

Board of the Centre

89th Session, November 2025

CC 89/8/b

EIGHTH ITEM ON THE AGENDA

Report of the Employers Training Committee

Members present:

Jacqueline Mugo (Chairperson of the Employers Group for the ITC Board)
Abdulghani Al-Sayegh (Member of the Employers' Group)
Joséphine Andriamamonjariison (Member of the Employers' Group)
Sheena Mayers- Granville (Member of the Employers' Group)
Emiko Nagasawa (Member of the Employers' Group)
Guido Ricci (Member of the Employers' Group)
Amadou Sako (IOE, Secretary of the Employers' Group)
Tugschimeg Sanchir (Senior Adviser ACT/EMP – ILO)
Paolo Salvai (Manager ACT/EMP Turin, Secretary of the Employers' Training Committee)

ITCILO Officials:

Christophe Perrin (Director, ITCILO)
Paola Babos (Deputy Director ITCILO)
Andreas Klemmer (Director, Training Department ITCILO)

Observers:

Jeanne Schmitt, ACT/EMP Turin
Sandro Pettineo, ACT/EMP Turin
Jorge Cesar Ramirez Mata, ACT/EMP Turin
Rachida Zingara, ACT/EMP Turin
Irene Panizzolo, ACT/EMP Turin
Yulia Menshikh, ACT/EMP Turin
Chiara Cirelli, IOE

ETC Meeting

1. Mrs. Jacqueline Mugo, Chairperson of the Employers' Group for the ITCILO Board, opened the meeting by welcoming the delegates, the Secretary of the Employers' Group (IOE) and the team of the Employers' Activities Programme in Turin (ACT/EMP Turin).
2. Mr. Paolo Salvai, Manager of ACT/EMP Turin, began his presentation by recalling the history and mandate of the Centre, emphasizing its mission to advance social justice through decent work by providing training and related capacity development services primarily targeting ILO constituents. He presented an overview of the Centre's thematic priorities and diversified portfolio and highlighted that, while ITCILO serves a broad international audience, approximately 15 per cent of its beneficiaries are ILO constituents, reflecting its core mandate to strengthen the tripartite structure of the Organization. Mr. Salvai also explained the ITCILO business model, which combines a mix of voluntary contributions (1/3) with income earned on the market (2/3). He also illustrated the importance of ILO which is providing voluntary contribution and purchasing an important packages of ILO services. Finally, Mr Salvai provided a comprehensive overview of the Employers' Activities Programme and its strategic role within the ITCILO.
3. The Committee expressed particular interest in understanding how the Programme's activities are designed and implemented across regions. Members noted the strong participation from Latin America and the Caribbean (42 per cent of total participants), reflecting the proactive engagement of EBMOs in that region through their sectoral organizations. In contrast, participation from the Arab States remained limited, at around 1 per cent. The Committee also sought clarification on how the Centre's programming supports employers' and workers' organizations in strengthening their voice and influence in political contexts where social dialogue is increasingly being set aside. Furthermore, members expressed interest in how Employers' Organizations are integrating artificial intelligence into their operations and services, underscoring the need to reinforce their capacity in this rapidly evolving area.
4. Mr. Salvai and his team presented the report of 2024 activities and gave an overview of the 2024-2025 portfolio, which covered the following aspects:
 - Main achievements in 2024 (and interim results for 2025), key figures on training activities and participants, and outreach and impact in the different regions;
 - Services offer;
 - Delivery and evaluation results ;
 - Financial resources and targets; ;
 - Key Trainings initiatives including new courses such as Essential on OSH Training of Trainers
 - ACT/EMP Turin advisory services including digitalization, management consultancy, and coaching services for EBMOs.
 - Large events organised by the ACT/EMP Turin and in collaboration with other training programmes.
 - Future perspectives

5. Success stories were shared during the session, including a presentation on the Training of Trainers programmes on Occupational Safety and Health (OSH) implemented in Kazakhstan and the Democratic Republic of the Congo (DRC), provided by ACT/EMP to EBMOs. These programmes enable EBMOs to establish sustainable training services that, through a small group of trained trainers, can reach a large number of their members, significantly scaling their impact and positioning the EBMOs as leading national actors in the promotion of Occupational Safety and Health. In addition, the successful experience of the Employers Confederation of the Philippines (ECOP) in deploying the AI-powered legal chatbot for EBMOs was highlighted as an example of effective innovation and digital transformation support. The successful implementation of Customer Relationship Management (CRM) tools in Congo, Moldova, Gabon, and India was also presented, showcasing how these digital solutions are enhancing member engagement and operational efficiency within EBMOs.
6. A presentation was also made on further trainings and digital tools developed by the Programme in areas such as minimum wage policies, Environmental, Social and Governance (ESG) standards, and the AI-powered lobbying and advocacy tool -policy tracker- *ReguLens*. These initiatives illustrated the Programme's ability to deliver practical value and develop innovative solutions that strengthen the capacities of Employers' Organizations.
7. The Committee acknowledged the Programme's strong performance, highlighting the diversity of its activities, the innovative nature of its initiatives, and the visible impact achieved across different regions.
8. The Committee approved the report unanimously and warmly congratulated Mr. Salvai and his team for their collective effort, and performance.

Meeting with Senior Management of the ITCILO

Mrs. Mugo expressed gratitude to Mr. Christophe Perrin, Director, Mrs. Paola Babos, Deputy Director, and Mr. Andreas Klemmer, Director Training Department for their support towards the ACT/EMP Turin programme.

9. Mrs. Mugo and the members of the Employers' Group highlighted the following key points:
 - The strong performance and professionalism of the ACT/EMP Turin team, whose 2024 results demonstrated both efficiency and tangible impact across regions.
 - The Programme's innovation and forward-looking approach, particularly through initiatives such as *ReguLens*, the AI chatbot piloted with ECOP, and the roll-out of CRM systems.
 - Encouraged the Centre to draw lessons from the high engagement in Latin America to strengthen participation in other regions, especially the Arab States.
 - Invited Management to reflect on how the Centre can further harness innovation from ACT/EMP Turin, ensuring that employers' priorities are

reflected in the forthcoming Strategic Plan and P&B, and broaden outreach and inclusiveness across programmes.

10. In response, Mr. Perrin:

- Congratulated the Programme for its strong results
- Recalled that the preparation of the new Strategic Plan and P&B was based on a broad consultative process, ensuring the involvement of social partners throughout.
- Acknowledged the challenging environment currently facing the ILO and underlined the importance for the Centre to remain vigilant and adaptive to changing realities.
- Noted that, while the Centre is in a good situation, maintaining resilience will require continued innovation and agility.
- Reiterated that digitalisation remains a central pillar of the Centre's strategy, with innovation at its core.

11. In response, Mr. Klemmer :

- Congratulated the Programme for its strong results and the quality of its work.
- Highlighted the differences among the Centre's training portfolios and underlined the distinctive success of the Programme for Employers' Activities.
- Emphasized the importance of keeping people, particularly ILO constituents, at the centre of the Centre's work, even as it embraces technological transformation.
- Agreed that the Programme for Employers' Activities represents a strong model that could inspire other departments within the Centre.

12. In response, Mrs. Babos:

- Underlined the close collaboration between the Corporate Services and Training Departments, stressing that digitalization and innovation are now integral to the Centre's operational direction.
- Explained that Corporate Services play a strategic role beyond administrative functions, supporting the digital transformation of systems and processes.
- Reflected on digital transformation as a driver of operational change, from enrolment and budget preparation to automation and overall operational efficiency.
- Highlighted the Centre's commitment to staff development, noting the ongoing efforts to foster a culture of learning and innovation within teams, in line with the UN 2.0 agenda.

13. Committee members concluded the meeting by highlighting the following:

- The significant contributions and impact of the Employers' Programme.
- The importance of leveraging technology, including AI and digital tools
- The need to sustain and further support the Programme's capacity, ensuring it continues to respond effectively to the growing demand from EBMOs
- Their appreciation to the ACT/EMP Turin team and the ITCILO Management for their continued collaboration and commitment to advancing the Centre's mandate.