



International Labour Office  
Bureau international du Travail  
Oficina Internacional del Trabajo

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Dear Colleagues,

On behalf of the Human Resources Development Department (HRD) of the ILO, I would like to welcome you to this Pre-retirement Seminar.

We are pleased to present this guide which provides you with an outline of the programme of the Seminar, as well as a synopsis of the material which will be covered. The material provided serves to alert you to the most important formalities that you will need to complete in connection with your retirement. In view of the variety of contributors, the materials appear in the language submitted by the presenter.

Please keep in mind that all branches of HRD remain at your disposal to provide any additional information you may require to assist you with the retirement formalities.

Finally, I would like to take this opportunity to acknowledge with thanks the work of Ms. Daniela Ménès, the ILO Staff Counsellor, and Ms. Fiona Périat for organizing and coordinating the Seminar. I would also like to express appreciation to all our internal and external resource persons for their contribution to the Seminar.

I wish you an informative and thought-provoking Seminar.

A handwritten signature in blue ink, appearing to read 'Mark Levin'.

Mark Levin  
Director  
Human Resources Development Department