April with 5 members. Since then, intensive efforts have been made in many areas, including strengthening social dialogue, and increasing the voice and visibility of the SU in the office. Local SU elections were held in February 2025 for the **Budapest** office, and the newly elected committee is composed of seven members. Committee members actively participate in the trainings organized by the Global SU and unanimously agree that these sessions are highly beneficial. It strengthens awareness of internal rules and enhances their ability to advocate for staff interests. Officials already serving on the committees in the **ROAS** and also in **Moscow** were re-elected.

SHIF

The reimbursement of submitted claims has reportedly improved, but still, reimbursement is too slow for many colleagues in both regions, and the associated financial burden is considerable. Processing times vary greatly depending on the period when claims are submitted, cases with reimbursement times over a month are observed. Certain rejections appear questionable, but SHIF responds and acts promptly in cases requiring urgent advances.

Flexible working arrangements (FWA)

The teleworking model is ongoing in **Ankara** Office. Considering the distribution of the number of staff in the office, staff has two regular TW days until 31st December. For core hours, the SU prepared a simple questionnaire and asked all staff to select the hour options that were discussed with the Director. In **Budapest**, the FWA are also widely used, the office-wide OHI-related consultation results clearly indicated an overwhelming support in favour of such arrangements.

Security and job security

The armed conflict in **Gaza** and frequent military interventions in the whole area are gravely affecting ILO staff in Beirut, Doha and other offices in the region. There were several solidarity events organized to call attention to loss of life not only in the civilian population, but among UN agencies maintaining presence in the area.

The war in **Ukraine** is still ongoing, and the well-being of our staff in the Kyiv Country Office remains paramount. The exceptional measure of allocating additional leave days to local staff due to night-time bombings remains in effect.

In countries covered by **DWT/CO Moscow**, concerns were raised about the security of National Coordinators. The NCs are representing the ILO in their respective countries, while they have no such official status within the ILO. Since NCs are locally recruited, they are more vulnerable in cases when ILO colleagues handle a situation in a less professional manner, when the Organization in general fails to manage expectations or fails to follow through promised measures, or in cases of any intentional or unintentional activity that may be interpreted as lack of political impartiality.

The war also impacts colleagues stationed in Moscow. International staff may still opt to relocate to Budapest, this interim measure is in effect. Prolonged uncertainty undermines staff confidence and contributes greatly to stress and anxiety. DWT/CO-Moscow staff have felt insecure about their jobs since 2022. This worsened with the exclusion of Moscow administrative positions under RBSA and DC projects, leaving remaining staff with additional workload and lack of funding opportunities for those who are on the DC contracts. Two staff members remain on precarious contracts with short extensions only until end-2025, despite over 10 years of service. The issue of retaining these staff members was raised with the RD and DG. Despite senior management having committed to making every effort to ensure that colleagues are not affected by the political situation, donors remain resistant to opening positions in the Moscow office and there are no PSI funds to support the existing

DC staff. In **Armenia**, four colleagues were affected by the US funding cut. One was temporarily redeployed, but another's repeated applications to ILO vacancies have not been successful. The BetterWork programme in **Uzbekistan** was also impacted by the US funds cut.

The sudden termination of projects funded by the United States resulted in the loss of jobs, salaries and health insurance, and radical life changes for 12 colleagues in the **Ankara** Office. Four of them are continuing to work at the office under different projects. The role of the SU is updating the affected staff about the developments and news shared by SU HQ and Regional Representatives. With their great efforts the colleagues whose contacts were terminated are entitled to get indemnity payments. Most colleagues on a US-funded project terminated in **Jordan** have been redeployed to other projects.

Recruitment and selection

Priority issues for the SU to tackle are setting up processes for the participation of the SU in recruitment and selection, working with management on a respectful work environment. In 2024, the **Ankara** SU Committee members attended the trainings on recruitment and selection process of SU HQ. The discussions with the Director about SU participation in the process had started at the end of 2024. During 2025 one SU committee member was invited to be an observer in interview panels. Based on a verbal agreement with the Office Director, the **Budapest** SU participates in every R&S process as an observer. If a selected panel member is already part of the SU, an additional SU observer is not required. A draft written agreement on the SU's involvement in R&S processes exists; however, finalization will require greater openness from the Director to recognize the SU as a full-fledged panel member. Otherwise, the document will need to be redrafted to clearly define the rights and responsibilities of the SU observer. Positive practices were seen in giving priority to internal candidates with shorter learning curves and ensuring smoother transitions of XBDC-funded staff between projects. In **DWT/CO Moscow**, the SU participates in recruitment processes as an observer. The process of shortlisting is unclear, raising transparency concerns. In the **Arab States** region, the SUC observed 90 out of 92 recruitment panels including 32 in 2025 and 58 in 2024. That amounts to almost 98 per cent coverage. However, the observation is incomplete since the SUC does not observe the recruitment process from end to end as the staff union does in LAC region.

Structural changes

Proposals drafted by the Administration are a major concern across the board. Issues include the contractual status of colleagues in **West European** offices and maintaining the functioning and independence of these offices regardless of the financing arrangements to be put in place. The contractual status of staff should be aligned with prevalent RB contracts in the organization.

The **Budapest** staff is following the emerging news with growing attention and anxiety, reflecting the high level of uncertainty surrounding the process. The online meeting organized by SU Global and the Titular Member was particularly valuable, as it marked the first time that substantial information about the proposed modifications to be presented to the GB was openly shared with interested staff.

Salary-setting mechanisms

The Staff Union Representative at the **Ankara** LSSC engaged actively since April 2025 when the 1st meeting of the LSSC was initiated to discuss interim survey salary results. A briefing meeting was arranged by the ILO Director where the SU Representative also participated and briefed Ms. Angela Li Rosi, UNHCR Director and new LSSC Chair, on the Committee's background and reiterated support for a transparent, inclusive process. Following this, the LSSC received proposed salary increase rates from the ICSC Specialist in Bonn, with a request to validate them within one working day. While at a subsequent meeting most agencies supported immediate endorsement without review, ILO, backed by a few members, stressed the need for full data and adequate time to verify calculations. In the absence of consensus, a vote was held, and the majority validated Bonn's proposal, effectively

approving minimal increases under a very tight deadline. The ILO SU, with the support of the ILO Director, raised formal reservations with the LSSC Chair and RC, noting procedural irregularities and warning that the Office may not endorse the results if concerns remain. In response, the Chair confirmed UNDP will conduct a second review of Bonn's calculations, which has led to higher rates of salary increase for the first time in a decade. Furthermore, the Chair committed to reviewing the LSSC's membership, structure, and procedures, and to exploring technical training for members, as recommended by the ILO.

Interim salary adjustments were introduced in 2025 across most countries covered by **DWT/CO Moscow**. Adjustments do not match the pace of actual inflation because official CPI data does not reflect real tendencies. The OHRM processing takes at least three months before revised salary scales are shared with agencies. Some duty stations will carry out comprehensive salary surveys in 2026; however, challenges remain in attracting comparators to participate in the exercise.

Budapest

- **Harassment**

The SU regional and local representatives were involved in a harassment case in one of the field offices (Moldova), acting as observers and advisors. The case was coordinated with SU Global and the SU Legal Adviser. HRD handled the harassment reports without proper duty of care. No reconciliation was achieved, and as a result, two colleagues resigned. This led to the loss of a highly experienced colleague with many years of service.

- **Office Refurbishment Plan**

The office provided by the MoFA is scheduled for refurbishment. The SU is actively involved in the process, ensuring that staff interests are safeguarded. Any refurbishment or office rearrangement should not result in less favourable working conditions than before. Both the physical and mental health of staff, as well as overall working conditions, must be carefully considered throughout the refurbishment process.

- **Consultations Conducted at the Request of SUC Global**

Organizational Health Index (OHI) Report: A follow-up consultation on proposed actions was held. Colleagues provided numerous inputs and creative ideas on addressing leadership and workload challenges, as well as on strengthening internal processes.

Moscow

- **Career Development**

Few opportunities exist for local staff to advance their careers.

- **Performance Appraisals**

The appraisal tool does not contribute to staff development or the career growth of national staff in the field offices.

ROAS

- **Surveys**

Over the past year the Staff Union engaged in several surveys: one important all staff survey at the start of the reporting period which in many ways framed a baseline for the SUC, and then other ad-hoc surveys including one on the Premise relocation in Beirut and another on the staff in Iraq. Surveys used the SurveyMonkey™ platform in two cases and Mentimeter in one case.

- **Case management**

- a) Individual cases: 17 individual cases spanning a variety of issues including leave management, recruitment, maternity leave, harassment, contract security, inductions, and others.
- b) Collective cases covered the Regional Office relocation, ILO Review, US-funded staff in Jordan, IGDS No. 700 complaints, and others, amounting to 83 staff.

- **Management interaction and negotiations**

Multiple interactions have been held on such issues as staff survey follow up, premises relocation, IGDS No. 700 and HR procedures. Upon a visit of the SG, the SUC also pressed the SG to not leave the killing of UN staff in Palestine and Lebanon in impunity. Regarding the proposed relocation of ROAS from Beirut to Doha and the review process, the SUC prepared a resolution which was submitted to the Staff Union Committee and the DG.

- **Main issues and lessons learned**

Main issues that the SUC has been dealing with have included stress, fair recruitment and promotion, unsuitable premises, staff mobility, application of maternity leave, and others. Overall, the SUC has been successful in unifying staff around Staff Union issues and has received widespread support from staff across all offices.

Three Union staff is not sufficient to cover all the region. It is important to further develop staff volunteering and involvement beyond recruitment observation.

The Staff Union could do more to reach out to staff in some offices such as Qatar, Yemen, and Jordan to ensure that it can better represent its constituents.

While staff welfare activities have been organized, more could be done.

Turin

Titular member: Laura Biscaro Parrini

Substitute member: Yousra Hamed

ITCILO experienced several important changes in the first months of 2025.

In April, new SU elections were held, resulting in the election of new SU Committee members. ITCILO also welcomed a new HRS Manager and a new Treasurer.

The newly formed SU Committee immediately engaged with Management to reaffirm and strengthen our shared commitment to social dialogue. Guided by the principles of mutual respect and common objectives, we aim to foster a positive environment that supports the advancement and improvement of working conditions.

We extend our gratitude to the previous SU Committee, whose efforts led to the signing of a new Collective Bargaining Agreement (CBA) for the 2024–2025 biennium. This important achievement also set the path for future biennial agreements, committing both Management and the SU to future and regular consultations. Building on this, the new SUC is now gathering input to prepare for the upcoming 2026–2027 CBA negotiations.

In addition, the SUC has worked closely with UNSSC to support the establishment of a Staff Union Association under the umbrella of the newly created FUNSA. This initiative brings together the Staff Unions of UN agencies on Campus to promote collaboration and work jointly towards a better workplace for all.

Our unwavering commitment remains the same: to advocate for the rights and well-being of all staff members. Through collective efforts, we will continue striving for a fair, supportive, and progressive workplace for everyone.

III. OTHER BODIES

Former Officials' Section

Executive Secretary: François Kientzler

Meeting of the Bureau of the Section

The Bureau of the Section meets once a month. This year, the Bureau members focused in particular on revising Annex IV of the Staff Union's *Rules*, which defines the Section's objectives and functioning. One of the challenges was to enable Section members living far from Geneva to become members of the Bureau by participating in meetings via videoconference. A second challenge will be the possibility of organizing the election of the Bureau members electronically.

The Bureau is also involved in the electoral process at the end of 2025 to elect the new Bureau, whose mandate will run for the years 2026-2027. Other key and ongoing concerns include monitoring developments at the SHIF, with regard to benefits paid and its financial status, as well as that of the Joint Staff Pension Fund in New York.

The Section's accounts have been revamped thanks to the commitment of our treasurer and auditor. Software has been purchased and the approach taken has become more professional.

Relations with the Staff Union

The Chairperson of the Staff Union is invited to all meetings of the Bureau of the Former Officials' Section and is given the first opportunity to speak. The impact on staff of decisions taken since the beginning of the year following the reduction in funding for technical cooperation programmes and attacks on multilateralism and certain international organizations (IOs) has been and continues to be a topical issue. At present, the ILO Administration seems to want to engage unilaterally in a process of relocation without really taking into account the internal collective bargaining mechanism. The members of the Bureau shared with the Chairperson their experiences gained during previous crises and assured her of their constant support in these exceptional and difficult circumstances. It was in this spirit that former officials took part in the May Day demonstration, which was organized exceptionally this year outside the joint Geneva procession due to the situation in the IOs, as well as in the staff demonstration on 14 June during the ILO Governing Body meeting.

Communication and information

The Bureau of the Section of the Former Officials responds to personal requests from former officials by post, email or telephone. We keep our list of Section members up to date and amend it as soon as we receive new information. We add young former officials who join the Section and make any changes requested by members or communicated by the ILO Administration. This includes the list of deceased former officials. Each year, we publish the list of members in a special issue of our magazine *Message*, which is confidential and reserved for our members.

Website and Facebook

Our primary communication tool is our website, which we manage independently. Our webmaster is very responsive. Our Facebook account has several hundred members who communicate with each other. We post information that we consider relevant on both sites. Finally, our magazine *Message* is published once a year; it is eagerly awaited by former officials; its layout has been modernized and it now includes many colour photos. It remains a concrete means of connecting retirees, complementing our virtual tools.

SHIF and other associations for retired officials

Former officials are members of the SHIF Management Committee, which allows us to closely monitor all developments. We maintain good relations with the SHIF secretariat. With regard to the Pension Fund, several members of our Bureau participate in the AAFI-AFICS (Association of Former International Civil Servants) Committee in Geneva. This body discusses issues related to our Pension Fund. We are present there and can use this platform to defend our interests as retirees. In October, with the support of the Bureau of the Section, the ILO will host the General Assembly of AAFI-AFICS, which is celebrating its 50th anniversary this year.

International Civil Servants' Mutual Associations (MEC/AMFI)

Staff Union representative: Sylvain Delaprisson

The Fund in CHF recorded a surplus of CHF 5,698,000, up 48% compared to 2023, mainly due to strong investment performance. As a reminder, this value is temporary and unrealized as it will be recovered when the bonds mature. Given the uncertainty prevailing within the United Nations and affiliated organizations, and in order to minimize risks, the Board of Directors has decided not to distribute the entire surplus. The sum of CHF 3,896,000 corresponding to unrealized gains on management mandates and securities has been reallocated to the extraordinary reserve in order to offset the withdrawal made from reserves in the 2022 financial year, with the aim of increasing reserves in preparation for future challenges. Nevertheless, this excellent result made it possible to distribute an interest rate of 0.50% on CHF deposit accounts, in line with market rates, plus an exceptional bonus of 1.05% (0.65% in 2023). The total remuneration thus amounts to 1.55% for 2024 (1.40% in 2023).

The USD Fund recorded a surplus of USD 195,000, down 38% compared to 2023 due to interest paid to depositors on USD accounts, which is recorded as an expense. However, it is necessary to retain part of the surplus to allocate it to reserves, as it should be remembered that, unlike the CHF Fund, remuneration here depends solely on interest rates and investment income.

In summary, the Mutual Association's (MEC's) total reserves amounted to CHF 87.7 million at the end of the 2024 financial year.

In terms of loans granted, 2024 was another good year, with a 5% increase in housing loans and a 6% increase in ordinary loans. Outstanding loans at the end of the financial year were up 6%. UNHCR officials accounted for 37% of all loans granted, UN officials for 20% and WHO officials for 19%.

These increases can be explained, on the one hand, by the post-COVID effect, as many members sought to purchase second homes and, on the other hand, by the stability and attractiveness of the interest rates offered by the Mutual Association, which remained stable in an environment of rising rates. Indeed, the Association offers better rates than private banks (especially on housing loans). However, vigilance will remain essential to avoid any over-indebtedness among members.

The total amount of loans granted in 2024 increased by 5.23% in 2024 to a total value of CHF 59,883,000 (compared to CHF 56,908,000 in 2023).

In the current climate of uncertainty, the Credit Committee has decided, on a temporary basis, to no longer grant loans to officials whose employment contracts expire in 2025 unless they submit confirmation of an extension to their contract. This measure, which is necessary in order to minimize risk, will have an impact on loans granted in 2025, which are expected to be lower than in 2024.

The year 2024 was also an excellent year for GPAFI, with an increase in insurance affiliations, mainly for supplementary health insurance, generating a 5% growth in commissions received from insurers. Administration commissions received from insurers account for 84% of GPAFI's revenue.

The temporary suspension of the CHF 1 levy per insurance contract per month continued and will be maintained in 2025. Operating expenses are down to CHF 744,000 in 2024 from CHF 1,065,000 in 2023, when a foreign exchange loss of just over CHF 225,000 was recorded on the valuation of the Trust Fund.

The GPAFI's profit for the 2024 financial year amounts to CHF 1,184,000. At the end of 2024, the GPAFI's reserves stood at CHF 10.2 million.

The change in the IT system continued throughout the year, and commissioning is planned for June 2026. This development will enable us to offer a unique product tailored to the needs of the Association's members. The cost of this project, estimated at CHF 3,500,000, will be covered by the extraordinary reserves of the Mutual Association and GPAFI, hence the importance of maintaining them at sufficiently high levels, given that there will undoubtedly be unforeseen circumstances. The cost of changing the IT system is already recognized in intangible assets for 2024 in the amount of CHF 1,136,000.

In terms of controls, PricewaterhouseCoopers SA also carried out two audits during the year, for which no comments were made other than those relating to the current IT systems.

Looking ahead, 2025 is shaping up to be a very difficult year for the Mutual Association, given the uncertainty surrounding the entire United Nations family. The results will certainly be down, but the Mutual Association's current very good financial situation will enable it to weather this difficult period ahead. In any case, the Mutual Association's Board of Directors reiterates its ongoing commitment to minimizing risks in all its actions in order to ensure the sustainability of your Mutual Association.

The ILO Intern Board

Staff Union representatives for relations with the Intern Board: Leillah Abdallah, Ludovic Caprini

ILO Intern Board engagement with the Staff Union

In 2025, the Staff Union has continued to actively engage with interns through bi-monthly inductions, presenting its work, objectives, and the ILO's core values including social justice, decent work, and social dialogue. On the other hand, the Intern Board has been recently reminded that we are legally represented by the Staff Union and can only engage in social dialogue through the Union, underlining the Staff Union's essential role in representing interns. On this issue, interns see an urgent need for clearer guidance on the processes of social dialogue between the management and the Intern Board through the Staff Union, navigating the organizational changes, supporting the Union's efforts, and strengthening our collective voice. We believe that enhanced cooperation between interns and the Staff Union will improve internship experiences while ensuring interns are supported in accordance

with ILO standards and respecting our freedom of association and right to collective bargaining. While recognizing that ILO internship conditions are better than other UN organizations, we remain committed to continuously improving working and living conditions for all interns through deeper engagement with the Staff Union and increased awareness about our fundamental principles and rights at work.

Navigating recent organizational changes

As ILO interns, we are deeply aware of the recent developments within the ILO and the considerable stress and pressure currently facing various departments across the Organization. We witness firsthand how these changes impact our colleagues, supervisors, and the broader institutional environment in which we learn and contribute. In light of these challenges, interns strongly support the Staff Union in representing the interests of all staff while insisting on defending the fundamental values of the ILO. During these challenging times, we believe that the interns and the Staff Union must work together to protect the ILO's staff, its mission, and all the current and prospective interns of the Organization: so that organizational changes strengthen our commitment to decent work and social justice, not weaken it. We are ready to support the Union and contribute our voices to discussions about both the staff's and Organization's future.
