Board of the Centre

90th Session, November 2026

CC 90/7/b

SEVENTH 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)
Christos Ioannou (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)

Maria Paz Anzorreguy (Director, ACT/EMP – ILO)
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)

Jeanne Schmitt, ACT/EMP Turin
Sandro Pettineo, ACT/EMP Turin
Jorge Cesar Ramirez Mata, ACT/EMP Turin
Eduardo Monte Jorge Hey Martins , ACT/EMP Turin
Rachida Zingara, ACT/EMP Turin
Irene Panizzolo, ACT/EMP Turin
Yulia Menshikh, ACT/EMP Turin

Observer

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). She also congratulated Mrs. Maria Paz Anzorreguy on her recent appointment as Director of ACT/EMP.

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. Mr. Salvai also explained the ITCILO business model, which combines voluntary contributions (1/3) with market-earned income (2/3). He also illustrated the weight of the financial contribution of the ILO, which provides voluntary contributions and purchases important packages of ILO services. He also announced a new Master's programme in TVET for the Digital Economy with Korea University of Technology and Education. Finally, Mr. Salvai provided a comprehensive overview of the Employers' Activities Programme and its strategic role within the ITCILO.

3. Mrs. Maria Paz Anzorreguy, Director of ACT/EMP, welcomed the opportunity to attend the Employers' Training Committee and the ITC-ILO Board for the first time. She underlined the importance of strengthening the ACT/EMP as one global team, through monthly meetings and regular exchanges between headquarters, Turin and the field. Referring to the ILO contingency measures, she saw cost reduction also as an opportunity to rethink priorities and strengthen impact. She outlined three objectives: positioning the Centre as the reference for capacity development and innovation for EBMOs, making the Programme a catalyst for innovation, and further integrating ACT/EMP Turin into the ACT/EMP global delivery model. She stressed that the Centre's work must be considered within the ILO reform process.

4. 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 (34 percent 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 though growing, at around 4 percent. 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.

5. Mr. Salvai and his team presented the report of 2025 activities and gave an overview of the 2025-2026 portfolio, which covered the following aspects:

    - Main achievements in 2025 (and interim results for 2026), key figures on training activities and participants, and outreach and impact in the different regions;
    - Services offered;
    - Delivery and evaluation results;
    - Financial resources and targets;
    - Key Trainings initiatives including new courses such as Labour Clauses in Trade Agreements

- ACT/EMP Turin advisory services including digital tools, management consultancy, and ToT to strengthen EBMOs training offer.
- Large events organised in collaboration with other training programmes.
- Future perspectives

6. Mr. Salvai reported that in 2025 the Programme reached 1,862 participants from 151 countries, with evaluation results (4.64 out of 5) above 2024 and the ITCILO average. He proposed reinforcing activities in the Middle East and Asia through outreach to sectoral organizations and underlined the importance of ACT/EMP services joining forces rather than working in isolation.

7. The ACT/EMP Turin team also presented other specific initiatives, such as the video-based MasterClass for Board Members of EBMOs, MALKIA She Leads Digital for women managers, the training of trainers eDesign course, AI chatbot developed for EBMOs, the Global Social Partners' Academy 2026 "Shaping AI at Work" and the Business Not As Usual events, new developments in the CRM. The team invited members' feedback on how to extend the MasterClass in the future, and members found it very useful and interesting. ReguLens, a prototype last year, has evolved into ReguLens 2.0, to be launched in December 2026, with more than 15 new functionalities and country-specific versions based on feedback from over 200 organizations in 95 countries.

8. These initiatives illustrated the Programme's ability to deliver practical value and develop innovative solutions that strengthen the institutional capacities of Employers' Organizations.

9. 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.

10. 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.

11. 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 2025 results, achieved with the support of Management, demonstrated both efficiency and tangible impact across regions.
- The Programme's innovation and forward-looking approach, particularly through initiatives such as *ReguLens* 2.0, the MasterClass for Board Members and MALKIA She Leads Digital.
- The crucial role of the Centre in the "ILO family". Priority funding should continue to maintain and reinforce the Fellowship Fund which allows the participation of social partners in the Centre activities. recalling that ILO constituents represented 10 per cent of the Centre's beneficiaries in 2025.

- The importance of preserving the identity of the campus as campus for the world of work.
- Appreciation goes to the Italian Government for its support.

12. In response, Mr. Perrin:

- Expressed deep appreciation to the ACT/EMP Turin team or an intense year of activities in challenging circumstances.
- Underlined the importance of strengthening collaboration among the technical programmes and with ACTRAV, as shown by the Global Social Partners' Academy, convened with workers for the second time, and by dedicated sessions at senior management retreats.
- Acknowledged the challenging environment currently facing the ILO and underlined the importance for the Centre to remain vigilant and adaptive to changing realities.
- Recalled the Centre's organic relationship with the ILO, with 90 per cent of its activities linked to an ILO outcome and 60 per cent developed or co-created with the ILO.
- Noted that a decrease in resources had been offset through portfolio diversification and operational flexibility, which brought in other partners, and that the Centre had adopted a zero nominal growth framework and protective measures, with an extraordinary Board meeting to be convened should the situation deteriorate.

13. In response, Mr. Klemmer :

- Congratulated the Programme for its strong results and the quality of its work.
- Commended the team's digital advisory tools and its efforts to make the Programme future-proof, through the diversification of funding and of tools in line with digital progress and the demand for hyper-personalized learning.

14. In response, Mrs. Babos:

- Welcomed the invitation to keep improving the Centre's business processes and efficiency, and thanked Mr. Salvai and the team for their engagement in the digital transformation within the zero nominal growth budget.
- Explained that the Centre is working to strengthen its role as manager of the campus, as a strategic asset, while minimizing liabilities, including through shared services.
- The Centre is actively working to pursue the EU pillar assessment process.

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

- Their appreciation for the clear presentation, which covered all the topics raised, and for the quick and concrete action taken following the Committee's discussions.
- The unique role of the ITCILO in strengthening EBMOs globally and the need to strengthen core activities within the ILO mandate.
- The need to ensure that the diversification of resources strike a balance between preserving the centrality of ILO mandate and financial sustainability
- Their appreciation to the ACT/EMP Turin team and the ITCILO Management for their continued collaboration and commitment to advancing the Centre's mandate.

16. Mrs. Anzorreguy congratulated Management on its work and results despite challenging conditions. She stressed that ACT/EMP continues to strengthen its team spirit as one global ACT/EMP, bringing together headquarters, the Programme in Turin and field colleagues, so that it is seen and works as one global service. She praised the ACT/EMP Turin team for its expertise across different areas of work and noted that field colleagues feel supported by its innovation.

17. Mrs. Mugo concluded the meeting by underlining the crucial role of the Centre for ILO constituents, as the place where the ILO comes alive. She welcomed the idea of the Centre as a strategic asset for the benefit of the constituents, stressed the importance of strengthening the role and impact of the ILO, and expressed her wish for the Centre to keep growing.