



We also need to rethink the structure and functioning of the Bureau of Human Resources Management (HRM), which, on the eve of this General Conference, had still not published key documents. How can an obligation as fundamental as the timely provision of information to stakeholders remain unfulfilled? HRM must have a clear strategic vision and be directly accountable to the Director-General. Transparency and accountability must be ensured, particularly in recruitment and performance management.

In terms of well-being, the 2024 staff survey and the reports of the Division of Internal Oversight Services (IOS) and the Ethics Office all highlighted a troubling situation concerning the work environment. We look forward to the implementation of the concrete, low-cost measures proposed by ISAU.

Excellencies, ladies and gentlemen,

UNESCO was born of hope. This hope is fragile, yet it remains alive. It is carried by the Member States, by the people and by the men and women who breathe life into our Organization every day. UNESCO staff embody the continuity of its mandate, its memory and its capacity for action.

We will work with the new Directorate in a spirit of dialogue, responsibility and constructive engagement.

Together, we can build a fairer, more efficient and more humane UNESCO, in line with the founding principles of our Organization.

I warmly thank Uzbekistan for its hospitality.

May this General Conference be the starting point for renewed momentum, driven by the will of the Member States, towards a UNESCO that can rise to the challenges of our time.

Thank you for your attention.