

**COUNCIL****Meeting of the Council at Ministerial Level, 3-4 June 2026****THE SECRETARY-GENERAL'S STRATEGIC ORIENTATIONS FOR 2027–30****JT03587760**

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1. **In today’s increasingly challenging global environment, the OECD’s mission to assist Member and partner countries in crafting better policies for better lives – rooted in shared values, data, information sharing and multilateral dialogue – has never been more important.** Looking to 2030, the Organisation will pursue Member-defined priorities through established, consensus-based processes. Open, constructive, evidence-based dialogue is a core institutional strength – and an indispensable asset in an era of uncertainty.

2. **This note sets out my Strategic Orientations for the Organisation for 2027–30.** They reflect my dialogues with Leaders, Ministers, Ambassadors and other stakeholders, as well as the ongoing consultations with Members as part of the preparations of the 2027–30 OECD Programme of Work and Budget, and they are shaped by the rapidly evolving geopolitical and global policy environment.

3. **The global economy has shown remarkable resilience, yet we are facing a challenging time ahead with increasing fragilities and significant risks amid persistent geopolitical volatility and policy uncertainty.** The March 2026 OECD Interim Economic Outlook projects a slowdown in global GDP growth to 2.9% in 2026, from 3.3% in 2025, due to trade fragmentation, surging energy prices, weaker labour markets and softening business and consumer confidence. Significant downside risks arise from the unpredictable nature of the evolving conflict in the Middle East. We project a slight strengthening in growth to 3.0% in 2027 as the effects of tariffs fade, financial conditions improve and lower inflation supports demand, all subject to substantial risks and uncertainties.

4. **Looking ahead to the medium term, growing fragmentation and geopolitical tensions can increase the likelihood of economic disruptions and reduce opportunities to develop and reach agreement on global solutions to shared challenges.** Policymakers will need to navigate the shifting geopolitics and heightened policy uncertainty in the midst of continued structural challenges and key transformations:

- Low productivity growth, persistent red tape and complex regulations, as well as rising trade restrictions could, if left unaddressed, lead to a lower economic growth trajectory and hold back income convergence. Widening inequality – within and across countries – is fuelling political polarisation and eroding public trust in institutions, posing direct risks to the multilateral co-operation on which the OECD’s mission depends;
- More proactive responses are needed for the economic, social and fiscal impacts of population ageing, including by accelerating and strengthening policy efforts to boost economic performance through the more ambitious pursuit of genuine gender equality;
- Climate change demands a more coherent, ambitious and globally coordinated response – balancing mitigation, adaptation and the transition opportunities it presents;
- Greater efforts are needed to seize the significant opportunities offered by the digital transformation and AI, while better managing the associated risks and disruptions, including through fostering appropriate skills formation and addressing the taxation challenges of the digital economy; and
- Our global rules-based trading system needs to be fairer and work better – to tackle unfair trade practices and boost economic security and supply chain resilience in a way that helps us preserve the well-established economic benefits of open markets and rules-based global trade.

5. **In this policy environment, the OECD remains a unique community of like-minded nations with the ability and responsibility to contribute to shaping global economic and policy co-operation for the better.** Our shared values, including democracy, the rule of law, the protection of human rights, multilateral co-operation, open markets and a rules-based trading system, have stood the test of time. Economic security – encompassing resilient supply chains, trusted technology ecosystems, and the integrity of critical infrastructure – is increasingly central to Members’ policy agendas and should be further reflected in the OECD’s work.

6. **At a time when the rules-based international order is under severe pressure, we need more multilateral dialogue and co-operation.** In the [OECD’s 60th Anniversary Vision Statement](#), Members reaffirmed their shared commitment to an open and transparent rules-based international trading system underpinned by strong multilateral co-operation. The discussions at the 2025 Ministerial Council Meeting confirmed the strong appetite for a joint dialogue on the best ways forward and the need for the OECD to continue reaching out beyond its current membership to further enhance and develop global partnerships.

7. **We must continue to reinforce our shared values, support the benefits of multilateral co-operation and strengthen the OECD’s relevance and contribution to the global policy dialogue.**

8. **Over the period 2027-30, the OECD should aim to:**

- Promote stronger, inclusive and sustainable economic development and growth by reinvigorating productivity and competitiveness as key drivers of increased opportunities and living standards.
- Support reforms to make global trading arrangements fairer and function better, while preserving the economic benefits of open markets and rules-based global trade.
- Advance our global leadership on digital transformation and AI to shape their design, development and deployment, building on our unique data resources and multistakeholder approach.
- Drive climate policy best practice globally and reinforce coherent and co-ordinated multilateral dialogue on climate action.
- Pursue strategic enlargement and global engagement to strengthen the OECD’s relevance and ability to deliver on the global economic agenda, while contributing to sustainable development.
- Continue to drive a corporate modernisation and efficiency agenda to ensure that the OECD remains at the global best practice edge and continues to attract and retain talent.

9. **In more detail, our work should be framed around the following priorities.**

**First, promoting stronger, inclusive and sustainable economic development and growth by reinvigorating productivity and competitiveness.**

10. **Our key goal remains to promote stronger economic development and growth, through reinvigorating productivity growth and competitiveness as key drivers of increased opportunities and living standards.** We will continue to advance pro-growth structural policies, while also pursuing policies to address the rising cost of living and to boost equality of opportunity and social cohesion. A central priority will be accelerating

pro-competitive and pro-innovation regulatory reform – cutting red tape, simplifying administrative processes and strengthening corporate governance – to unlock private sector-led growth and investment, including through our new flagship publication *Foundations for Growth and Competitiveness*. We will also strengthen equal opportunity by focusing on education, skills and health policy, to ensure people are well prepared for and can adapt to changing labour markets and societies.

11. **We will help design pro-competitive, trade-friendly industrial policies that stimulate growth and support countries through the major structural transformations underway.** We will continue leveraging OECD evidence and expertise to better guide industrial policy design and public support for critical sectors – to strengthen trade, investment and industrial policy coherence. Advancing this work – including by expanding the OECD MANufacturing Groups and Industrial Corporations (MAGIC) Database – will require sustained strategic leadership and Member support.

12. **We will continue to identify sound policies and tools to drive economic development and growth.** Through our suite of flagship reports, country reviews and Economic Surveys we will advise and engage with governments on structural reforms designed to boost productivity, promote innovation, strengthen integrity, and support business dynamism and well-functioning and inclusive labour markets tailored to address longer term challenges like population ageing and the transition to net zero. We will continue helping governments to put public finances on a sustainable footing to manage rising public debt levels and long-term fiscal pressures. We will deepen our understanding and management of international spillovers from domestic policies – structural, fiscal, industrial, security and climate – by also taking into account the specific circumstances and needs of developing countries.

13. **We will support expanding and improving active labour market policies through investing in effective education and skills policies** with a focus on upskilling and re-skilling for the future. We will analyse how AI and structural change are reshaping labour markets in the medium and long term – examining impacts on the labour force structure, skills demand and supply, job quality, career pathways, and the financing of social benefits and services. We will continue supporting policies to strengthen the governance of skills systems, encourage lifelong learning, help design cost-effective active labour market policies and also support the analysis of ongoing structural labour trends through our OECD Migration Anticipation and Preparedness Task Force.

14. **Core to our mission is the promotion of as many quality, productive and rewarding jobs as possible.** Growing private-sector businesses that are operating in open, efficient and competitive markets will remain the main engines of job creation. Small- and medium-sized enterprises (SMEs), particularly new innovative firms, will be key actors in job creation, and in skills development and allocation at a regional and local level. The OECD will support national and subnational governments in designing, deploying and evaluating spatially targeted policies, including regionally focused industrial policies, through a comprehensive data offer leveraging our new Local Data Portal. We will also support policies that encourage business dynamism by growing entrepreneurial ecosystems and boosting access to finance and digital tools, including through our SMEs Finance Scoreboard and the Digital for SMEs Global Initiative.

15. **We will support policies to promote health, well-being and inclusion** by developing new evidence and designing policy tools through the OECD Knowledge Exchange Platform on Well-being Metrics and Policy Practice (KEP) and the Observatory of Social Mobility and Equal Opportunity, by promoting more resilient health systems that utilise AI to improve performance and cost-effectiveness, including through harnessing

new insights from a planned second cycle of the Patient Reported Indicators Survey (PaRIS) initiative.

16. **We will provide new insights on how equality of opportunity and gender equality support progress and ambition towards stronger economic growth and social cohesion within the OECD and beyond**, including through the continued implementation of the OECD's Contribution to Promoting Gender Equality. Our efforts will focus on evidence-based recommendations to stimulate stronger growth by tackling barriers to women's participation in employment, entrepreneurial and educational opportunities. We will continue to promote gender equality by establishing the OECD as a leading provider of gender disaggregated data and advice on gender policy, including through the continued implementation of the Economic and Development Review Committee (EDRC) decision to systematically integrate gender issues in OECD Economic Surveys, our Gender Data Initiative, the OECD Dashboard on Gender Gaps, the OECD Forum on Gender Equality, the implementation of OECD instruments on gender equality and the Social Institution and Gender Index (SIGI).

17. **We will continue enhancing and better integrating our work on infrastructure**, with a whole-of- OECD approach, including the work of the hosted Secretariat of the Blue Dot Network, a trusted global framework for quality infrastructure investment.

18. **We will strengthen trust in government and support the effective transformation of public governance**. We will expand our efforts to help democracies address the shared challenge of institutional mistrust and strengthen information integrity – including through the OECD Trust Survey and the Reinforcing Democracy Initiative.

19. **We will support well-functioning financial systems by helping design a sound institutional architecture, good regulation, and robust supervision**. We will strengthen our work on non-bank financial intermediation (investment and pension funds and insurance corporations), debt and equity securities markets, as well as national capital market development that is aligned with international standards. We will also support the liquidity of capital markets through our work on pension and insurance markets, as well as individual financial literacy.

20. **We will support implementation of the global minimum tax and the side-by-side arrangement agreed by the Inclusive Framework in January 2026, and move forward to build a constructive dialogue on the taxation of the digital economy**. We will continue to lead the global fight against tax evasion and multinational tax avoidance by strengthening and expanding the tax transparency standards. We will work constructively with the Committee on Fiscal Affairs, as well as the 148 members of the Inclusive Framework and 173 members of the Global Forum on Transparency and Exchange of Information for Tax Purposes, and will step-up our efforts in capacity building and technical assistance to support domestic resource mobilisation in partnership with other organisations. We will support collaboration to enhance capacity of tax administrations through effective use of technology, and promote certainty and stability. Finally, we will continue to provide essential data and statistics to support domestic policymakers in building tax systems that foster innovation, productivity and growth.

## **Second, supporting reforms to make global trading arrangements fairer and function better, while preserving the economic benefits of open markets and rules based global trade.**

21. **We will help governments make globalisation work better for people –**

promoting fairer trading arrangements, levelling the playing field, addressing market-distorting practices and strengthening supply chain resilience, while preserving the economic benefits of open, rules-based trade.

22. **With considerable geopolitical tensions and increasingly widespread trade-restricting measures**, the OECD's Contribution to Promoting Open Markets and a Rules-Based International Trading System in Good Working Order puts a firm focus on trust and shared values in economic integration, as well as tools to boost supply chain resilience, economic security and sustainability.

23. **The OECD must help to ensure that the international trading system remains open, rules-based and resilient.** We will provide policymakers with real-time evidence on global trade flows, assess emerging changes and map trade fragmentation at a granular level. We will also help governments shape trade policy for the digital era – improving estimates of digital trade and ensuring its benefits are broadly shared. We will actively support the World Trade Organization (WTO) reform agenda, including deliberations on enhanced subsidy rules.

24. **Our priorities will include:**

- Further enhancing our **evidence on and tools to monitor trade and supply chains resilience and sustainability** through our work on Supply Chain Resilience Reviews, Trade Facilitation Indicators (TFIs), the Services Trade Restrictiveness Index (STRI) and the Digital Services Trade Restrictiveness Index (DSTRI).
- Supporting in particular the **resilience and diversification of Critical Raw Materials' supply chains** to bolster economic security, including through our Initiative on Critical Minerals for Sustainable Growth.
- Engaging further with developing economies and non-Member countries to **promote robust policy frameworks for sustainable production of Critical Raw Materials** and help secure diversified and resilient supply chains that boost development and economic growth. We will also seek to **deepen our understanding of economic connectivity** to support shared prosperity, through our Corridors Connectivity Scoreboard.
- Promoting a **global level playing field and rules-based trade through our work on subsidies** in sectors ranging from agriculture and fisheries to fossil fuels and industrial sectors, including semiconductors, shipbuilding and steel. We will continue bringing a whole-of-OECD understanding to the effective design of subsidies to minimise environment and trade distorting impacts and thus reinforcing the benefits of open markets.
- Continuing our **work on investment** to help inform global discussions and actions, building on the Foreign Direct Investment (FDI) Regulatory Restrictiveness Index and the FDI Qualities Indicators, monitoring capital flow measures through the Codes of Liberalisation, and analyses on illicit financial flows.
- Supporting the **implementation of our standards on corporate governance and responsible business conduct**, applying the updated G20/OECD Principles of Corporate Governance also for State-Owned Enterprises, and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

### Third, advancing our global leadership on digital transformation and AI to shape their design, development and deployment.

25. **The OECD must remain a global reference point for digital policy and emerging technologies**, such as Artificial Intelligence (AI), quantum technologies, immersive technologies, neurotechnology, and synthetic biology, as well as cybersecurity threats to critical infrastructure and democratic processes. We will continue exploring the unprecedented pace and growing impact of AI on economies and societies, building on our strong evidence base and designing policies and practices to guide effective AI policy design and promote policy interoperability. Building on existing work and the OECD Recommendation on Artificial Intelligence, we will be continuing to expand and enhance the accessibility of OECD's science, technology and digital policy data infrastructure, including through the STI Policy Compass, R&D indicators, OECD Going Digital Toolkit, OECD.AI Policy Observatory, and Broadband Statistics. We will continue to leverage international co-operation fora and expert groups, including the Global Forum on Technology (GFTech), the Global Partnership on AI (GPAI) and the Data Free Flow with Trust (DFFT) expert community, to continue serving as the authoritative global source of guidance and standards for responsible design, development, and deployment of digital and other emerging technologies.

26. **We will help strengthen economic resilience by aligning science, technology and innovation (STI) policies with industrial policy and economic security objectives**, examining and addressing vulnerabilities and bottlenecks in critical technology supply chains, including for semiconductors, enhancing cybersecurity for critical infrastructure, and advancing innovation in areas essential to industrial competitiveness and security. We will continue to track STI measures and policy developments that aim to advance economic security, strengthening core databases, such as ICIO/TiVA that supports mapping and identification of vulnerabilities in global value chains. We will conduct in-depth studies of industrial ecosystems at the national and international levels to identify bottlenecks, opportunities and capabilities in key industrial sectors by advancing analytical work and creating platforms for policy dialogue, such as the Semiconductor Informal Exchange Network. We will also work to reduce policy fragmentation around cybersecurity to foster security, trust and innovation.

27. **We will help boost business innovation, competition and productivity growth** by deepening the evidence base on firm-level drivers of performance and technology adoption and inform effective policy making through analytical work on innovation and technology diffusion, leveraging microdata to deepen analysis of competition, firm growth, the role of intangible assets and investment dynamics. We will monitor key developments in production and assess market dynamics in strategic industries, such as shipbuilding and steel, and provide country-specific assessments of innovation and industrial policy.

28. **We will leverage new data sources enabled by digital transformation and update the OECD data quality framework, including on the use of AI for data**, to help OECD countries and partners improve the quality and efficiency of statistics.

29. **We will assess the effects of digital and other emerging technologies on employment and skills, education and healthcare**, including through updating our Skills Strategies framework to align it with the needs of a rapidly changing world, advancing new work on improving education and skills system governance in the era of AI, and providing practical guidance on the use of AI in vocational education and training delivery, as well as advancing the OECD programme on AI in Work, Innovation, Productivity and Skills (AI-WIPS). Through expanding our work on PISA and related platforms, we will develop global measurement instruments for AI literacy and support countries in understanding

capability gaps and designing policies to promote equitable and trustworthy adoption of AI. We will also analyse the evolving capabilities of AI relative to human skills and develop indicators that map these changes to assess their implications for education systems, labour markets and curriculum design.

#### **Fourth, driving climate policy best practice globally and reinforcing coherent and co-ordinated multilateral dialogue on climate action.**

**30. Our aim is to drive climate best practice and reinforce multilateral dialogue – building the evidence base and policy tools needed for a globally coherent, well-co-ordinated approach to carbon mitigation on the path to net zero by 2050.**

**31. We must do more to help individual jurisdictions lift their level of ambition and effort on climate to reach carbon neutrality,** while maintaining a global level playing field. We will also continue working on the macro-economic impacts of extreme weather events and the fiscal costs of climate adaptation, while progressing on broader environmental themes, such as biodiversity.

**32. We will help countries improve the coherence, alignment and integration of policies across nature protection, climate mitigation and adaptation, pollution control and the circular economy,** to address interlinked environmental pressures and promote more efficient resource use – underpinned by improved measurement of policy coverage and interactions.

**33. We will continue to support Members and non-Members on climate action, especially through the Inclusive Forum on Carbon Mitigation Approaches (IFCMA),** by serving as a source of data, a means to share best practices and improve mutual understanding, and a platform for multilateral dialogue to enable more globally effective solutions. We will continue developing methodologies for stocktaking policy instruments, mapping carbon emissions and assessing effectiveness of different policies, and we will advance methodologies to compute the carbon intensity of goods and sectors.

**34. Building on the work by the IFCMA, we will continue to modernise data systems, strengthen harmonised classifications and enhance interoperability across databases and platforms, and improve the usability of data that feed into OECD analytical and modelling work,** to further strengthen the OECD’s role as a trusted global reference for high-quality, evidence-based policy advice.

**35. We will continue developing effective climate partnerships,** building on the synergies between the IFCMA and the UNFCCC process, and through the Climate Change Expert Group (CCXG) and hosting arrangements for complementary multilateral action, such as the Climate Club with its focus on industrial decarbonisation and hard-to-abate-sectors. This also includes strengthening partnerships and policies for climate action by the private sector.

**36. Equally important will be our work on leveraging finance and investment for environmental goals,** by helping policymakers create enabling frameworks, reduce investment risks, and incentivise green finance through regulatory, fiscal, and market-based instruments. We will help countries mobilise smarter finance through leveraging innovative financing instruments, such as blended finance and green bonds, outcome-based funding models, and transition finance strategies to unlock greater public and private investment for sustainable development and climate objectives. Much of this work will also complement the OECD’s hosting of the 4P Secretariat.

37. **All this requires a continued strengthening of the Organisation’s horizontal and integrated multi-disciplinary approach to its climate work** – which is a key element of the OECD’s value-added. This approach will continue building on our horizontal work on Building Climate and Economic Resilience in the Transition to a Low-Carbon Economy, our work on indicators of climate action through the International Programme for Action on Climate (IPAC), and the continued implementation of the EDRC decision to systematically integrate climate and energy issues in OECD Economic Surveys, among others. This will also include continued collaboration with the International Energy Agency, the Nuclear Energy Agency and the International Transport Forum.

### **Fifth, pursuing strategic enlargement and global engagement to strengthen the OECD’s relevance and ability to deliver on the global economic agenda, while contributing to sustainable development.**

38. **To maintain and reinforce the Organisation’s positioning in the global governance architecture and its value to Members**, we will continue to make progress on strategically enlarging our membership, deepening co-operation with Partners, and strengthening institutional relationships with other global fora.

39. **Accession, with its rigorous technical review process, remains the most powerful means of alignment with OECD standards and best practices.** Continued political leadership and technical co-ordination across the OECD will be required to progress and complete all ongoing accession processes with candidate countries from Europe, Latin America and Southeast Asia. Further enlargement can be pursued, in line with Member priorities, with a view also towards possible Membership applications from the African continent in the future.

40. **We will deploy the full range of our global relations tools – including the Key Partner concept and our regional and country programmes – to promote greater alignment with OECD standards and best practices.** We will continue to strengthen our engagement with different regions and voices, including through our Strategic Frameworks for the Indo-Pacific and for Latin America and the Caribbean, as well as with countries in the Middle East and North Africa, the Eurasia and Southeast European regions. We will leverage our global relations through the OECD committees and other OECD bodies, and the help of hosted entities, with members from these regions, such as the Development Centre and the Sahel and West Africa Club.

41. **We will deepen the OECD’s engagement with Africa to accompany its economic transformation and adjust to its growing role in global governance.** We will build on the OECD-Africa Partnership, in co-operation with the African Union Commission and with Regional Economic Communities and African countries and guided by Members, to promote stronger, more strategic and impactful multi-year co-operation across a broad range of policy topics aligned with African priorities and global initiatives.

42. **We will continue to reach out to the Key Partners – Brazil, China, India, Indonesia and South Africa** – and encourage them to participate actively in the work of OECD bodies, request adherence to our legal instruments, and identify mutually beneficial work priorities, in complement with the deeper engagement of two of the Key Partners, Brazil and Indonesia, currently undergoing accession towards OECD membership.

43. **We will seek to continue playing an important role in global governance fora, such as the G7, G20, APEC and ASEAN, where the OECD is a critical provider of evidence-based analysis and policy advice.** We will ensure that our data, tools, standards

and inclusive platforms serve as a bridge between advanced, emerging and developing economies. We will also continue working with the United Nations to feed into and advance its agendas through our evidenced-based policy analysis. We will also deepen our co-operation with the United Nations Members and Regional Groupings in line with our Global Relations Strategy, and build on our excellent cooperation with Business at OECD (BIAC), the Trade Union Advisory Council (TUAC) and legislators through the Global Parliamentary Network – whose active engagement as strategic partners is essential to grounding the OECD’s analysis in real-world experience and strengthening the impact of our policy recommendations.

44. **The rapidly evolving international development architecture provides an opportunity to reposition the OECD, reinforce its collaboration with other multilateral actors and strengthen its contribution to sustainable development.** Based on Members’ shared values and in line with the OECD Convention to “contribute to the economic development of both Member and non-Member countries”, and building on the OECD’s longstanding development work, we will seek to complete the new whole-of-OECD Strategy on Development and optimise our approach to sustainable development. We will bring the Organisation’s full interdisciplinary policy expertise to bear, building on and complementing the work of the **Development Centre** and the **Development Assistance Committee**, to provide a comprehensive OECD offer in support of partner countries’ development priorities, including through mobilising sustainable finance.

45. **We will continue our strong support to Ukraine’s reform and modernisation journey, grounded in OECD standards and evidence-based best practices.** We will build on the significant progress made to date to lay the foundations for a successful, free and prosperous future for the people of Ukraine, through the Ukraine Country Programme, the OECD-Ukraine Liaison Office in Kyiv and the initial accession dialogue, supporting Ukraine’s key reform priorities alongside alignment with OECD standards and best practices across the full spectrum of public policy.

### **And, continuing to drive a corporate modernisation and efficiency agenda to ensure that the OECD remains at the global best practice edge.**

46. **Alongside our outward-facing priorities, we must also continue to modernise and improve the way our Organisation operates.** The OECD is a leader among international organisations of good governance and management excellence and has delivered a significant series of reforms in support of the Organisation’s corporate reform and management excellence agenda since 2021, to strengthen the effectiveness, efficiency, transparency, and accountability of the Organisation and deliver substantial long-term savings for Members, including in response to the first Independent External Evaluation of the OECD. We will continue to implement this agenda, including in the following key areas:

- **Improving the OECD Programme of Work and Budget (PWB) planning process and the long-term financial sustainability of the Organisation** by implementing (1) the reform of the PWB process; and (2) the new and simplified funding mechanism for the Organisation’s long-term sustainability and capital assets, including new funding sources currently considered by Members. The long-term financial sustainability of the Organisation will also be enhanced through implementation of the Plan for Future OECD Office Space Management.
- **Attracting, retaining and supporting talent while also managing and containing staff related costs** by continuing the implementation and monitoring

of the New Employment Package, carrying out a review of the OECD's Human Resources Strategy in 2027, and continuing the implementation of the strengthened Ethics Framework.

- **Continuing to improve how the Organisation communicates its work and measures its impact, reinforcing accountabilities, efficiency and effectiveness in the OECD's unique and highly valued decentralised structure** to ensure the OECD remains resilient and future-proof. This includes implementing the recommendations of the corporate functional review of IT, HR, conference, infrastructure and budget management services at central and directorate levels. Delivering cost-effective core operations will include harnessing digital technologies and AI to streamline and automate corporate processes within available budget, optimise existing resources and leverage the use of data for decision-making.
- **Continuing to enhance horizontal and joint work across the OECD substantive committees while safeguarding the OECD's highly valued deep policy specialisation** through two new horizontal funding mechanisms for promoting cross-cutting Member priorities and emerging work – the OECD Priority Fund and the Multi Donor Voluntary Contributions.
- **Investing in the OECD's data and digital future, ensuring a strategic and secure approach to digitalisation and the use of Artificial Intelligence and supporting the renewal of our IT and data infrastructure and data capabilities**, by building on the Secretary-General's Staff Guidelines on the Responsible Use of AI, developing updated staff guidance and a framework for Secretariat co-ordination on digitalisation and the use of AI at the Organisation.
- **Leading the modernisation of our Statistics and Data Governance and Quality Assurance Framework** to incorporate new developments, such as big data, geospatial information and statistics, citizen science and AI. We will strengthen our internal microdata management systems to protect against the growing risks of data breach. Building on the modernisation work already done, we will undertake a fundamental re-engineering of our data processing operations – moving from a fragmented, manual landscape to a streamlined, cloud-based and AI-enabled data lifecycle. We will also continue to improve the OECD Data Explorer user experience, with enhanced visualisations and AI-assisted tooling.

## In conclusion

47. In the period leading up to 2030, **the OECD will continue to deliver on priorities as defined by Members** through established processes. In the current challenging context for multilateral co-operation, open and constructive dialogue will be essential in our substantive committees and governing bodies to allow us to define those priorities together. Our Organisation is successful because of the value we all place on consensus-based decision-making and the effort we all put into finding compromise and consensus. In times of uncertainty, this approach is one of the OECD's most valuable assets. By 2030, the measure of our success will be the quality of the policies our Members have been able to agree on and adopt – and the tangible improvement in living standards and opportunities for the people they represent.

48. **The Secretariat, under my oversight, will continue to play its role as an honest broker in facilitating discussions and consensus-building among Members**, despite the

different perspectives and political realities Members sometimes have. As we navigate the complex challenges and opportunities ahead, a positive, constructive and forward-looking dialogue will be our strongest tool – and the surest way to deliver for the citizens and economies our Members represent.