

GLOBAL TRAINING, LOCAL VALUE

A data-driven report on the economic footprint
of the International Training Centre of the ILO at local and national level

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November 2025

Preparation and data analysis by  S P I N L A B



This report presents an evidence-based analysis of the economic footprint of the activities of the International Training Centre of the International Labour Organization (ITCILO) in Italy and Turin. As the Centre marks its 60th anniversary, this study offers a timely opportunity to assess the economic impact it generates for the host city and country through its education and training activities for social justice.

The findings confirm one key takeaway: the ITCILO and Turin's UN Campus are systematic and significant contributors to Turin's global visibility as well as to the local economy in Turin and Piedmont Region, and to that of Italy as a whole.

This report is the result of close cooperation between the ITCILO, the Torino Chamber of Commerce, the Piedmont Region and the City of Turin. We extend our thanks to all the partners involved in its preparation, and we hope its insights will inform future dialogue on the role of the UN Campus as a strategic asset for the territory.



Christophe Perrin

Director, International Training Centre of the ILO



The presence of the International Labour Organization in Turin is a sign of Piedmont's active global outlook.

As geopolitical dynamics shift and decision-making centres open up to new geographical horizons, the ILO Turin Campus stands as a global benchmark. Its metrics speak for themselves: tens of thousands of participants per year involved in Centre programmes, tangible economic benefits and sustained investments. Beyond all the statistics lies a vision: a city and region that embrace international cooperation not simply as a showcase or for prestige, but as a springboard for work. This work paves the way for economic progress and prosperity, not to mention social integration and justice.

Piedmont, with Turin at its heart, serves as a natural bridge between Europe and the wider world. This is not merely due to its geography – it reflects its history and enduring ability to connect lands, institutions, and cultures. Our strength is to act as a planning centre as well as a place of dialogue. Turin has given us insights that have transcended borders, ideas that have shaped policy and models that have been exported and gained global recognition.

The ILO's presence in Turin is also a testament to Italy's foresight in investing to strengthen this hub, championed by the Ministry of Foreign Affairs and International Cooperation. Piedmont, with its unique industrial and social legacy, is an ideal site where the right to work becomes a living, evolving force that can be taught, shared, and carried forward. This moment calls for vision and boldness. It is not simply about attracting new headquarters or offices. It is about choosing the kind of area and community we aspire to be.

And as a Region, we are ready to do our part. With conviction and responsibility. Because work, in all its expressions, is far more than just what we do. It is our identity. Contributing to a work culture rooted in dignity, fairness and learning means investing in a better humanity.



Alberto Cirio

President of the Piedmont Region



For 60 years, ITCILO has been a driving force for Turin: an International Training Centre that brings many people from all over the world to our city, generating not only economic value, but also social and cultural value. Its impact is tangible and fundamental: it supports the local economy, strengthens international relations, and contributes to building an open, inclusive community that is prepared to face global challenges.

The training provided by the Centre promotes human rights, decent work, and sustainable development – fundamental values that Turin shares and supports.

The ITCILO is a concrete example of how a global vocation can generate profound and lasting benefits at local level, contributing to the growth of the community. A source of pride for the city and an opportunity for its future.



CITTA' DI TORINO

Stefano Lo Russo

Mayor of the City of Turin



On the occasion of this publication, the Torino Chamber of Commerce is pleased to reaffirm its closeness to the ITCILO, the international institution that has enriched our territory for decades through its commitment to training, social justice, and sustainable development.

Through its activities, the Centre welcomes thousands of participants from around the world each year, generating significant economic impact and helping to promote Turin's image on a global scale. It also serves as a bridge to countries that are strategic for the internationalization of our businesses and fosters synergies among local institutions and stakeholders.

Its strong focus on both environmental and social sustainability is fully aligned with the values that also guide the work of our Chamber: innovation, inclusion, and shared responsibility for the future.



Guido Bolatto

Secretary General, Torino Chamber of Commerce

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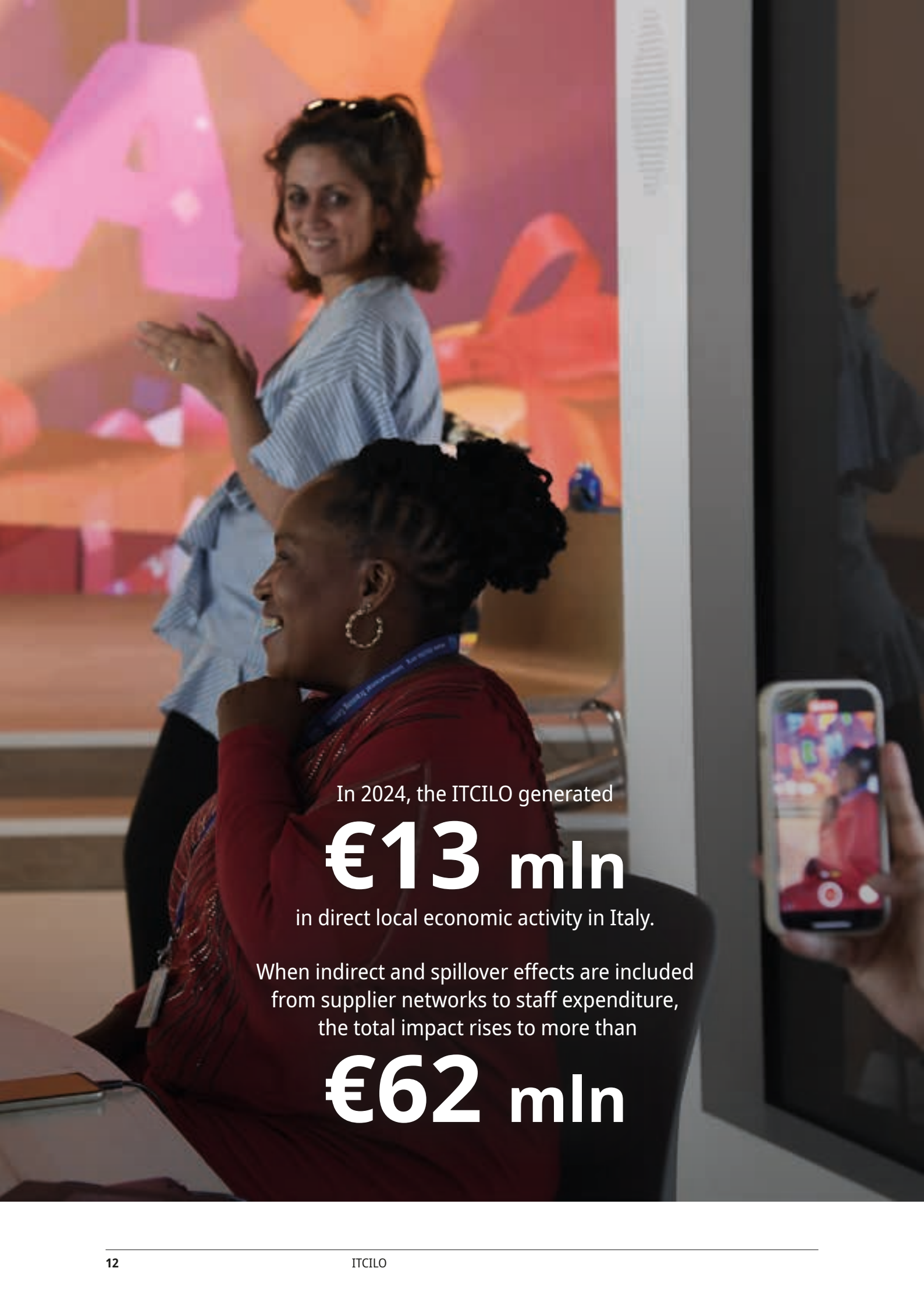
PART 1

TRAINING, IMPACT, FUTURE



As the training arm of the International Labour Organization (ILO), the International Training Centre of the ILO (ITCILO) has, **for six decades, advanced learning, innovation, and social justice**. Founded in 1964 and headquartered in Turin, Italy, the Centre serves as a global hub for capacity development.

Every year, the Centre provides training and learning services for over 100,000 policymakers, members of employers and workers organizations, ILO experts, academia and development partners from around the world to **shape the future** of work through training, knowledge exchange, and advisory services.



In 2024, the ITCILO generated

€13 mln

in direct local economic activity in Italy.

When indirect and spillover effects are included
from supplier networks to staff expenditure,
the total impact rises to more than

€62 mln

Leading global dialogue on decent work and social justice

The ITCILO organizes more than 800 training activities each year at its Turin Campus, online and in the world - supporting the ILO's Decent Work Agenda and the UN 2030 Agenda for Sustainable Development. Its programmes help governments, social partners and practitioners navigate transitions in the world of work, from social protection reforms to climate resilience, digital governance, and inclusive labour markets. But the Centre also creates value that goes beyond skills – it builds global networks, communities of practice, and long-term partnerships.

This report presents the results of a targeted analysis of the economic value delivered by ITCILO, showing how the Centre delivers internationally recognized training results while offering a significant return on investment for Italy, the City of Turin and the Piedmont Region.

Amplifying economic value across supply chains

While the Centre's mission is international, its presence has local and national economic significance. Every year, thousands of participants and experts travel to the Turin Campus, generating income for local businesses, supporting jobs, and boosting the visibility of Turin on the global stage. Direct spending, procurement, use of services, hospitality, and long-term partnerships all contribute to the broader economic value.

Together, this global-local model shows how international cooperation can generate concrete national benefits – and why the ITCILO remains a strategic asset for Italy and the local community, making a key contribution to the internationalization of the Piedmont Region and the City of Turin.

PART 2

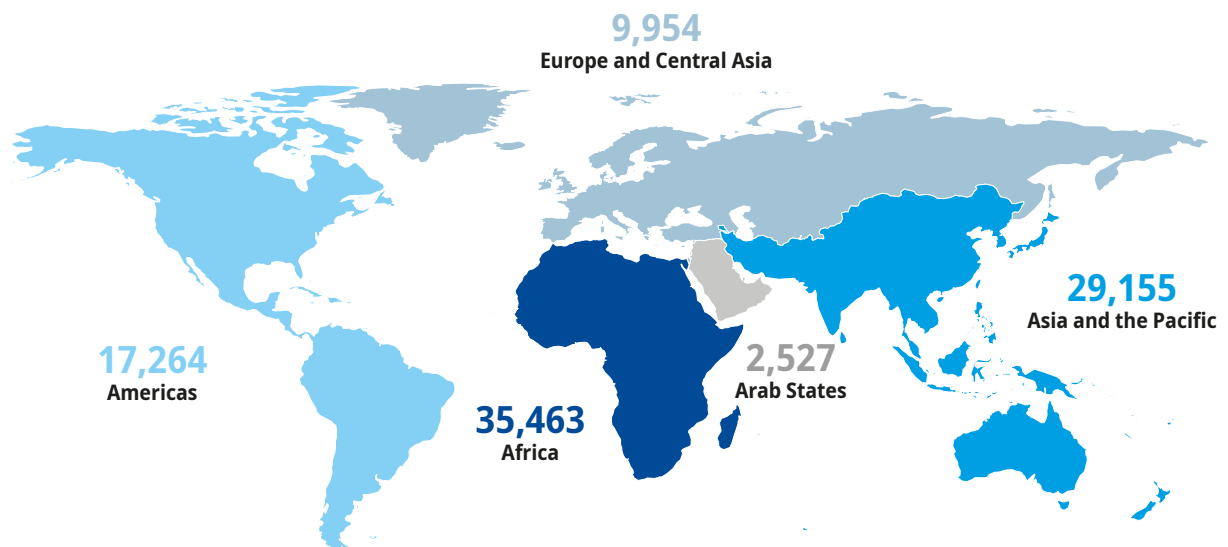
BY THE NUMBERS

Nurturing a powerful capacity development community

At the heart of the ITCILO is a diverse, global community of learners, facilitators, and staff dedicated to advancing social justice through knowledge. With **60 years of experience**, the Centre has cultivated an environment where individuals from every region and background come together to learn, collaborate, and lead.

This human network – shaped by multilingual dialogue, shared purpose, and mutual respect – is what transforms training into lasting impact.

GEOGRAPHIC DISTRIBUTION OF LEARNERS IN 2024







The UN Turin Campus

3 UN AGENCIES



10

hectares



210

guestrooms with a total of 300 beds



20

historic pavilions organized into five continental clusters



31

classrooms (30-330 capacity),
including one Congress Hall and one Innovation Lab



2

restaurants



&

medical centre, post office, ATM and recreational facilities

Transforming local heritage into global learning facilities

The **UN Turin Campus** is located in the heart of Italia 61, a site originally developed for the 1961 centenary of Italian unification.

Once home to the Palazzo del Lavoro and pavilions representing Italy's regions, this historic complex has been repurposed into a modern international learning hub.

Today, it is managed by the ITCILO and hosts two additional UN agencies: **the United Nations System Staff College (UNSSC), and the United Nations Interregional Crime and Justice Research Institute (UNICRI).**

INVESTMENTS IN RENOVATING THE PAVILIONS

PAVILION

Africa 10

completed in 2022

2,000 m²

€3.85 million

PAVILION

Americas 2

to be completed by 2027

3,000 m²

€8 million

PAVILION

Italy

to be completed by 2027

2,500 m²

€4 million

More than a venue, the ITCILO Campus is a living, learning environment designed for **both global engagement and local relevance**. Built in a unique architectural heritage and powered by sustainable practices, it brings together participants, staff, and visiting experts in a setting built for collaboration, reflection, and connection.

Whether in modern classrooms, digital labs, green spaces, or shared cultural moments, the Campus helps translate learning into lived experience.

Through a **blend of strategic contributions from the Government of Italy and careful investment of the Centre's own funds**, the ITCILO continues to preserve and revitalize this important local heritage, ensuring that Turin's past remains part of its global future.



PART 3

ECONOMIC VALUE GENERATED

Summary of methodology

SPINLAB developed this analysis using a standardized methodology, applied by the Torino Chamber of Commerce, to measure the Centre's contribution to the Italian economy during 2023-2024. **The study combines Input-Output (I-O) and Computable General Equilibrium (CGE) models**, which are widely used in public policy and regional development analysis, to quantify how institutional spending circulates through the economy.

It draws on ITCILO expenditure data – budgeted at **€60.5 million** for the 2024–2025 biennium – mapped across sectors and spending categories, and applies sector-specific multipliers to estimate the total economic impact of that activity.

It assessed three categories of impact:

Direct impact

Spending by the ITCILO itself

Indirect impact

Spending by suppliers and contractors that deliver goods and services to the ITCILO

Staff impact

Ongoing local spending by ITCILO personnel and their families

PART 4

PRESENCE AND LOCAL BENEFITS

Total impact: a ripple effect that starts in Turin

In the **2024–2025** biennium, the ITCILO's total budget is balanced at **€60.5 million**, with approximately **€33.9 million expected to be generated through the Centre's own activities over the 2 years**, while the remainder comes from voluntary contributions.

That investment has already translated into measurable economic returns: In 2024 alone, **the Centre's direct spending generated €13 million in economic activity across Italy.**

When including ripple effects through suppliers, staff, and more, the **total impact soared to €62.2 million** – showing how each euro spent fuels wider local benefits.

Of these 62.2 million euro, **79% (or 49.1 million)** benefited the city of Turin, **3% (or 1.9 million)** the Piedmont Region and **18% (or 11.2 million)** the rest of Italy.

Compared to 2017, when the impact on the Turin area was €43.7 million, the 2024 figures reflect not only a growth in activities, but also a deeper integration into the local economy.



A year of measurable impacts

Direct impact

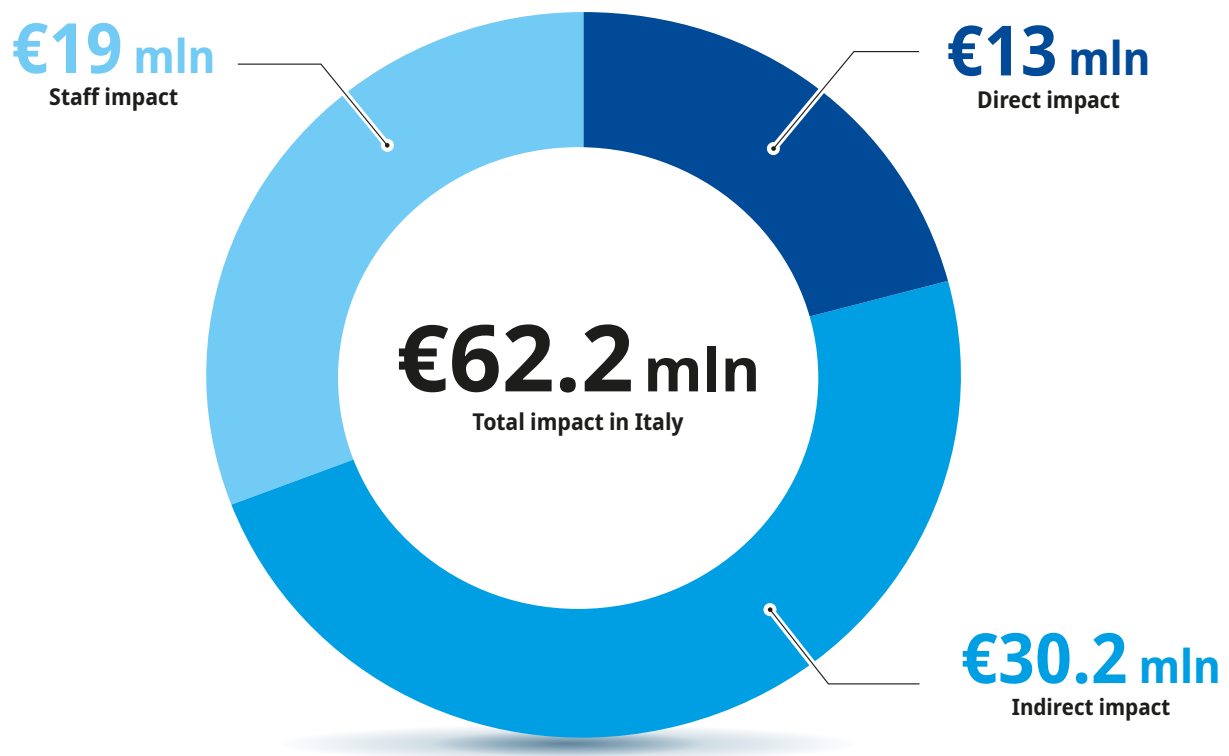
In 2024, the ITCILO's direct spending generated **€13 million in economic activity across Italy** – up from €7.8 million in 2017. These are the most immediate, measurable returns, rooted in the Centre's day-to-day operations: contracts with local suppliers, spending on Campus services, and the organization of international events.

Indirect impact

The ITCILO's activities don't just benefit its direct suppliers – they **also generate a second wave of value across the local economy**. When a catering company provides meals for an event, it may buy ingredients from regional producers. When training materials are printed, the work might involve local designers, drivers, or packaging suppliers. These ripple effects are what define indirect impact: economic activity created by businesses that support the Centre's operations – amounting to over **€30.2 million in 2024**.

Staff impact

Economic impact doesn't stop at contracts and suppliers – it extends into daily life. With **176 staff members from 39 countries** living in Turin, the Centre generates a steady, visible contribution to the local economy. Staff rent homes, buy groceries, enrol children in school. Together, their spending generated nearly **€19 million in 2024**.



Analysis by Economic Sector

The Centre's impact (direct and indirect) is concentrated mainly in the sectors **tourism and hospitality (45%)**, **events and culture (41%)** and **building and infrastructure (14%)**. These key sectors for Turin's economy benefit directly from the presence of the Centre and the activities it promotes, contributing to the city's economic vitality and pulling power.



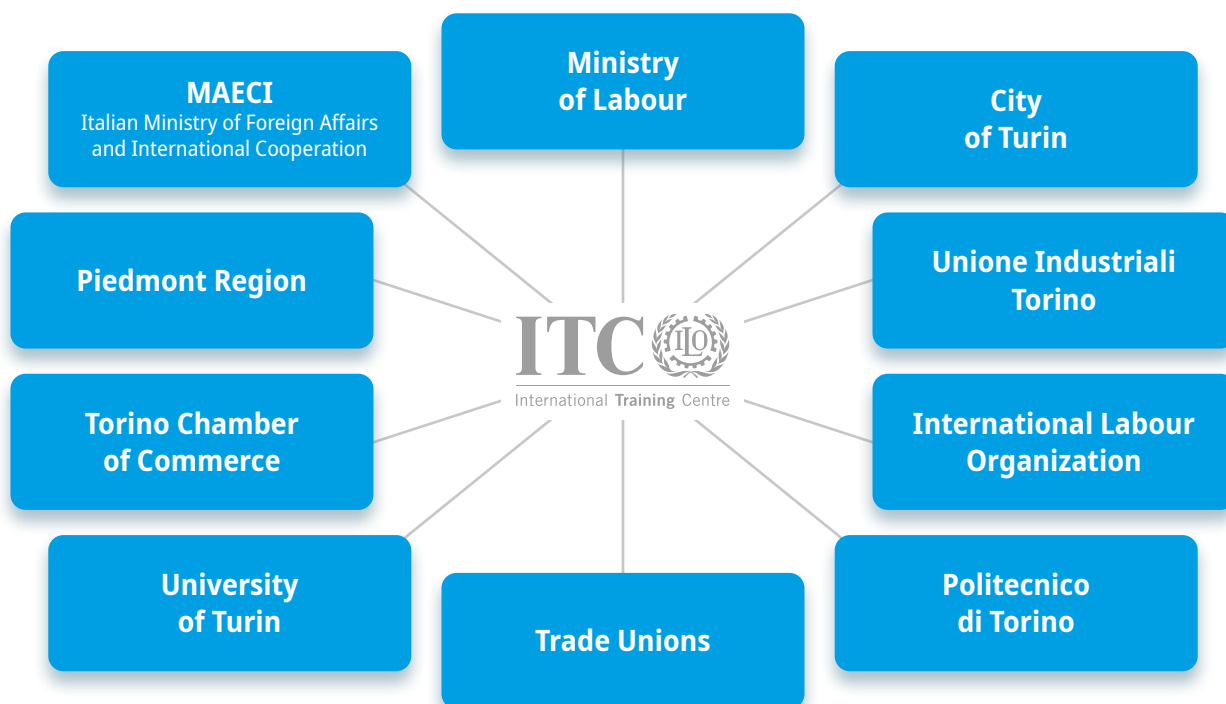
STRATEGIC PARTNERSHIPS

A platform for multilateral cooperation

Through strategic partnerships, the ITCILO supports national priorities, strengthens Italy's foreign policy objectives, and reinforces the country's role as a hub for global training and sustainable development.

At local level, the Centre promotes the internationalization of the Piedmont Region, positioning the Region and the City of Turin as a hub for innovation, contributing to strategic global partnerships.

NATIONAL PARTNERSHIPS THAT AMPLIFY OUR IMPACT



These partnerships enhance Italy's international visibility, support capacity-building, and foster collaboration with emerging economies – particularly in **Africa and **Latin America**.**



From the left:
Stefano Lo Russo, Mayor of the City of Turin
Alberto Cirio, President of the Piedmont Region
Sergio Mattarella, President of the Italian Republic

PART 6

INNOVATION FOR SOCIAL JUSTICE

In 2024, the ITCILO marked six decades of pioneering training and capacity-building with a powerful affirmation of its mission: to empower people and institutions through learning.

Rooted in Turin, the Centre celebrated its 60th anniversary through a year-long series of events, exhibitions, and global exchanges.

A photo exhibition, *Pioneering Learning for Social Justice*, traced the Centre's journey from its founding in the historic Italia '61 pavilions to its current role as a hub for cutting-edge capacity development.

A landmark round-table brought together all past Directors of the Centre to reflect on the ITCILO's evolving mission and its future as a UN innovation Campus.



From the left:
Marina Elvira Calderone, Minister of Labour and Social Policies of the Italian Republic
Gilbert F. Hounsgbo, Director-General of the International Labour Organization (ILO)



From the left:
Christophe Perrin, Director of ITCILO
Michela Favaro, Vice Mayor of the City of Turin

Turin Learning City for Social Justice

On 16 April 2025, the ITCILO convened a city-wide dialogue on lifelong learning and inclusive growth under the banner “Turin, Learning City for Social Justice”.

The event brought together local institutions, schools, and NGOs to explore how global values translate into local impact.

That same day, the City of Turin became the first to join the ILO’s Global Coalition for Social Justice, a historic step reaffirming its long-standing partnership with the ITCILO. Vice Mayor, Michela Favaro, joined the University of Turin and Politecnico di Torino in signing a joint commitment to advance just transitions, equity, and lifelong learning across the region.

The Pioneers Award: a living legacy of leadership

As part of its 60th anniversary, the Centre launched the Pioneers Award, honouring alumni whose careers reflect the transformative power of training in advancing social justice. Presented at the 2025 Pioneers Forum in Turin, the award affirms the Centre's role not only as a provider of learning, but as a platform for global leadership, equity, and innovation.

Jacqueline Mugo, Executive Director of the Federation of Kenya Employers, reflected: *"I left the Centre empowered and inspired to lead boldly and with intent."* As Italy's Deputy Minister Edmondo Cirielli noted, *"Italy believes in the power of education to promote decent work and advance social justice."*



From the left:
Christophe Perrin, Director of ITCILO
Edmondo Cirielli, Deputy Minister of Foreign Affairs and International Cooperation
Jacqueline Mugo, Executive Director of the Federation of Kenya Employers



PART 7

VOICES OF CHANGE

Participants from around the world don't just learn here – they connect, contribute, and carry Turin with them. Many come from countries with which the city and region have twinning or cooperation agreements, reinforcing Turin's global ties through lasting human relationships.

In an era where international organizations are called upon to demonstrate value, the ITCILO stands out: **rooted in Turin, yet globally connected; mission-driven, yet economically impactful.**

This analysis quantifies the Centre's contributions and reaffirms the importance of long-term investment in multilateral institutions that deliver both knowledge and tangible returns for their host communities. As the ITCILO enters its next decade of operations, it remains a strategic asset for Italy and a trusted platform for advancing social justice worldwide.



"I've spent over 16 years working to expand access, especially for informal workers. What the Academy reinforced is the power of listening, really understanding community needs. That's where true change begins."

Leticia Vega — Long-time advocate from Belize, joined the ITCILO Academy on Social Security to strengthen her work supporting vulnerable people.





“Each class deepens my knowledge and sparks meaningful discussions with my peers. The content is not only enriching, it’s much more than we hoped for.”

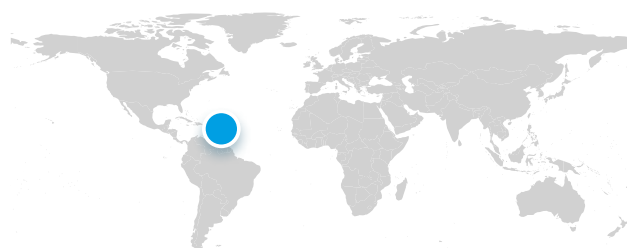
Yazan Tarek Hajikanama — Business Informatics graduate from Syria, joined the ITCILO to pursue a Master’s degree in Technology and Public Policy





“The world of work is being reshaped by crises—economic, technological, and moral. The ILO, and with it the ITCILO, stand as one of the last institutional guardians of the belief that social dialogue can still hold societies together. In times of disinformation and polarization, social dialogue remains one of the few trusted spaces where consensus can be built.”

Toni Moore — General Secretary of the Barbados Workers’ Union





International Training Centre

International Training Centre of the ILO

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