



Greg Vines

Candidate for Director-General
of the International Labour Organization

My vision is for a world that ensures social justice and decent work for all.

Under my leadership, the ILO will prioritise a human-centred recovery from the pandemic that is inclusive, sustainable and resilient. I will harness the ILO's unique tripartite structure and standard-setting mandate to shape the future of work.

COVID-19 has caused a social, economic and health crisis that has eroded our progress towards decent work for all. A concerted recovery effort is needed to continue towards the achievement of social justice and a human-centred future of work.

The next Director-General will lead the ILO at a time of global uncertainty and transformation. The organization has a crucial role to play in the global response. Even before the pandemic, there were challenges facing the world of work. The UN 2030 Agenda for Sustainable Development called on the ILO, as a leader in the multilateral system, to reinvigorate its mandate to pursue decent work and social justice for all.

The Centenary Declaration for the Future of Work set the framework for the ILO. The Global Call to Action provides for the Declaration's accelerated implementation as the roadmap for global recovery. As a Deputy Director-General of the ILO, I led the development of both guiding documents, together with the ambitious reform program that has modernised ILO systems and strengthened its governance over the last decade.

These are the solid foundations from which I will lead the ILO to build an inclusive, sustainable and resilient future of work.

As the first Director-General elected from the Asia-Pacific,

I would bring valuable experience from working across the region to ensure that the ILO recognises and responds to the diverse needs of all member states.

In my professional career, I have represented governments, employers and workers. Having held significant senior roles at the ILO over the past decade, I have a thorough understanding of how the ILO, our constituents, and the United Nations operate. I know how to build consensus in a complex multilateral environment, and how to embrace the ILO's proven tripartism to advance our agenda.

With these credentials and cognizant of the opportunities available, I am uniquely placed to address the challenges facing the world of work.

To deliver my vision for a world that ensures social justice and decent work for all, I will:

- ensure ILO labour standards and the supervisory system are globally recognised and respected as the basis on which to advance the decent work agenda and a human-centred future of work
- reinvigorate social dialogue, shared ambition and trust, to respond to the changing realities of the world of work
- equip the ILO to deliver transformation in the world of work, including in gender equality, and through just transitions for climate change, digitalisation and intergenerational challenges
- engage strategically, globally and regionally to build partnerships for success
- represent and respond to the constituents we serve.

Global recognition of ILO standards and the supervisory system

International labour standards and the ILO supervisory system remain key to our future. Working together in the tripartite structure, we can ensure that standards are fit for purpose, provide strong minimum protections and foster an environment in which enterprises can grow and create decent jobs.

The integrity of the supervisory system remains vital. However, it has challenges that must be addressed. We must support constituents, through our standards system, to realise decent work for all.

To advance the critical role of the ILO as a tripartite, standard-setting organization, I will:

- invest resources to ensure we complete the review and update of ILO Standards, and fill emerging gaps
- address the challenges facing the supervisory system to maintain its authoritative and respected role in advancing decent work.

Reinvigorating social dialogue to respond to the changing realities of the world of work

We must renew our efforts to foster social dialogue as the ILO's key tool. Social dialogue enables us to continue to respond credibly to the changing realities of the world of work, informed by those at the frontline of change.

The ILO is the home of tripartism within the United Nations family. The social partners have many shared goals, as well as their own priorities. As Director-General, I will always strive to bring our tripartite voices together to achieve common ground.

My commitment to tripartism is evident at an institutional level and through my approach to capacity development. By enhancing technical skills and targeted guidance to constituents, I will foster the development of tripartite capabilities.

To reinvigorate social dialogue, I will prioritise:

- revitalising and strengthening our commitment to tripartism and the trust required to generate consensus from a common ground
- strengthening the capacity development of social partners as the voice of workers and employers globally.

Delivering gender equality, just transitions, and addressing intergenerational challenges

There is no doubt that COVID-19 has disproportionately affected women. In response, we must pursue a truly transformative commitment to gender equality.

To do this we must:

- improve access to decent work opportunities for women
- empower carers by advocating to have caring recognised as a shared responsibility
- eliminate violence and harassment in the world of work
- close the gender pay gap once and for all.

Just transitions in the world of work are becoming more complex and urgent. To address this, we must provide global leadership in research, policy development and knowledge sharing.

We must strengthen partnerships to support the work of the ILO. This requires practical action to deal with the world of work implications of climate change, digitalisation, the informal economy, and emerging forms of work. We must address the specific challenges of the most vulnerable people in society and ensure that no one is left behind.

We must confront the challenges in skills acquisition and employment opportunities. Young people and older workers have been particularly hard hit by the pandemic. The ILO must promote targeted intergenerational strategies to support skilling, reskilling, and matching people with employment opportunities throughout their working lives.

To support the ILO to transform the world of work, I will:

- allocate resources to embed a transformative approach to gender equality across the activities of the ILO
- lead the promotion of equality and diversity through strengthened advocacy and action on the ground
- bring greater focus and consolidation to efforts for just transitions to decent work arising from the challenges of climate change, digitalisation, the informal economy, and emerging forms of work and employment relationships.



Building partnerships for success

To address the impact of the COVID-19 pandemic we need to play to the strengths of the ILO as a unique member of the multilateral network. We must strengthen relationships, including with and beyond the United Nations, in pursuit of our mandate. Only with the coordinated expertise of the multilateral system at the global, regional and country-level, can we ensure an equitable recovery from the crisis.

The ILO must engage assertively and collaboratively. We must focus our efforts on:

- skills development
- appropriate protections for workers and respect for fundamental principles and rights at work.
- sustainable social protection
- support for the most vulnerable in society and removing barriers to decent work
- support for sustainable and productive enterprise development leading to the creation of decent jobs.

This must also be supported with more strategic and targeted development of partnerships.

To build partnerships I will continue to:

- collaborate with partners across the multilateral network to progress comprehensive global, regional and country-level responses in support of ILO priorities
- build new partnerships to support research, policy development and ILO action on the ground.

Representing and responding to the constituency we serve

As Director-General, I will make sure that the organization I lead reflects the diversity and values of our members.

Diverse perspectives are critical to addressing all challenges facing the organization in the future. Building on the progress we have made in achieving gender parity at lower staffing levels, I will establish a senior leadership team with gender and regional balance that reflects constituent and cultural diversity.

Although significant progress has been made over recent years, greater effort is needed to ensure the ILO is regionally responsive. We need to significantly increase regional and country office access to technical expertise from headquarters, supported by an effective staff mobility plan.

Our policy making and program design must be constituent focused and informed by lived experience. This will also give us greater capacity to influence multilateral action at the global, regional and local level.

To serve our constituents I commit to:

- achieve gender parity and greater diversity across the ILO
- increase access to technical expertise within regional and country offices, enabled by an effective staff development and mobility plan
- introduce regionally differentiated programming and increase investment in monitoring and evaluation to truly understand the impact of ILO programs.

Leading the ILO into its next centenary

The ILO must be a pillar of stability while being responsive to ongoing global challenges.

With an uncertain future ahead, I can confidently deliver for governments, for workers, and for employers, and assertively lead the ILO in more focussed multilateral engagement and partnerships.

I bring a proven ability to deliver results and promote good governance, a deep understanding of the ILO's operations, and a commitment to action through tripartism. This experience is lived – I have worked as an employer representative, trade union leader, public sector executive, and diplomat.

I have led the ILO Director-General's reform programme with a commitment to pursuing excellence and an absolute focus on increasing and improving services.

This work is not complete. It remains a priority to identify further opportunities for innovation, efficiency and cost effectiveness, together with transparency and accountability.

Together with my extensive engagement across the multilateral system, including as an active contributor to the UN High Level Committee of Management, I have demonstrated my diplomatic and high level communication skills, and commitment to respond to the needs of constituents.

I will ensure the ILO operates at the highest standards of integrity and excellence, and uses its resources in the most effective and efficient way.

Together, we can build forward better from the COVID-19 crisis, to create an inclusive, sustainable and resilient future of work for all.