



Vision statement

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France's candidate for Director-General of the International Labour Office

With more than a century of experience, the International Labour Organization (ILO) was born in the aftermath of the First World War, with an unprecedented mandate: promote social justice to guarantee peace. After the Second World War, its mission was enhanced with the Declaration of Philadelphia, which affirmed the rights of individuals and the role of the ILO in fulfilling their fundamental aspirations.

We are currently experiencing another period of systemic crisis. In the context of globalization, the pandemic, climate change, the digital transformation and demographic challenges, the ILO must now, more than ever, be on the front line.

The normative mandate of the ILO and its unique tripartite structure mean it has both the responsibility and the capacity to write a new chapter in its history. The ILO needs to assert itself within the multilateral system as the social regulator of globalization, and as a benchmark and driver of social progress. To do that, the ILO and its constituents need to be able to overcome deadlocks and restore dynamic, effective tripartism.

In a world of work divided by inequalities between and within countries, my vision is that of an ambitious ILO that works relentlessly to protect individuals and empower everyone; an ILO that creates the conditions for a new social contract to reconcile economic development, environmental protection and social justice. We must build this new social contract together, both urgently and for the long term.

My experience as a Labour Minister and international business leader have forged my deep commitment to dialogue and social justice, and my vision for the ILO.

THE ILO ON THE FRONT LINE

- In a globalized world already being shaken up by global warming, the digital economy and demographic challenges, the pandemic has dramatically worsened poverty and inequalities both between countries and between individuals.*
- The public health, economic, social and environmental crisis hits the most vulnerable members of our societies hardest – children, young people, women, migrants, workers and small and medium-sized enterprises –. Developing countries, which have considerable fiscal constraints, suffer the consequences most.*
- Faced with these challenges, the ILO and its members need to constantly propose tangible, human-centred solutions to provide decent working conditions for all and build a fairer, more sustainable world of work for future generations. It is our responsibility to scale up and step up our efforts to generate momentum for solidarity and social progress, for everyone, everywhere.*

► **A new global momentum for social progress**

With the ILO constituents, I want to build a new momentum for social progress. As Director-General, I will prioritize reducing inequalities both between and within countries.

The ILO's tripartite structure, anchored in social dialogue, puts it in a unique position to reconcile economic, social and environmental challenges. The ILO needs to generate **new global momentum of solidarity for social progress**.

A TURNING POINT FOR THE PROTECTION OF ALL INDIVIDUALS

To ensure genuine protection for all, the ILO needs to act as a priority to consolidate the foundations of the world of work: respect for **fundamental principles and rights at work**, including the prohibition of forced labour and child labour. The ILO must guarantee decent working conditions for everyone, everywhere, that respect fundamental rights, in national and global supply chains and in the platform economy.

As Director-General, I will support the work of the Governing Body to make occupational safety and health a fundamental right.

Fighting against inequalities and protecting individuals also means **building universal access to adequate social protection**. Today, more than 4 billion people do not have any social protection, while half the world's workers live in the informal economy. This situation is unacceptable morally and hinders the fight against pandemics, as well as economic development, and is a danger to stability, social cohesion and peace.

To fulfil its mandate, **the ILO needs to serve the masses and rapidly bring about universal access to social protection**.

That goal is within our reach. As human resources director in a major global company, I brought in social protection for all the company's employees worldwide, and as Labour Minister, I conducted the negotiations of the "Social G7", during the French G7 Presidency in 2019, that led to the adoption of the first tripartite declaration with the international social partners and an unprecedented ILO, IMF and OECD joint statement on the reduction of inequalities, addressing the informal economy and ensuring universal access to social protection. I want to pursue this fight and speed up the implementation of solutions, with you.

EQUAL OPPORTUNITIES FOR ALL

Fighting inequalities means fighting for equal opportunities and against discrimination, including gender discrimination. Around the world, women are paid less, and hold less safe jobs. They form the majority of workers in the informal economy and have less access to social protection.

This fight for gender equality and against violence and harassment is central to my commitment. As Minister, I put in place an act that set an obligation of results and established a gender equality index regarding pay and careers.

As Director-General, I want the ILO to build a transformative agenda to take forward the issue of gender equality and the fight against violence and harassment.

Two major challenges will continue profoundly transforming the world of work: the ecological transition, to fight global warming, and the digitization of the economy, particularly with the development of platforms and artificial intelligence. All countries and all sectors are concerned. In the next ten years, half of jobs will have been transformed, recreated or lost. If we do not act fast, young people, the least qualified, seniors and the unemployed will pay the price.

The ILO needs to be the Organization that faces up to these challenges, and that anticipates and offers tangible answers. We need to fight unemployment and do everything possible to ensure everyone has access to a decent job, an adequate wage, lifelong learning and entrepreneurship. Offering all young people access to training and jobs must be a priority.

As Director-General, I will strengthen the ILO's capacities dedicated to supporting employment and skills development, particularly for young people. I will support the creation of decent jobs, particularly in the key sectors of care, digital technologies and the green economy, which foster a just, human-centred transition. The regional and country offices will work to help the constituents determine the appropriate investment strategies and policies.

EQUALITY BETWEEN COUNTRIES

Global economic competition cannot become a social race to the bottom: the ILO must contribute to reducing inequalities between countries and encourage their economic and social convergence, while fully taking into account their specific situations and needs.

Developing countries need appropriate programmes for combining their economic development with ambitious social objectives.

As Director-General, I will develop tailored technical assistance programmes, particularly when it comes to trade agreements.

I will support the launch of structural initiatives aimed at increasing the ILO's impact in the field and improving the coherence of multilateral policies, with UN agencies, WHO, UN Women, IMF, World Bank, OECD and regional development banks. The ILO must become more open and a key and influential partner in the regulation of globalization.

This strengthened cooperation with the other international Organizations is vital to successfully addressing the challenges of a just transition, an essential feature of the preamble of the Paris Agreement, ensuring decent work in the platform economy, strengthening corporate social and environmental responsibility, developing access to social protection and tackling the informal economy.

As Director-General, I will ensure the follow-up on the conclusion of the Tripartite Working Group regarding the issue of full democratic participation on equal footing in the ILO's tripartite governance.

► **Fresh momentum for the ILO**

STRONGER NORMATIVE ROLE FOR THE ILO

As Director-General, I will defend the ILO's normative mandate and its supervisory system, as I did when I was Minister working for France's ratification of ILO conventions.

As Director-General, I will support the Standard Review Mechanism, to ensure that ILO standards address current and future challenges and thereby to identify new regulation needs.

I would like to support countries in their efforts to ratify international labour standards by supporting social dialogue and providing the ILO's technical assistance.

I will also support renewed dialogue on the ILO's supervisory system to improve its effectiveness and its legal certainty. **The objective is to boost the trust and ownership by ILO constituents.**

AN ILO AT THE FULL SERVICE OF ITS MEMBERS

To rise to the challenges of the world of work, **the ILO must bridge its divides and concentrate on what has been its strength: social dialogue between the representatives of the billions of workers and their families, employers**, without which growth and innovation would come to a halt, **and States**, regulators, which ensure justice and progress and are pillars of the world order.

Having been a Labour Minister, committed to tripartism, I know how powerful social dialogue can be in finding compromises, but also in coming up with innovative shared solutions that are adapted to each context and therefore effective.

As Director-General, I will encourage high-level political discussions in the Governing Body, and I will work for ambitious collective action.

I will ensure that the ILO's governance and management are transparent and inclusive and that they reflect today's realities and specific needs of constituents, both social partners and governments, regardless of their level of economic development.

With the assistance of regional and country offices, I will support a new wave of social dialogue in countries to help identify national priorities and tools to build back better after the crisis.

A GLOBAL BENCHMARK FOR LABOUR ISSUES

By relying on the quality, professionalism and commitment of its staff, the ILO can strengthen the impact of the measures it adopts and implements.

As Director-General, I will develop strategic research, data collection, comparative analysis and partnerships to make the ILO the global benchmark for labour issues. I also want to build capacity of analysis of local offices to develop solutions for our members.

ILO analysis must guide the strengthening of the Organization in the multilateral system and show that the development of sustainable enterprises, the protection of the planet and the protection of workers are compatible.

This is the core of the new global social contract that I am proposing we build together.



With my experience, I will be able to represent and promote ILO positions and its tripartite constituents.

I know I can inspire a spirit of trust, ambition and shared responsibility among the ILO constituents.

Having headed a company active throughout the world, I know the power of social dialogue and the value of corporate social and environmental responsibility.

As a political leader, I believe in the proactive approach of States and the international community.

As a woman, I am determined to lead the fight for equal opportunities and the prohibition of all discrimination. I am determined to work for the participation of all in social and economic development.

As a French woman open to the world, I know the importance of multilingualism and I am passionate about cultural exchanges. I enjoy and have experience in international action and expertise in working in English and French.

Together, let's build a strong, pertinent and modern ILO for a fairer, more sustainable and more prosperous world. Together, let's make social progress a reality for all.

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