

4

Who we are

The WTO is run by its member governments. All major decisions are made by the membership as a whole, either by ministers (who meet at least once every two years) or by their ambassadors or delegates (who meet regularly at the WTO's headquarters in Geneva). Decisions are normally taken by consensus. The WTO Secretariat coordinates the activities of the WTO.

Overview

Director-General

Dr Ngozi Okonjo-Iweala took office as WTO Director-General on 1 March 2021. She is the first woman and the first African to serve as Director-General. In November 2024, she was reappointed for a second four-year term beginning 1 September 2025.

Membership

The WTO has 166 members, accounting for 98 per cent of world trade. All members joined the system as a result of negotiations, thus membership means a balance of rights and obligations. Over 20 countries are currently negotiating to join the WTO.



Budget

The WTO derives most of the income for its annual budget from contributions by its members. These contributions are based on a formula that takes into account each member's share of international trade.

WTO Secretariat

The WTO has approximately 620 staff on its regular budget and is headed by a Director-General. The Secretariat's main duties are to support the WTO's various bodies, to provide technical assistance to developing economies, monitor developments in world trade, disseminate information about WTO activities and organize ministerial conferences.

How the organization is structured

Unlike some other international organizations, power is not delegated to a board of directors or the organization's head. The WTO's main decision-making body is the Ministerial Conference, which meets usually every two years. The General Council, which meets regularly in Geneva, is the highest decision-making body outside of ministerial conferences.

WTO Secretariat

- In 2025, the WTO Secretariat began implementing Strategy 2030, the first strategy developed for the Secretariat. It was launched to provide direction for Secretariat activities and to support WTO members with integrity, impartiality, independence and expertise.
- As of 31 December, the WTO employed 625 staff members on fixed-term and regular contracts, up from 610 the year before. Of the professional staff, 51.6 per cent were women, up from 51.0 per cent in 2024.

The WTO Secretariat began implementing Strategy 2030 (see below), the first strategy developed for the Secretariat. It was launched in 2024 to provide direction and focus to guide the Secretariat up to 2030, with the aim of “building a better world through global cooperation and rules-based international trade” and supporting WTO members with integrity, impartiality, independence and expertise, in line with WTO agreements.

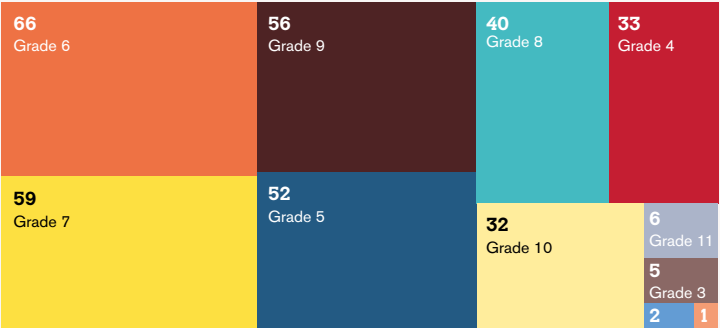
The Strategy, Planning, and Transformation Division oversees the Secretariat’s transformation efforts, helping to align planning, budgeting and resourcing with the strategy and supervising the Secretariat’s knowledge management activities.

The WTO’s recruitment activity in 2025 resulted in 46 fixed-term appointments. As of 31 December, the WTO employed 625 staff members on fixed-term and regular contracts funded from the regular budget, up from 610 in 2024.

Background

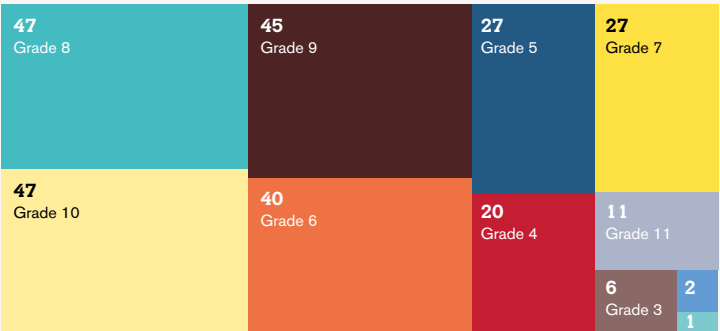
As international civil servants, WTO staff members are required to discharge their duties solely in pursuit of the interest and objectives of the WTO. Staff members may neither seek nor accept any instruction relating to the performance of their duties from any government or other entity or person external to the WTO. The recruitment policy of the WTO aims to attract and retain staff with the highest standards of competence, efficiency and integrity.

Figure 1: WTO staff on regular budget by grade and gender, as of 31 December 2025



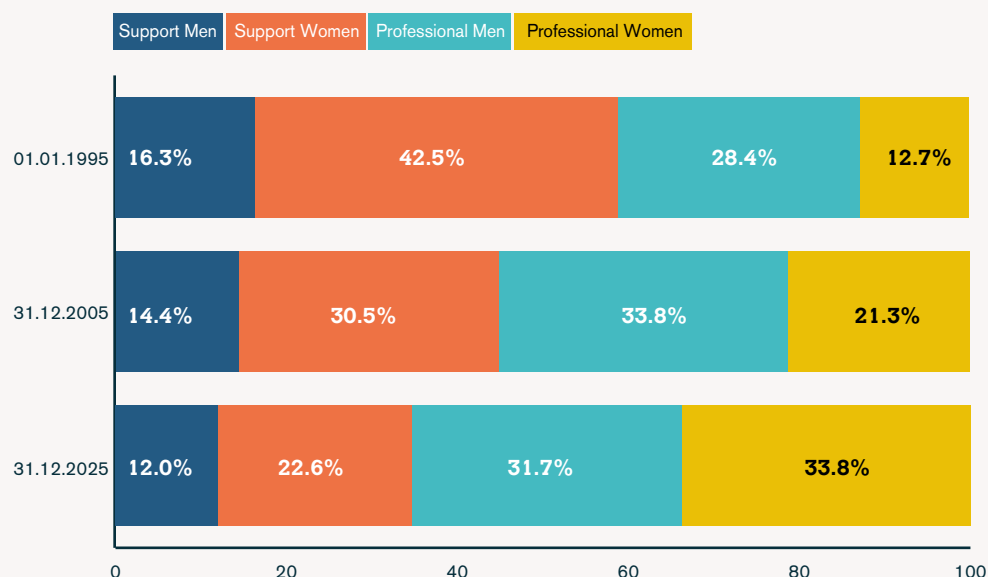
352 Women

Grade DDG Grade DG



273 Men

Grade DDG Grade 12

Figure 2: Percentage of WTO staff by professional/support category

WTO Secretariat staff come from 91 countries.

Professional staff account for 65.4 per cent of the total regular budget staffing and support service staff for 34.6 per cent. Women continue to outnumber men at the WTO, by 352 to 273 (see Figure 1). Of the professional staff, 51.6 per cent are female and 48.4 per cent male (see Figure 2) compared with 51.0 and 49.0 per cent, respectively, in 2024. Men outnumber women at director levels (see Figure 3).

WTO Secretariat staff come from 91 different countries, showing the geographical diversity of WTO staff (see Figure 4).

Positions continued to be systematically advertised through social media outlets, such as LinkedIn, X and Facebook, to attract a deep pool of qualified candidates. Out of 28 external vacancies issued in 2025, there were on average 302 applicants for every vacancy.

Ten young professionals joined the Young Professionals Programme in January 2026 (see page 104). The group included professionals from Armenia; the Kingdom of Bahrain; Cambodia; Côte d'Ivoire; Grenada; Hong Kong, China; Morocco; Nicaragua; Senegal; and Thailand.

They were selected from more than 6,500 candidates following a competitive selection process. The programme aims to increase the number of professionals from under-represented developing economies and least-developed countries.

All staffing decisions at the WTO are guided by the principles of merit-based selection and equal opportunity for all, regardless of gender, nationality, race or other characteristics. By widening the talent pool and ensuring non-discrimination at every step of the hiring process, the WTO continuously pursues the highest standards of competence, efficiency and integrity for a Secretariat capable of providing excellent service to its members.

The WTO is committed to an inclusive environment where all individuals feel safe, valued, and treated with dignity, respect and fairness. No abuse of authority, discrimination, harassment, including sexual harassment, exploitation, abuse or retaliation in any form are tolerated.

A comprehensive WTO staff survey was initiated in June 2025 as a joint initiative

Figure 3: WTO Secretariat organizational chart, as of May 2026

¹ Ratnakar Adhikari was Executive Director until February 2026. Aissatou Diallo became Executive Director in February 2026.

² Angela Ellard was Deputy Director-General until August 2025. Jennifer DJ Nordquist became Deputy Director-General in October 2025.

³ Ralph Ossa was Director until June 2025. Robert Staiger became Director in January 2026.

⁴ Antony Taubman was Director until August 2024. Tanuja Garde became Director in July 2025.

⁵ Xiaolin Chai was Director until February 2025. Juan Marchetti became Director in October 2025.

⁶ Bridget Chilala was Director until April 2026.

between the Administration and the Staff Council. It resulted in a very high level of engagement, with a 76 per cent response rate – the highest since the first Secretariat staff survey was undertaken in 2011.

Feedback sessions were held with staff members in each division to inform them of the divisional results and inviting them to make practical suggestions on how to address points highlighted in the survey.

Learning and development programme

Due to budgetary constraints, the learning and development programme faced severe limits on training and learning initiatives. Cost-effective solutions, such as LinkedIn learning and webinars, were pursued to continue to provide training to Secretariat staff.

The Learning Service devoted considerable effort to rethinking the Secretariat learning programme in view of the budgetary situation. Several programmes, such as the “Community Forum” (an initiative providing divisions with an opportunity to showcase their work), “AI Espressos” (short sessions on use of artificial intelligence) and a webinar series entitled “Jorge’s Conversations” on Secretariat skill sets, were staffed internally.

A skills mapping exercise was also conducted to identify critical technical skills required by the organization. A follow-up skills mapping workshop will be held in 2026.

The Learning Service organized a series on various aspects of leadership, including communicating corporate strategy. External training programmes in areas such as AI technologies and leadership development were also undertaken by Secretariat staff but on a self-funded basis.

A two-day pilot programme aimed at providing staff new to management with practical skills, based on the Secretariat’s leadership and management guidelines, was conducted. The programme is aimed at junior managers across the Secretariat. Further roll-out of the programme is currently on hold.

WTO Secretariat Strategy 2030

In 2025, the WTO Secretariat began implementing its Strategy 2030, which sets five strategic goals – excellent service, knowledge hub, global platform, engaged partner and forward-looking organization. There are three “enablers” – people, technology and measurement – to support achievement of these goals.

In 2025, efforts focused on raising staff awareness of the strategy, putting in place a governance structure and implementation roadmap, developing tools to improve cross-Secretariat planning and performance measurement, and supporting implementation of existing strategic initiatives. The report and recommendations from an external audit of knowledge management (see below) at the Secretariat in 2025 are helping shape plans for implementation of the knowledge hub.

The Strategy, Planning and Transformation Division (SPTD) engaged with staff across the Secretariat to foster understanding on how their work connects and contributes to the strategy. Several initiatives have already been implemented, including the establishment of the Strategic Resource Needs Committee, the Digital Trade and Frontier Technologies Unit, an internal Research Coordination Initiative and a Secretariat Partnerships Network.

The SPTD began preparing to survey WTO members in 2026 on their satisfaction with Secretariat services. Results from the survey will feed into implementation of the Secretariat’s goal of excellent service.

A divisional focal points group developed a common set of target outcomes and indicators for each of the five goals of the strategy. The group also developed a new standardized divisional workplan and common objectives, which will be tested and put in place in 2026. This work aims to improve alignment between divisional activities and Strategy 2030 to facilitate decision-making on resource management and to strengthen how the Secretariat serves and reports to WTO members.

Figure 4: WTO staff on regular budget by member and gender as of 31 December 2025

Country	Female	Male	Total	Country	Female	Male	Total
Africa	25	22	47	Bulgaria	2	4	6
Kenya	5	–	5	Portugal	–	5	5
Tunisia	2	2	4	Netherlands	–	5	5
Egypt	3	1	4	Romania	4	–	4
Zimbabwe	2	1	3	Sweden	2	2	4
Mauritius	–	3	3	Greece	3	1	4
Democratic Republic of the Congo	2	1	3	Finland	2	2	4
Uganda	2	1	3	Hungary	2	2	4
Tanzania	2	–	2	Belgium	2	2	4
Nigeria	1	1	2	Austria	1	2	3
Ghana	1	1	2	Ukraine	3	–	3
Cameroon	1	1	2	Denmark	1	1	2
Malawi	1	1	2	Poland	–	2	2
Morocco	–	2	2	Moldova, Republic of	1	1	2
Côte d'Ivoire	–	1	1	Lithuania	–	1	1
Togo	–	1	1	Croatia	1	–	1
Rwanda	–	1	1	Estonia	1	–	1
Senegal	–	1	1	Czech Republic	1	–	1
Burundi	–	1	1	Latin America	43	33	76
South Africa	–	1	1	Brazil	8	7	15
Zambia	1	–	1	Peru	6	4	10
Guinea	–	1	1	Argentina	5	3	8
The Gambia	1	–	1	Colombia	3	5	8
Mozambique	1	–	1	Ecuador	5	1	6
Asia	31	41	72	Trinidad and Tobago	3	1	4
India	4	12	16	Venezuela, Bolivarian Republic of	–	3	3
Philippines	5	8	13	Chile	1	2	3
China	5	7	12	Guatemala	2	1	3
Korea, Republic of	6	–	6	El Salvador	2	1	3
Japan	3	3	6	Costa Rica	1	1	2
Türkiye	1	3	4	Saint Lucia	1	–	1
Pakistan	–	3	3	Paraguay	1	–	1
Malaysia	1	2	3	Uruguay	–	1	1
Nepal	1	1	2	Haiti	–	1	1
Viet Nam	2	–	2	Dominica	1	–	1
Armenia	1	–	1	Honduras	1	–	1
Tajikistan	–	1	1	Dominican Republic	1	–	1
Jordan	1	–	1	Jamaica	1	–	1
Bangladesh	–	1	1	Cuba	–	1	1
Sri Lanka	1	–	1	Bolivia, Plurinational State of	–	1	1
Europe	229	154	383	Nicaragua	1	–	1
France	88	62	150	North America	22	19	41
Spain	36	11	47	United States of America	15	7	22
United Kingdom	26	15	41	Canada	6	9	15
Italy	16	9	25	Mexico	1	3	4
Germany	9	14	23	Oceania	2	4	6
Switzerland	11	11	22	Australia	1	4	5
Ireland	11	1	12	New Zealand	1	–	1
Russian Federation	6	1	7	Total	352	273	625

WTO members receive regular updates on implementation of Strategy 2030, primarily through the Committee on Budget, Finance and Administration (see page 136).

Digitalization initiatives

The WTO Secretariat released a new Tariffs and Trade Data platform to provide WTO members and the public with up-to-date and complete tariff information (see page 124). It expanded the use of the eAgenda feature to 24 committees, up from 15 in 2024, to support information exchanges between members ahead of committee meetings.

The release of a new WTO Discovery platform for WTO documents will ensure better AI enabled search results. The posting of members' safeguards notifications went online in 2025, completing online notification coverage of trade remedies.

Work on AI initiatives accelerated. More than 450 staff members are using the WTO's secure AI tool and Microsoft Copilot while following the WTO Secretariat's AI guidelines to prevent any confidential information escaping into the public domain. Along with the modernization of document production systems and the successful migration of major internal platforms, these developments reinforce the Secretariat's capacity to support members and staff efficiently.

The Information Technology Solutions Division phased out some of its bespoke digital services where the WTO had to pay an annual fee for each tool, relying instead on an existing licence (with one annual fee) to provide a range of services. This shift led to cost savings.

Adoption of a new information classification policy, which helps the Secretariat identify the most confidential information, strengthens the WTO's defences against cyberattacks while aligning the Secretariat with international standards of best practice.

Overall, digital transformation continues to evolve in close alignment with the Secretariat Strategy 2030 while ensuring responsible use of resources and the security of the WTO's digital ecosystem.

Knowledge management

In 2025, knowledge management across the WTO Secretariat was subject to an external audit, which examined the governance, strategy, tools and performance measurement of knowledge management activities.

The goal of knowledge management is to capture, preserve and enable the sharing and effective use of knowledge across the WTO Secretariat.

The audit's recommendations offer a structured basis for further strengthening knowledge management and fostering consistent use of knowledge management tools, in line with the goals of the WTO Secretariat Strategy 2030. These goals include the knowledge hub strategic goal, which aims to improve the creation and dissemination of knowledge, data and insight on trade and trade policy. Implementation of the recommendations and follow-up actions are planned for 2026 to enhance coordination, adoption and long-term impact of knowledge management.

May 2025 saw the launch of a new knowledge management platform developed as an area for staff to access and share knowledge, best practices, guidelines and tools to support strategic knowledge management and to strengthen organizational memory. This digital platform integrates several existing knowledge initiatives, including the internal Research Coordination Initiative database, activities of the Trade and Environment and Market Access divisions and the Institute for Training and Technical Cooperation (ITTC) (see page 103) and thematic networks, such as Trade for Peace (see page 116).

In 2025, the knowledge management team conducted interviews to capture lessons learned and strategic experience from departing staff. It also participated in a pre-retirement seminar, inviting those planning for retirement to document and share good practices.

Other knowledge-sharing events included an "Entre nous" session for WTO staff on trade and climate change and a joint event with the Accessions Division, entitled "Pathways to sustainable trade and peace", which

highlighted how knowledge management can support policymaking.

Language, documentation and information management services

In 2025, the division responsible for language and documentation services translated around 48 million words and published 17,000 original documents on the WTO's Docs Online platform in the organization's three official languages (English, French and Spanish), making use of AI, language technologies and human expertise. A new in-house document management system helped to streamline workflows and better manage operations.

The work of the division, such as transcription and editing of meeting minutes, underpins the activities of WTO committees. In 2025, 600 requests for transcription were handled, amounting to over 2,000 hours of audio. This work helps to shorten the turnaround of meeting minutes. Editorial support was also provided for the preparation of the WTO's Trade Policy Review reports in all three languages. Other areas of work related to dispute settlement, economic research and WTO publications.

In line with the Secretariat Strategy 2030 (see page 131), the WTO Discovery platform was launched, making the contents of WTO documents fully searchable and accessible by topic.

To support greater transparency, the central registry of notifications platform was upgraded. A record 9,100 notifications from WTO members in areas such as technical barriers to trade and sanitary and phytosanitary measures were processed in 2025. A new notifications portal is expected to be launched in 2026.

Visual communication work and printing services anchored WTO high-level events, such as the Public Forum (see page 114), and supported member-driven requests for the branding of side events, exhibitions and other activities.

The WTO Library continued to expand both digital and onsite services, providing access to

a wealth of resources, and hosted knowledge-based events for members and other stakeholders. It launched a new interface for accessing its resources and many other data sources. It supported the "Meet the Author" sessions at the Public Forum and activities at Trade and Environment Week (see page 82).

The Registry, Records and Archives Management Section (RAMS) continued supporting high-level events with historical information.

Office of Internal Oversight

The Office of Internal Oversight conducted organization-wide internal audits to promote financial efficiency and operational effectiveness across key areas within the WTO. The Office also completed investigations and inspections, raising awareness of thematic areas to promote and maintain a culture of integrity and respect at the organization.

The Office is independent both functionally and operationally. It assists the DG in fulfilling her oversight responsibilities in respect of management, staff and resources by conducting internal audits, inspections, investigations, evaluations and other forms of independent assessment. Its independent evaluations provide a robust framework for assessing operational performance, accountability, impact, sustainability, efficiency and effectiveness.

The Office reports annually to the Committee on Budget, Finance and Administration (see page 136).

In 2025, the Office marked its 10th anniversary by delivering awareness-raising sessions on preventing fraud and abusive conduct.

Ethics, risk and compliance

Established in 2024 as an independent section, the Ethics, Risk and Compliance Office continued to support the WTO Secretariat in strengthening its governance and in advancing its commitment to integrity and institutional resilience. Throughout the year, the Office implemented initiatives aimed at further embedding responsible behaviour and

A record 9,100 notifications from WTO members were processed in 2025.



enhancing informed decision-making across the Secretariat.

One significant development in 2025 was the introduction of a structured Enterprise Risk Management (ERM) framework, based on ISO 31000:2018, the international standard on risk management. The Secretariat's ERM framework establishes a systematic and transparent approach for identifying, assessing and managing risks across the Secretariat. The framework promotes risk-informed decision making and strengthens preparedness for both current and emerging challenges.

Fostering a strong ethical culture remained an important area of focus. Building on the launch of Ethics Awareness Week in 2024, the 2025 edition contributed to reinforcing shared values, enhancing understanding of ethical expectations and encouraging open discussion on matters of professional conduct. This Secretariat-wide initiative continued to promote an environment in which staff are equipped and encouraged to act with integrity, impartiality, independence and an international outlook in the performance of their duties.

The Office also led crisis management simulation exercises to test and refine the Secretariat's response mechanisms. These exercises provided an opportunity for senior management and operational teams to validate existing procedures, identify gaps and improvement needs, and strengthen cross-divisional coordination under time-sensitive or high-pressure conditions. These efforts contribute to enhancing the Secretariat's capacity to respond effectively to disruptions and to maintain operational continuity in the face of unexpected events.

Taken together, the activities undertaken by the Ethics, Risk and Compliance Office during 2025 continued to reinforce the Secretariat's governance, transparency and organizational resilience. The progress achieved over the year provides a solid basis for further strengthening of governance arrangements, advancing the Secretariat's risk management capabilities and deepening the integration of ethical principles across the Secretariat.

Many sessions at the 2025 Public Forum were hosted by the WTO Library.

Budget, finance and administration

Background

The Committee on Budget, Finance and Administration monitors the WTO's budgetary and financial matters. It reviews the WTO budget, the financial statements presented by the Director-General and matters related to audit and extra-budgetary funds. It makes recommendations about these matters to the General Council.

The General Council approved the 2026 and 2027 budgets for the WTO and the International Trade Centre (ITC) and the 2026 scale of contributions to the WTO, based on the recommendations of the Committee on Budget, Finance and Administration.

The Committee endorsed transfers between budgetary sections in 2024 and the 2024 WTO audited financial statements, which were subsequently approved by the General Council.

The Committee took note of substantial outstanding contributions to the WTO budget from WTO members and observers and invited the General Council to urge those subject to administrative measures to liquidate their arrears.

Upon the recommendation of the Committee, the General Council approved the appointment of a new external auditor of the WTO and the WTO pension plan, effective for the audit of the 2026 accounts and for a period of six years.

The Committee reviewed and took note of quarterly financial reports. It also took note

of the 2024 WTO pension plan audited financial statements and the external auditors' reports for the WTO's and the WTO pension plan's financial statements.

The Committee considered various reports on human resources, including the 2025 WTO salary survey and dependency allowances, the annual report on merit-based diversity, the annual report on grading structure, and the learning and development programme for 2024.

It also reviewed the status of the WTO medical insurance plan and after-service health insurance, the status of implementation of external audit recommendations, the annual strategic facilities plan, an update on upgrading the WTO's Documents Online system, and an annual report on ethics, risk and compliance in the WTO Secretariat.

The Office of Internal Oversight (OIO – see page 134) reported on progress in terms of its audit and evaluation plan and the WTO Secretariat's progress in implementing OIO's recommendations. It also reported on the internal control framework, which sets out the principles, policies and procedures aimed at helping the WTO achieve its strategic and operational objectives.

Regular updates on the WTO Secretariat's transformation and strategy (see page 131) were provided by then Deputy DG Angela Ellard.

WTO budget 2026

The WTO derives its income from annual contributions from its 166 members (see Table 2) as well as miscellaneous income.

The WTO's budget for 2026 is CHF 204,928,900 (see Table 1).



**Table 1:** WTO budget for 2026 (in CHF)

Section	Total
Staff expenditure (including staff remuneration, pension and post employment benefits, health and invalidity insurance, family and international benefits)	137,969
Temporary assistance (including short-term staff, consultants and panellists)	19,025
General services (including telecommunications and post, contractual services and maintenance, energy and supplies, documentation and publication)	17,276
Travel and hospitality	7,607
Implementing partners (includes any activity or event partly/jointly/fully funded by the WTO but executed by a third-party organization)	213
Capital expenditure (including procurement of fixed assets and rental and leasing of equipment)	3,095
Financial expenditure (including bank and interest charges and building loan reimbursement)	1,580
Contributions to the International Trade Centre and special reserves (including Building Renovation Fund and Ministerial Conference Operating Fund)	18,164
Grand total	204,929

Table 2: WTO members' contributions to the consolidated budget 2026 (in CHF)

Member	2026 contribution (CHF)	2026 contribution (%)	Member	2026 contribution (CHF)	2026 contribution (%)
Afghanistan	34,527	0.017%	Ecuador	225,441	0.111%
Albania	52,806	0.026%	Egypt	540,246	0.266%
Angola	217,317	0.107%	El Salvador	89,364	0.044%
Antigua and Barbuda	30,465	0.015%	Estonia	213,255	0.105%
Argentina	609,300	0.300%	Eswatini	30,465	0.015%
Armenia	62,961	0.031%	European Union ¹	0	0.000%
Australia	2,731,695	1.345%	Fiji	30,465	0.015%
Austria	2,006,628	0.988%	Finland	887,547	0.437%
Bahrain, Kingdom of	243,720	0.120%	France	7,228,329	3.559%
Bangladesh	465,099	0.229%	Gabon	46,713	0.023%
Barbados	30,465	0.015%	The Gambia	30,465	0.015%
Belgium	3,816,249	1.879%	Georgia	89,364	0.044%
Belize	30,465	0.015%	Germany	12,935,439	6.369%
Benin	34,527	0.017%	Ghana	188,883	0.093%
Bolivia, Plurinational State of	85,302	0.042%	Greece	721,005	0.355%
Botswana	56,868	0.028%	Grenada	30,465	0.015%
Brazil	2,347,836	1.156%	Guatemala	160,449	0.079%
Brunei Darussalam	71,085	0.035%	Guinea	56,868	0.028%
Bulgaria	391,983	0.193%	Guinea-Bissau	30,465	0.015%
Burkina Faso	42,651	0.021%	Guyana	52,806	0.026%
Burundi	30,465	0.015%	Haiti	30,465	0.015%
Cabo Verde	30,465	0.015%	Honduras	87,333	0.043%
Cambodia	199,038	0.098%	Hong Kong, China	5,120,151	2.521%
Cameroon	62,961	0.031%	Hungary	1,115,019	0.549%
Canada	4,841,904	2.384%	Iceland	83,271	0.041%
Central African Republic	30,465	0.015%	India	5,193,267	2.557%
Chad	30,465	0.015%	Indonesia	1,793,373	0.883%
Chile	714,912	0.352%	Ireland	4,614,432	2.272%
China	23,185,896	11.416%	Israel	1,005,345	0.495%
Colombia	485,409	0.239%	Italy	5,028,756	2.476%
Comoros	30,465	0.015%	Jamaica	52,806	0.026%
Congo	46,713	0.023%	Japan	7,004,919	3.449%
Costa Rica	186,852	0.092%	Jordan	156,387	0.077%
Côte d'Ivoire	113,736	0.056%	Kazakhstan	499,626	0.246%
Croatia	280,278	0.138%	Kenya	123,891	0.061%
Cuba	87,333	0.043%	Korea, Republic of	5,382,150	2.650%
Cyprus	199,038	0.098%	Kuwait, the State of	507,750	0.250%
Czech Republic	1,507,002	0.742%	Kyrgyz Republic	36,558	0.018%
Democratic Republic of the Congo	174,666	0.086%	Lao People's Democratic Republic	58,899	0.029%
Denmark	1,726,350	0.850%	Latvia	192,945	0.095%
Djibouti	36,558	0.018%	Lesotho	30,465	0.015%
Dominica	30,465	0.015%	Liberia	30,465	0.015%
Dominican Republic	190,914	0.094%	Liechtenstein	69,054	0.034%

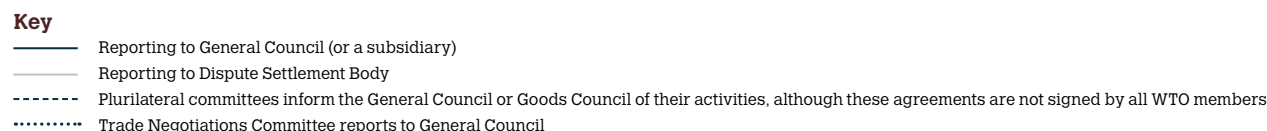
Member	2026 contribution (CHF)	2026 contribution (%)	Member	2026 contribution (CHF)	2026 contribution (%)
Lithuania	385,890	0.190%	Samoa	30,465	0.015%
Luxembourg	1,188,135	0.585%	Saudi Arabia, Kingdom of	2,026,938	0.998%
Macao, China	192,945	0.095%	Senegal	69,054	0.034%
Madagascar	32,496	0.016%	Seychelles	30,465	0.015%
Malawi	30,465	0.015%	Sierra Leone	30,465	0.015%
Malaysia	1,884,768	0.928%	Singapore	5,463,390	2.690%
Maldives	30,465	0.015%	Slovak Republic	818,493	0.403%
Mali	46,713	0.023%	Slovenia	371,673	0.183%
Malta	162,480	0.080%	Solomon Islands	30,465	0.015%
Mauritania	30,465	0.015%	South Africa	861,144	0.424%
Mauritius	46,713	0.023%	Spain	3,800,001	1.871%
Mexico	4,283,379	2.109%	Sri Lanka	140,139	0.069%
Moldova, Republic of	48,744	0.024%	Suriname	30,465	0.015%
Mongolia	79,209	0.039%	Sweden	2,136,612	1.052%
Montenegro	30,465	0.015%	Switzerland	3,972,636	1.956%
Morocco	420,417	0.207%	Chinese Taipei	2,912,454	1.434%
Mozambique	69,054	0.034%	Tajikistan	30,465	0.015%
Myanmar	127,953	0.063%	Tanzania	89,364	0.044%
Namibia	42,651	0.021%	Thailand	2,290,968	1.128%
Nepal	62,961	0.031%	Timor-Leste	30,465	0.015%
Netherlands	6,464,673	3.183%	Togo	30,465	0.015%
New Zealand	448,851	0.221%	Tonga	30,465	0.015%
Nicaragua	56,868	0.028%	Trinidad and Tobago	75,147	0.037%
Niger	30,465	0.015%	Tunisia	129,984	0.064%
Nigeria	511,812	0.252%	Türkiye	2,258,472	1.112%
North Macedonia	77,178	0.038%	Uganda	67,023	0.033%
Norway	1,338,429	0.659%	Ukraine	534,153	0.263%
Oman	349,332	0.172%	United Arab Emirates	2,664,672	1.312%
Pakistan	367,611	0.181%	United Kingdom	7,305,507	3.597%
Panama	219,348	0.108%	United States of America	23,155,431	11.401%
Papua New Guinea	71,085	0.035%	Uruguay	134,046	0.066%
Paraguay	113,736	0.056%	Vanuatu	30,465	0.015%
Peru	452,913	0.223%	Venezuela, Bolivarian Republic of	207,162	0.102%
Philippines	859,113	0.423%	Viet Nam	2,483,913	1.223%
Poland	2,849,493	1.403%	Yemen	48,744	0.024%
Portugal	865,206	0.426%	Zambia	73,116	0.036%
Qatar	668,199	0.329%	Zimbabwe	54,837	0.027%
Romania	936,291	0.461%	TOTAL	203,100,000	100.000%
Russian Federation	3,261,786	1.606%			
Rwanda	30,465	0.015%			
Saint Kitts and Nevis	30,465	0.015%			
Saint Lucia	30,465	0.015%			
Saint Vincent and the Grenadines	30,465	0.015%			

¹ The European Union is not subject to contributions. However, its 27 members are assessed individually. The total share of members of the European Union represents 30.94% of the total contributors in 2026.

The WTO's top-level decision-making body is the Ministerial Conference, which usually meets every two years.

At the next level, the Goods Council, Services Council and Intellectual Property (TRIPS) Council report to the General Council.

All WTO members may participate in all councils and committees, with the exceptions of the dispute settlement panels and plurilateral committees.



WTO Chairpersons (as of 31 December 2025)

Chairpersons of the General Council and bodies reporting to it		Chairpersons of subsidiary bodies of the Council for Trade in Goods	
General Council	Ambassador Saqer Abdullah Almoqbel (Kingdom of Saudi Arabia)	Committee on Agriculture	Mr Diego Alfieri (Brazil)
Dispute Settlement Body	Ambassador Clare Kelly (New Zealand)	Committee on Anti-Dumping Practices	Mr Hirokazu Watanabe (Japan)
Trade Policy Review Body	Ambassador Kairat Torebayev (Kazakhstan)	Committee on Customs Valuation	Ms Judith Yu-Ying Kuo (Chinese Taipei)
Council for Trade in Goods	Ambassador Gustavo Nerio Lunazzi (Argentina)	Committee on Fisheries Subsidies	Ms Ana Laura Lizano Flores (Costa Rica)
Council for Trade in Services	Ambassador Ram Prasad Subedi (Nepal)	Committee on Import Licensing	Mr Tiago Serras Rodrigues (Portugal)
Council for Trade-Related Aspects of Intellectual Property Rights	Madame Emmanuelle Ivanov-Durand (France)	Committee on Market Access	Mr Gaurav Gupta (India)
Committee on Trade and Development	Ambassador Mzukisi Qobo (South Africa)	Committee on Rules of Origin	Ms Carol Tsang (Hong Kong, China)
Committee on Trade and Environment	Ambassador Erwin Bollinger (Switzerland)	Committee on Safeguards	Mrs Milagros Miranda Rojas (Peru)
Sub-Committee on Least-Developed Countries	Ambassador Ib Petersen (Denmark)	Committee on Sanitary and Phytosanitary Measures	Ms Maria Cosme (France)
Committee on Balance-of-Payments Restrictions	Ambassador José R. Sánchez-Fung (Dominican Republic)	Committee on Subsidies and Countervailing Measures	Mr Jungsoo Hur (Republic of Korea)
Committee on Regional Trade Agreements	Ambassador José Valencia (Ecuador)	Committee on Technical Barriers to Trade	Ms Beatriz Stevens (United Kingdom)
Committee on Budget, Finance and Administration	Ambassador Carmen Heidecke (Germany)	Committee on Trade Facilitation	Mr Edem Kossi (Togo)
Working Group on Trade and Transfer of Technology	Ambassador Salomon Eheth (Cameroon)	Committee on Trade-Related Investment Measures	Ms Maryam Abdulaziz Aldoseri (Kingdom of Bahrain)
Working Group on Trade, Debt and Finance	Ambassador Prasith Suon (Cambodia)	Working Party on State Trading Enterprises	Mr Sokheng Kong (Cambodia)
Trade Negotiations Committee	Director-General Ngozi Okonjo-Iweala	Committee of Participants on the Expansion of Trade in Information Technology Products	Mr George Andrei Rusu (Romania)
Chairpersons of bodies established under the Trade Negotiations Committee		Chairpersons of subsidiary bodies of the Council for Trade in Services	
Negotiating Group on Rules	Ambassador Leslie Ramsammy (Guyana)	Committee on Trade in Financial Services	Mr Will Nixon (Australia)
Special Session of the Council for Trade in Services	Ambassador Adamu Mohammed Abdulhamid (Nigeria)	Working Party on Domestic Regulation	Ms Brenda Bvalani (Malawi)
Special Session of the Council for Trade-Related Aspects of Intellectual Property Rights	Ambassador Alfredo Suescum (Panama)	Committee on Specific Commitments	Mr Sirapat Vajraphai (Thailand)
Special Session of the Dispute Settlement Body	Ambassador Kokou Yackoley Johnson (Togo)	Working Party on GATS Rules	Mr Yudanto Wibowo (Indonesia)
Special Session of the Committee on Agriculture	Ambassador Ali Sarfraz Hussain (Pakistan)	Chairpersons of Committees of Plurilateral Agreements	
Sub-Committee on Cotton	Ambassador Ali Sarfraz Hussain (Pakistan)	Committee on Trade in Civil Aircraft	Mr Jean-Marie Meraldi (Switzerland)
Special Session of the Committee on Trade and Environment	Ambassador Eunice M. Tembo Luambia (Zambia)	Committee on Government Procurement	Mr William Westerveld Jensen (Norway)
Special Session of the Committee on Trade and Development	Ambassador Kadra Ahmed Hassan (Djibouti)		

WTO senior management

As of 1 April 2026



Director-General
Ngozi Okonjo-Iweala



Chief of staff
Dr Bright Okogu

Responsible for

- Council and Trade Negotiations Committee Division
- Enhanced Integrated Framework Secretariat
- Information and External Relations Division
- Strategy, Planning and Transformation Division



Deputy Director-General
Johanna Hill
(El Salvador)



Deputy Director-General
Jennifer DJ Nordquist
(United States)



Deputy Director-General
Jean-Marie Paugam
(France)



Deputy Director-General
Xiangchen Zhang
(China)

Responsible for

- Economic Research and Statistics Division
- Intellectual Property, Government Procurement and Competition Division
- Languages, Documentation and Information Management Division
- Trade in Services and Investment Division

- Finance and Corporate Services Division
- Market Access Division
- Rules Division
- Trade Policies Review Division

- Agriculture and Commodities Division
- Human Resources Division
- Legal Affairs Division
- Trade and Environment Division

- Accessions Division
- Development Division
- Information Technology Solutions Division
- Institute for Training and Technical Corporation

Membership of the WTO 166 members (as of 31 December 2025)

Member*	Year of accession	Member*	Year of accession	Member*	Year of accession
Afghanistan	2016	Ecuador	1996	Lithuania	2001
Albania	2000	Egypt	1995	Luxembourg	1995
Angola	1996	El Salvador	1995	Macao, China	1995
Antigua and Barbuda	1995	Estonia	1999	Madagascar	1995
Argentina	1995	Eswatini	1995	Malawi	1995
Armenia	2003	European Union	1995	Malaysia	1995
Australia	1995	Fiji	1996	Maldives	1995
Austria	1995	Finland	1995	Mali	1995
Bahrain, Kingdom of	1995	France	1995	Malta	1995
Bangladesh	1995	Gabon	1995	Mauritania	1995
Barbados	1995	The Gambia	1996	Mauritius	1995
Belgium	1995	Georgia	2000	Mexico	1995
Belize	1995	Germany	1995	Moldova, Republic of	2001
Benin	1996	Ghana	1995	Mongolia	1997
Bolivia, Plurinational State of	1995	Greece	1995	Montenegro	2012
Botswana	1995	Grenada	1996	Morocco	1995
Brazil	1995	Guatemala	1995	Mozambique	1995
Brunei Darussalam	1995	Guinea	1995	Myanmar	1995
Bulgaria	1996	Guinea-Bissau	1995	Namibia	1995
Burkina Faso	1995	Guyana	1995	Nepal	2004
Burundi	1995	Haiti	1996	Netherlands	1995
Cambodia	2004	Honduras	1995	New Zealand	1995
Cameroon	1995	Hong Kong, China	1995	Nicaragua	1995
Canada	1995	Hungary	1995	Niger	1996
Cabo Verde	2008	Iceland	1995	Nigeria	1995
Central African Republic	1995	India	1995	Norway	1995
Chad	1996	Indonesia	1995	North Macedonia, Republic of	2003
Chile	1995	Ireland	1995	Oman	2000
China	2001	Israel	1995	Pakistan	1995
Colombia	1995	Italy	1995	Panama	1997
Comoros	2024	Jamaica	1995	Papua New Guinea	1996
Congo	1997	Japan	1995	Paraguay	1995
Costa Rica	1995	Jordan	2000	Peru	1995
Côte d'Ivoire	1995	Kazakhstan	2015	Philippines	1995
Croatia	2000	Kenya	1995	Poland	1995
Cuba	1995	Korea, Republic of	1995	Portugal	1995
Cyprus	1995	Kuwait, the State of	1995	Qatar	1996
Czech Republic	1995	Kyrgyz Republic	1998	Romania	1995
Democratic Republic of the Congo	1997	Latvia	1999	Russian Federation	2012
Denmark	1995	Lao People's Democratic Republic	2013	Rwanda	1996
Djibouti	1995	Lesotho	1995	Saint Kitts and Nevis	1996
Dominica	1995	Liberia	2016	Saint Lucia	1995
Dominican Republic	1995	Liechtenstein	1995	Saint Vincent and the Grenadines	1995

Member*	Year of accession	Member*	Year of accession	Observers** (as of 31 December 2025)
Samoa	2012	Tunisia	1995	Algeria
Saudi Arabia, Kingdom of	2005	Türkiye	1995	Andorra
Senegal	1995	Uganda	1995	Azerbaijan
Seychelles	2015	Ukraine	2008	Bahamas
Sierra Leone	1995	United Arab Emirates	1996	Belarus
Singapore	1995	United Kingdom	1995	Bhutan
Slovak Republic	1995	United States	1995	Bosnia and Herzegovina
Slovenia	1995	Uruguay	1995	Curaçao
Solomon Islands	1996	Vanuatu	2012	Equatorial Guinea
South Africa	1995	Venezuela, Bolivarian Republic of	1995	Ethiopia
Spain	1995	Viet Nam	2007	Holy See
Sri Lanka	1995	Yemen	2014	Iran
Suriname	1995	Zambia	1995	Iraq
Sweden	1995	Zimbabwe	1995	Lebanese Republic
Switzerland	1995			Libya
Chinese Taipei	2002			São Tomé and Príncipe
Tajikistan	2013			Serbia
Tanzania	1995			Somalia
Thailand	1995			South Sudan
Timor-Leste	2024			Sudan
Togo	1995			Syrian Arab Republic
Tonga	2007			Turkmenistan
Trinidad and Tobago	1995			Uzbekistan

* Members are mostly states but can also be separate customs territories with full autonomy over their external commercial relations.

** With the exception of the Holy See, observers must start accession negotiations within five years of becoming observers.

Abbreviations

ADP	anti-dumping practices	MC13	13th WTO Ministerial Conference
CTD	Committee on Trade and Development	MC14	14th WTO Ministerial Conference
DSB	Dispute Settlement Body	MEAs	multilateral environmental agreements
DSU	Dispute Settlement Understanding	MFN	most-favoured nation
EIF	Enhanced Integrated Framework	MSMEs	micro, small and medium-sized enterprises
FAO	Food and Agriculture Organization	NAMA	non-agricultural market access
FDI	foreign direct investment	NGO	non-governmental organization
GATS	General Agreement on Trade in Services	NTMs	non-tariff measures
GATT	General Agreement on Tariffs and Trade	OECD	Organisation for Economic Co-operation and Development
GDP	gross domestic product	PTAs	preferential trade arrangements
GIs	geographical indications	RTAs	regional trade agreements
GPA	Government Procurement Agreement	SCM	subsidies and countervailing measures
HS	Harmonized System	SPS	sanitary and phytosanitary measures
ICC	International Chamber of Commerce	STDF	Standards and Trade Development Facility
ILO	International Labour Organization	SVE	small, vulnerable economy
IPU	Inter-Parliamentary Union	TBT	technical barriers to trade
ISO	International Organization for Standardization	TNC	Trade Negotiations Committee
ITA	Information Technology Agreement	TPR	Trade Policy Review
ITC	International Trade Centre	TPRM	Trade Policy Review Mechanism
ITTC	Institute for Training and Technical Cooperation	TRIMs	trade-related investment measures
ITU	International Telecommunication Union	TRIPS	trade-related aspects of intellectual property rights
IUU	illegal, unreported and unregulated [fishing]		
LDCs	least-developed countries		

0 is zero or became zero due to rounding.

Billion means one thousand million.

Minor discrepancies between constituent figures and totals are due to rounding.

Unless otherwise indicated, (i) all value figures are expressed in US dollars; (ii) trade figures include the intra-trade of free trade areas, customs unions, regional and other groupings.

Note This report covers the WTO's activities in 2025 and early 2026. The word "country" may be used to describe WTO members, whereas a few members are officially "customs territories", and not necessarily countries in the usual sense of the word.

Photo credits

Cover: © Monty Rakusen/Getty Images.

Pages 2, 4: © Ho Su A Bi/Shutterstock.

Pages 2, 22: © hadynyah/iStockphoto.

Pages 3, 10, 11, 12, 13, 24, 25, 26, 29, 31, 39, 41, 44, 51, 52, 59, 60, 78, 88, 93, 98, 101, 103, 106, 107, 108, 110, 111, 112, 116, 117, 124, 126, 137, 142: © WTO.

Page 18: © Olia Ouedraogo, Association Burkinabé Action Solidarité Femmes/Enfants (ABASF/E).

Pages 6, 142: © WTO/Jay Louvion.

Page 19: © Mr. Cheki Dorji, Department of Media Creative Industry and Intellectual Property, Ministry of Economic Affairs Bhutan.

Page 20: © Shutterstock/Pixparts.

Page 21: © iStockphoto/Frazaio Studio Latino.

Page 33: © Rajesh Ram/Unsplash.

Page 35: © Manoej Paateel/Shutterstock.

Page 37: © Claudine Van Massenhove/Shutterstock.

Page 38: © Gleb Usovich/Shutterstock.

Page 46: © A HIP A HUB STOCK/Shutterstock.

Page 47: © Kyohei Miyazaki/ Shutterstock.

Page 49: © Tongpool Piasupun/Shutterstock.

Page 57: © sezer66/Shutterstock.

Page 62: © SALMONNEGRO-STOCK/Shutterstock.

Page 64: © Joa Souza/Shutterstock.

Page 66: © FREDERICK FLORIN/Getty Images.

Page 70: © ULISES RUIZ/Getty Images.

Page 71: © Yuri_Arcurs/iStockphoto.

Page 73: © Frédéric Soltan/Getty Images.

Page 75: © Richard Whitcombe/Shutterstock.

Page 77: © MyBeautifulBangladesh/Shutterstock.

Page 80: © Quality Stock Arts/Shutterstock.

Page 81: © Down Under Digital/Alamy.

Page 83: © Ericky Boniphace/Alamy.

Page 85: © Collection Maykova/Shutterstock.

Page 86: © kokouu/iStockphoto.

Page 95: © Arthurs perspective/Shutterstock.

Page 97: © Sony Herdiana/Shutterstock.

Page 100: © Asian Development Bank.

Pages 109, 113, 114, 115, 122, 123, 135: © WTO/Pierre Albouy.

ISBN 978-92-870-9016-4 (print) /
978-92-870-8999-1 (web)

Printed by the WTO Secretariat.

Report designed by Touchline.

© World Trade Organization 2026.

The Annual Report is also available
in French and Spanish.



World Trade Organization
Centre William Rappard
Rue de Lausanne 154
CH-1211 Geneva 2
Switzerland
Tel. switchboard: +41 (0)22 739 51 11
email: enquiries@wto.org
www.wto.org

