



EMPLOYERS' TRAINING COMMITTEE

REPORT ON THE EMPLOYERS' ACTIVITIES PROGRAMME 2024

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2024



TABLE OF ACRONYMS

A

- ▶ **ACT/EMP** or **ILO ACT/EMP** – Bureau for Employers' Activities
- ▶ **ACT/EMP ITCILO, ITCILO ACT/EMP, ACT/EMP Turin** or the **Programme** – Employers' Activities Programme at the International Training Centre for the International Labour Organization

C

- ▶ **Centre, ITCILO** or the **ITC** – International Training Centre of the International Labour Organization
- ▶ **CEO** – Chief Executive Officer
- ▶ **CFC** – Contribution to Fixed Costs to the ITCILO
- ▶ **Committee or the ETC** – Employers' Training Committee

- ▶ **CRM** – Customer Relationship Management Software

- ▶ **CSR** – Corporate Social Responsibility

D

- ▶ **DECP** – Dutch Employers' Cooperation Programme

E

- ▶ **EBMO, EBMOs** – Employers' and Business Membership Organizations
- ▶ **EOSH** – Essentials of Occupational Safety and Health
- ▶ **ETC** – Employers' Training Committee
- ▶ **EU** – European Union

H

- ▶ **HR** – Human Resources

I

- ▶ **IE** – Impact Evaluation
- ▶ **IGDS** – Internal Governance Documents System
- ▶ **ILO** – International Labour Organization
- ▶ **ILS** – International Labour Standards
- ▶ **IOE** – International Organisation of Employers
- ▶ **ITCILO, ITC** or the **Centre** – International Training Centre of the International Labour Organization
- ▶ **ITCILO ACT/EMP, Programme, ACT/EMP Turin** or **ACT/EMP ITCILO** – Employers' Activities Programme at the International Training Centre of the International Labour Organization

P

- ▶ **Programme, ACT/EMP ITCILO, ACT/EMP Turin** or **ITCILO ACT/EMP** – Employers' Activities Programme at the International Training Centre of the International Labour Organization

R

- ▶ **RBC** – Responsible Business Conduct

S

- ▶ **SDG** – Sustainable Development Goals
- ▶ **SME** – Small and Medium-sized Enterprises

T

- ▶ **TNA** – Training Needs Assessment
- ▶ **TOR** – Terms of Reference
- ▶ **TOT** – Training of Trainers

EXECUTIVE SUMMARY

The **Programme for Employers' Activities of the ITCILO** achieved a solid performance in **2024**, meeting all set objectives – including its financial targets. The Programme significantly expanded its outreach while maintaining the delivery of **high-quality, impactful, and needs-driven training and advisory services**.

Throughout the year, the Programme successfully navigated a period of transition -marked by **new team management**, the **incorporation of temporary team members**, and a **growing number of requests for organizational services**- and continued to move **full steam ahead**.

This report outlines the Programme's **key achievements in 2024**, presents **preliminary insights** derived from the **2025 EBMOs Training Needs Assessment** and an **external impact evaluation**, and provides **projections for 2025**.

Programme Overview

The Programme delivers a diverse and integrated portfolio of **training, advisory services and digital transformation tools**, and **networking events**, all tailored to the specific needs of **Employers' and Business Membership Organizations (EBMOs)**, particularly in the Global South.

Its mandate is to strengthen EBMOs in becoming representative, independent, well-governed, and sustainable organizations, fully aligned with the objectives of the Bureau for Employers' Activities (ACT/EMP) in Geneva and with ILO Outcome 2.1.

Trainings

In 2024, the Programme continued to deliver its renowned initiatives in management of Employers' and Business Membership Organizations, which represent a unique niche

of expertise and excellency of the programme. These included specialized courses on **membership development, strategic advocacy, and risk management**, alongside the **English edition of the Master Training in Management of EBMOs**, ACT/EMP Turin's flagship programme.

Additionally, the Programme served as a technical partner in initiatives led by the **International Organisation of Employers (IOE)** – particularly the **Global Employers Academy** – and the Bureau for Employers Activities – for example the *Instituto Latinoamericano para la Gerencia Organizacional (ILGO)*.

Beyond the traditional offerings, new training packages were developed and delivered on:

- [Good Governance in EBMOs](#)
- [Financial Sustainability](#)

Bipartite Initiatives

In keeping with our commitment to practicing what we promote, the Programme launched a series of **bipartite initiatives** in collaboration with the **Programme for Workers' Activities**.

Notably, the first edition of the **Social Partners Academy**, focusing on **emerging trends in collective bargaining**, received wide recognition and set a precedent for more structured collaboration between social partners.

Another joint initiative focused on **Just Transitions in Latin America and the Caribbean**. The project produced four country analyses whose findings, discussed jointly by employers' and workers' representatives, led to concrete policy priorities.

Advisory Services

The Programme delivered a wide range of tailored advisory services, including:

Digital transformation Services

- Establishment of six new [E-Campus platforms](#) for six EBMOs (and provision of coaching and training programmes on instructional design and training methodologies to several organizations).
- Implementation of [Customer Relationship Management \(CRM\)](#) systems for four new EBMOs.
- Piloting of a new [AI chatbot for EBMOs](#) – focussing on OSH, labour standards and industrial relations.
- Prototype and test a new AI-driven tool for policy analysis and advocacy called [ReguLens](#).

Management and Organizational Development

- Internal management: [Institutional assessments](#), board retreat facilitation, and strategic planning and membership plan developments.
- Advisory support on policy matters: social security reform, minimum wage, and establishment of sectoral skills councils.

Capacity development initiatives (Train-the-Trainer programmes) aimed at supporting EBMOs and MNEs on expanding their training offer in the following areas:

- [Essentials of Occupational Safety and Health \(EOSH\)](#)
- [Responsible Business Conduct](#)
- Violence and Harassment at Work
- Women mid-managers' Leadership skills ([MALKIA – Women Managers Rise Up](#))

- Train the Trainers training package for EBMOs on **Environmental, Social and Governance (ESG)** developed in 2024 and implemented in coordination with ACT/EMP Geneva in 2024-2025.

Large knowledge sharing and networking events

The Programme also co-organized and contributed to large-scale events, such as the [Skills Fair on Quality Apprenticeships](#) and the [Regional Policy Forum on the Transition to Formality in Latin America and the Caribbean](#), whose Outcome informed the ILC in 2025.

Additionally, an innovative live-streaming event, **“Business is Not as Usual,”** was organized to present the key findings of the research carried out by the Bureau for Employers' Activities. Hosted in the **ITCILO Innovation Lab**, the event gathered over **300 participants**, showcasing the Programme's commitment to digital engagement and thought leadership.

Quality and Outreach

In 2024, the Programme continued to deliver **high-quality, results-oriented services**, achieving an **average participant satisfaction score of 4.52/5.00** in end-of-activity evaluations. While this figure is slightly below the 2023 level, it remains fully aligned with the Centre's overall performance. Minor variations of two decimals are not indicative of a decline in quality, but probably a reflection of the significant expansion in the number of beneficiaries reached.

The Programme recorded **81 activities** over the year – **23 more than in 2023**, marking an impressive **40% increase**. This portfolio comprised:

- 35 training activities,
- 26 advisory services,
- 12 digital solutions (including the newly developed chatbot, CRMs, and e-learning platforms),
- 7 new or translated training packages, and
- 11 indirect activities.

Delivery modes continued to evolve: **66% of all initiatives were conducted online**, while **blended and face-to-face formats** represented **33%**. Despite financial constraints, the Programme made a deliberate effort to **revitalize in-person learning**, increasing the number of activities with face-to-face components from 17 in 2023 to 27 in 2024.

In terms of outreach, the Programme achieved its **best performance on record**, engaging **1,420 direct participants** – a **153% increase** over 2023 – and **291 indirect participants**. Participants represented **Employers' and Business Membership Organizations (EBMOs)** from **151 countries**, underscoring the truly global footprint of the Programme.

Regionally, participation was led by **the Americas and Caribbean (42.6%)**, followed by **Africa (25.4%)**, **Europe and Central Asia (19.9%)**, **Asia and the Pacific (10.8%)**, and a smaller share from **the Arab States**

(1.4%). This distribution reflects two key dynamics: a **surge of interest among Latin American and Caribbean EBMOs** in ACT/EMP Turin's courses – particularly online offerings – and the increasing openness of national peak organizations to extend participation to their sectoral and territorial member associations.

The Programme intends to **seek the Board's guidance** on replicating this successful model beyond Latin America to **broaden access for sectoral and local EBMOs worldwide**.

Female participation reached an estimated **52%**, exceeding both the ITCILO target and the institutional average, confirming the Programme's ongoing commitment to gender balance and inclusion in leadership and learning opportunities.

Financial Performance and Resource Mobilization

In 2024, the Programme successfully mobilized resources

and regained its pre-COVID funding levels, reaching a **total income of €1,393,163**.

Funding sources included approximately **€350,000** in **captive funds**, such as Italian and Fellowship Funds. The Programme was particularly successful in forging **strong partnerships with the ILO**, especially with the **Bureau for Employers' Activities**, securing **€860,000** in **ILO funding**. Additional contributions – amounting to **€180,000** – were received from partners including the **International Organisation of Employers (IOE)**, **CIPE**, and **EBMOs from high-income countries**.

The Programme **Contribution to the Centre's Fixed Costs (CFC)** reached **€773,000**, representing **110% of the annual target**. The **CFC-to-Income ratio of 56.2%** remains strong, consistent with pre-pandemic performance. This demonstrates the Programme's ability to adapt its cost structure while maintaining the premium quality of services provided

to the ILO's employers' constituents.

Online training activities and advisory services continued to be a key driver of profitability for the Programme. Responding to the sustained demand for blended learning, several flagship initiatives in 2024 incorporated face-to-face components. However, a complete return to fully blended models remains unlikely, primarily due to financial constraints linked to travel and accommodation costs.

It is important to underline that **online training with personalized tutor support** – a cornerstone of the Programme's digital offer – has proven to be equally effective as traditional face-to-face delivery. These activities, however, require significant preparation, sustained engagement, and coordination across multiple time zones. The recipe of the success is in the commitment, adaptability, and professionalism of the Programme's staff, who continue to ensure high-impact learning experiences for participants worldwide.

Organizational Impact

For years, the Programme has emphasized the importance of **driving organisational change** and achieving **measurable impact** through its activities. The goal is not only to reach more representatives but to ensure that knowledge translates into **concrete improvements within EBMOs**.

As part of its commitment to **quality and accountability**, ACTEMP Turin conducts a **biennial independent Impact Evaluation** to assess the **relevance, effectiveness, and organisational results** of its interventions. The **2023–2025 evaluation**, covering **21 training and advisory activities** delivered between 2023 and mid-2025, follows the **Kirkpatrick Model**, which measures reaction, learning, behavioural change, and organisational outcomes.

Preliminary findings (final report due **November 2025**) confirm **high satisfaction and relevance of the participants**:

- ▶ **81%** found the training highly relevant to their roles.

Participants praised the **practicality, interactive learning methods**, and **facilitators' ability** to connect global frameworks with local EBMO realities.

- ▶ The evaluation shows that learning is **retained and applied**: nearly **75% of respondents** changed how they work or introduced new practices, particularly in **advocacy, communication, and strategic planning**. The long-term use of materials and networks remains strong – **93%** still use training resources, and **76%** maintain contact with trainers and peers.

At the **organisational level**, results confirm that ACTEMP training drives **tangible institutional change**. **85% of participants** shared tools or knowledge internally, and **49%** reported new initiatives – from **governance and financial reforms to ESG and digitalisation programmes** – directly inspired by ACTEMP interventions.

For the first time, the evaluation also assessed **advisory services**, revealing an **average satisfaction score of 4.33/5** and a high degree of alignment with organisational priorities. Complementary interviews with **ACTEMP field specialists** reinforced that ACTEMP Turin's most transformative initiatives remain those that strengthen **institutional foundations** – notably the **Master Training in Management of EBMOs, financial sustainability, and membership development**. Specialists further highlighted the growing impact of support **on digitalisation, ESG, and governance**, which continues to help EBMOs **modernise operations and enhance credibility** in policy dialogue.

EBMOs Training Needs Assessment 2025

In line with the standard practice established in **2017**, the Programme commissioned a new **Employers' and Business Membership Organizations (EBMOs) Training Needs Assessment in July 2025**. The comprehensive survey was

distributed to **CEOs and Directors General** of the ILO's employers' constituents (national peak employers' organizations) to better understand their **current challenges** and assess their **future capacity-building needs**.

Key Findings

Internal challenges most frequently identified by respondents included:

- ▶ Financial sustainability and sound financial management
- ▶ Membership management and development
- ▶ Human resources management
- ▶ Governance

External challenges were mainly linked to:

- ▶ Political and governance environments
- ▶ Economic and financial conditions
- ▶ Business environment and competitiveness

Priority areas for staff training and product development include:

- ▶ Adoption of AI-driven productivity tools for EBMOs
- ▶ EBMOs Financial management
- ▶ Lobbying and advocacy skills

At the **policy level**, EBMOs expressed strong interest in future training on:

- ▶ Governance of Artificial intelligence and digital transformation
- ▶ Skills development and talent attraction
- ▶ Wage policies

These areas will require targeted training and advisory support from the ITCILO to ensure that EBMOs remain agile and

effective in an evolving global landscape.

The Team

The year 2024 was marked by staff transitions and periods of temporary shortages. The Programme's core team comprised four professionals and four assistants, though one professional and one assistant were on secondment to the ILO. To bridge these gaps, temporary staff were effectively recruited, with particular attention given to diversifying geographic backgrounds, educational profiles, and professional experience, even for short-term assignments.

Despite these challenges, the team's **commitment, professionalism, and passion** ensured the **continuation of high-**

quality performance throughout the year.

In **2025**, the Programme entered a phase of **readjustment** aimed at consolidating and strengthening its capacity. Since **February 2025**, the team has operated in a more stable configuration, following the **end of a senior officer's secondment**. In parallel, a **senior assistant position has been reprofiled** into a **new Associate Programme Officer role** (recruitment ongoing). This re-profiling reflects the Centre's **evolving business model**, with a growing emphasis on **online activities and advisory services**.

How are we doing in 2025?

The year **2025** has so far proven to be challenging for UN agencies, including the

ILO, amid a profound crisis of multilateralism and a decline in official development assistance. Despite this complex global context, the **outlook for the Programme for Employers' Activities** remains **positive**. ACTEMP Turin is on track to achieve its **outreach, quality, impact, and financial objectives** for 2025, maintaining results comparable to the previous cycle.

The Programme has organized its portfolio around three strategic axes:

- ▶ Large Networking Events – System-Level Capacity Development
- ▶ Advisory Services – Institutional Capacity Development
- ▶ Training – Individual Capacity Development

Large-scale networking events continue to play a pivotal role, providing employers' representatives with opportunities to influence global policy discussions and connect with diverse actors. Employers' delegations have actively participated in flagship tripartite initiatives such as the **ITCILO 60th Anniversary Celebrations, Skills for Fair Digital Transitions in Africa** (October 2025), and the **Global Social Partners Academy Shaping AI at Work** (July–September 2025).

A notable innovation is the launch of the **“Business is Not as Usual” event series**, designed to bridge the gap between **academic research** on EBMOs and the **practical leadership experience** of EBMO executives. The event counted with around 150 registrations.

The Programme continues to experience growing demand for tailored, high-level advisory services, including:

- ▶ Institutional assessments and membership development strategies
- ▶ Board induction programmes and Teams Retreat facilitation
- ▶ Digital and AI-driven tools for organizational management

Digital transformation remains a central focus. The Programme has expanded its traditional offer – such as **CRM systems** and **distance learning platforms** – and introduced **new AI-enabled tools**, including the **AI-driven [chatbot](#)** and an innovative AI-driven **[policy tracker](#)** to help EBMOs in assessing impact of regulatory changes.

Training offerings have also broadened, featuring new courses on **advocacy and lobbying, financial management for EBMOs, strategic human**

resource management, ESG standards, human rights due diligence, and negotiation skills (through the production of a podcast based learning).

Significant investments were made to develop **new hands-on guides** on **[advocacy and lobbying](#)**, as well as on establishing and strengthening the labour function within EBMOs.

Altogether, the Programme expects to reach approximately **1,500 beneficiaries in 2025** while generating **measurable improvements**

within participating organizations.

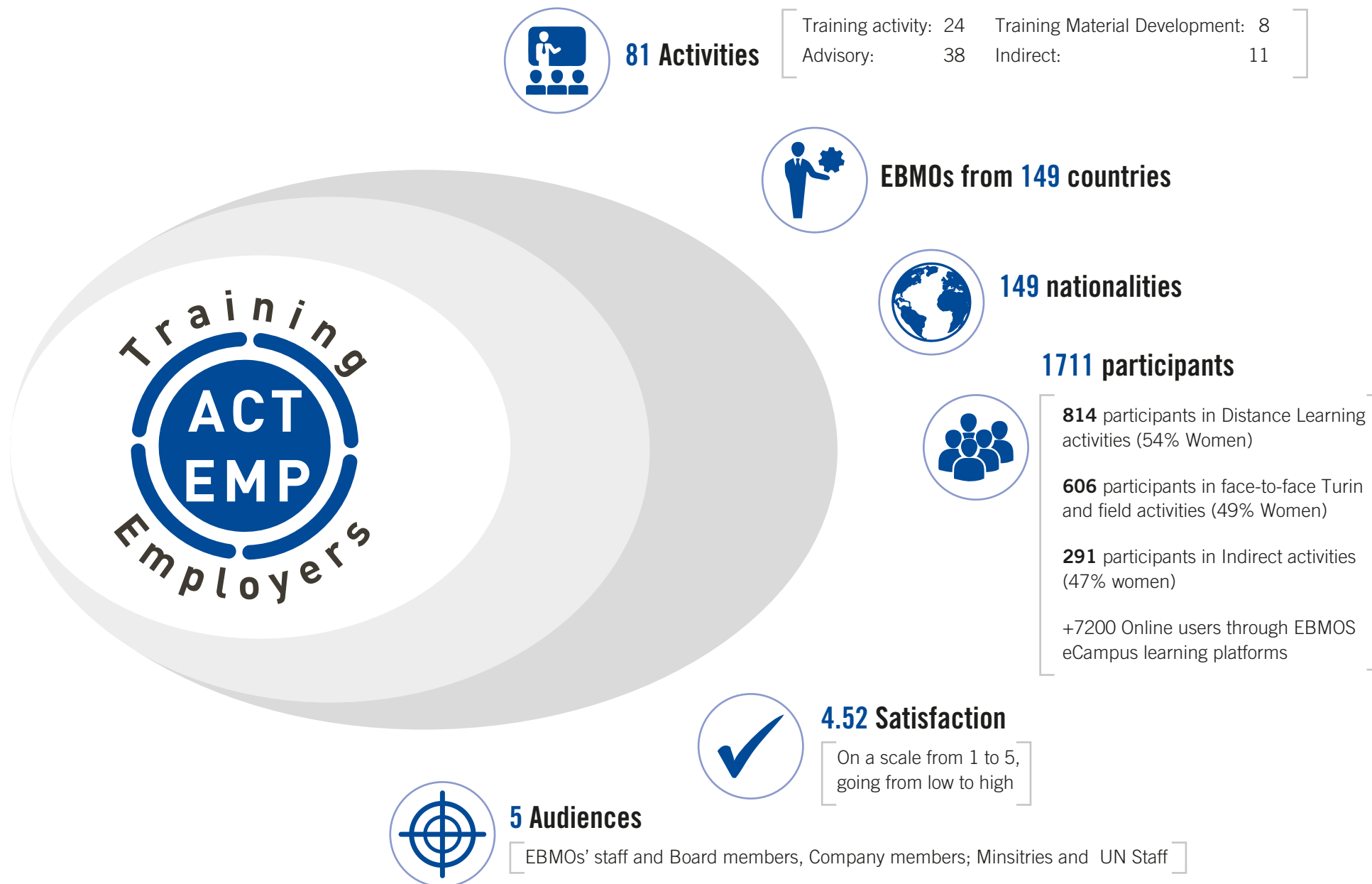
On the financial front, despite a **difficult year-end** marked by a **reduction in ILO funding**, ACT/EMP **Turin's turnover** is projected to approach **€1.3 million in 2025**. The Programme has **mobilized internal resources** to maintain its activity levels and meet constituents' demands, **in close coordination with the Bureau for Employers' Activities**. The Programme is expected to **meet the ITCILO management target** of **€725,000** for the year.

Looking ahead, **2026 presents more worrying prospects**. The Programme anticipates a **further decline in ILO contributions**, requiring **new strategies** and **guidance from the Board** to ensure sustainability. The Programme's **core mandate – strengthening EBMOs** – remains central to the ILO's mission, yet **mobilizing external donor funding** for this area continues to be a challenge. Strategic adaptation, innovation, and strengthened partnerships will therefore be essential to sustain impact in the coming year.

OUR 2024 AT GLANCE



MAIN ACHIEVEMENTS 2024



2024 GLOBAL IMPACT



LATIN AMERICAN & THE CARIBBEAN

717 (42%) 
557 participants in Direct Training Activities
160 participants in Indirect Training Activities

AFRICA

427 (25%) 
346 participants in Direct Training Activities
81 participants in Indirect Training Activities

ASIA

176 (10%) 
participants in Direct Training Activities

EUROPE

315 (18%) 
265 participants in Direct Training Activities
50 participants in Indirect Training Activities

ARAB STATES

24 (1%) 
participants in Direct Training Activities



LATIN AMERICAN & THE CARIBBEAN

- ▶ EFFECTIVE MANAGEMENT OF EBMOS
- ▶ EOSH
- ▶ STRATEGIC LOBBYING AND EFFECTIVE COMMUNICATION
- ▶ MEMBERSHIP STRATEGY
- ▶ MALKIA
- ▶ WAGE POLICY
- ▶ ILGO
- ▶ PRODUCTIVITY



AFRICA

- ▶ CREATION AND IMPLEMENTATION OF LOCAL PLATFORMS ENG/FR
- ▶ E-DESIGN ENG/FR
- ▶ MALKIA ENG
- ▶ RBC - FR
- ▶ MASTER EBMO FR
- ▶ COACHING FOR ELEARNING PLATFORMS ENG/FR
- ▶ CRM - FR
- ▶ EOSH ENG-FR



ASIA

- ▶ LIVING WAGE VS MINIMUM WAGE
- ▶ EFFECTIVE MANAGEMENT OF EBMOS
- ▶ STRATEGIC LOBBYING & COMMUNICATION FOR ADVOCACY INCLUDING SOCIAL MEDIA
- ▶ GOVERNANCE OF SOCIAL SECURITY SYSTEMS
- ▶ THE ROLE OF EMPLOYERS IN SKILLS GOVERNANCE SYSTEMS



EUROPE

- ▶ CREATION AND IMPLEMENTATION OF LOCAL PLATFORM
- ▶ UNLOCKING CHANGE TOWARDS RESILIENT EBMO
- ▶ EOSH
- ▶ CRM AZERBAIJAN



ARAB STATES

- ▶ ADVISORY SERVICES FOR OMAN CHAMBER BOARD MEMBERS
- ▶ MALKIA
- ▶ CRM



INTERREGIONAL

- ▶ FINANCIAL SUSTAINABILITY OF EBMOS
- ▶ EOSH
- ▶ CRM
- ▶ MALKIA
- ▶ GLOBAL YOUNG PROFESSIONALS' ACADEMY
- ▶ FOSTERING RESILIENCE AND EMBRACING DIGITALIZATION
- ▶ STRATEGIC HRM IN EBMOS

AMONG OUR 2024 PARTNERS



OUR SERVICES



THE PROGRAMME DELIVERS on its mandate through a range of capacity-development activities such as:

- ▶ **Training activities** (residential, at distance and blended) for representatives of EBMOs so that they can become stronger partners in economic and social development and better provide services to their members.
- ▶ **Development of tailor-made materials.** Our training packages, toolkits and other resource packs include guidance materials and hands-on tools and templates, which participants can use in their daily work.
- ▶ **Advisory services** for EBMOs in the area of organizational development and policy analysis (for example: institutional assessments, strategic planning exercises, membership development plans)
- ▶ **Digital transformation tools for EBMOs:** CRM, digital learning platforms, legal chat bot, policy trackers.
- ▶ **Organization of large-scale knowledge sharing events.** Facilitation of events like tripartite forums and meetings on matters related to the world of work.



COURSES



EMPLOYERS' ORGANIZATIONS

Designing and Delivering Impactful Training Programmes

Blended. English, French



EMPLOYERS' ORGANIZATIONS

ESG Leadership essentials: empowering EBMOs

Blended. English, French, Spanish



EMPLOYERS' ORGANIZATIONS

Good Governance in Employers and Business Membership Organizations

Blended. English, French, Spanish



EMPLOYERS' ORGANIZATIONS

Just Transition to a Sustainable Economy

Blended. English, Spanish



EMPLOYERS' ORGANIZATIONS

Macroeconomics and Microeconomics for Non-Economists

Blended. English, Spanish



EMPLOYERS' ORGANIZATIONS

MALKIA

Online. English, Spanish, Portuguese, Arabic



EMPLOYERS' ORGANIZATIONS

Master Training in Management of Employers' and Business Member Organizations

Blended. English, French



EMPLOYERS' ORGANIZATIONS

Minimum wages' policy making

Blended. English, Spanish



EMPLOYERS' ORGANIZATIONS

Productivity Enhancement Policies

Blended. English, Spanish



EMPLOYERS' ORGANIZATIONS

Promoting Responsible Business Conduct (RBC)

English, French, Spanish



EMPLOYERS' ORGANIZATIONS

Strategic Advocacy and Communication for Employers and Business Membership Organization

Blended. English, French, Spanish



EMPLOYERS' ORGANIZATIONS

Strategic Service Development in EBMOs

Blended. English, French, Spanish



EMPLOYMENT PROMOTION

Strategies for Membership Development

Blended. English, French, Spanish



EMPLOYERS' ORGANIZATIONS

Strengthening the Financial Sustainability of Employers and Business Membership Organizations

Online. English, Spanish



OCCUPATIONAL SAFETY AND HEALTH

Training Programme in the Essentials in Occupational Safety and Health (EOSH)

Blended.
English, Ukrainian, French, Spanish, Russian



EMPLOYERS' ORGANIZATIONS

Open House for the Launch of the New Training Package on Essentials in Occupational Safety and Health (EOSH)

8-19 JUNE 2020



ADVISORY SERVICES



INSTITUTIONAL ASSESSMENT

We provide institutional assessment of EBMOs by **evaluating their structure, governance, effectiveness, and impact.**

The assessment identifies strengths, weaknesses, and areas for improvement to enhance organizational efficiency and influence.



DEVELOPMENT OF MEMBERSHIP PLANS

We provide **coaching sessions for the Executive Director and/or Membership Team**, combined with support in conducting a **membership needs analysis** through online surveys and focus groups.

Additionally, we assist in drafting a **comprehensive membership strategy.**



INSTRUCTIONAL DESIGN COACHING

The instructional design coaching programme is a customized coaching service designed to **help EBMOs maximize the potential of their online training** platforms based on Moodle.

The coaching supports EBMOs in **creating, designing, and delivering high-quality online courses**, ensuring that their digital training services are engaging, effective, and aligned with members' needs.



POLICY ADVISORY

We provide policy advisory services to employers' organizations, helping them **analyze regulatory changes, assess their impact on businesses, and develop effective advocacy strategies.** Our expertise enables organizations to navigate complex policy environments, strengthen their influence, and shape business-friendly regulations.



DIGITAL TOOLS



CUSTOMER RELATIONSHIP MANAGER (CRM) FOR EBMOs

Customer relationship management (CRM) systems facilitate **positively influence policy making** while providing quality services to members by **supporting member recruitment, retention strategies**, and much more. The database, built with an open-source technology, is customizable and user-friendly.



AI CHATBOT: ENHANCING ADVISORY SERVICES

Using Generative AI and Retrieval-Augmented Generation (RAG) technology, **the chatbot pulls verified information from official documents, ensuring consistency and accuracy** while reducing the workload on EBMO staff.



ONLINE LEARNING PLATFORMS

The online learning platforms are a **scalable and customizable Learning Management System (LMS)** designed to help Employers and Business Membership Organizations **enhance their training capabilities**.



REGULENS

AI-powered tool designed to help EBMOs **analyze the impact of new regulations and receive practical recommendations for advocacy purposes**.

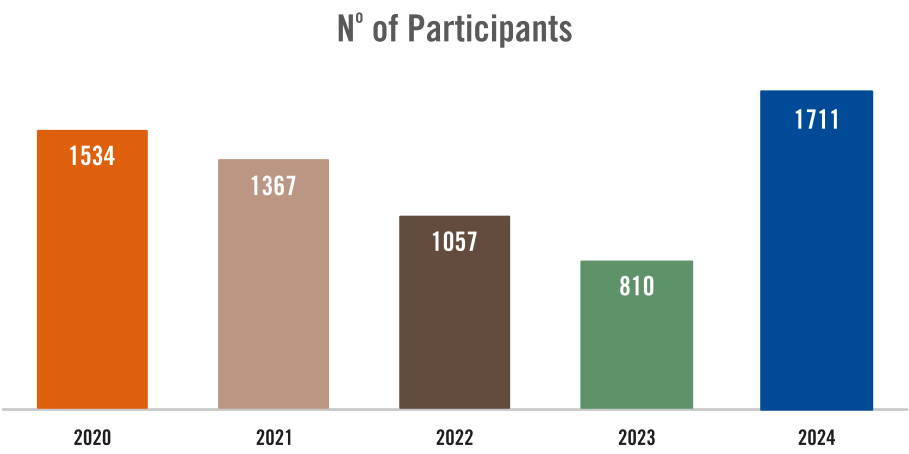
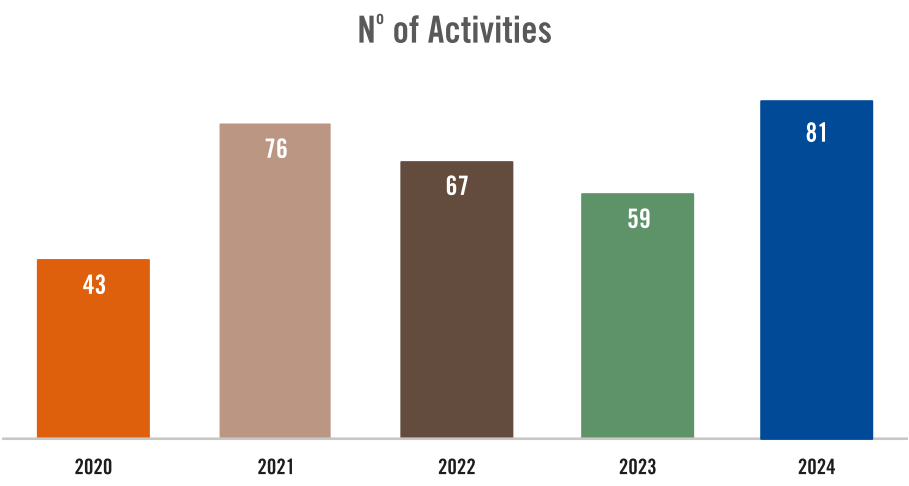
It evaluates policy changes across different countries, industries, and company sizes.



2024 FACTS & FIGURES



PARTICIPATION ANALYSIS



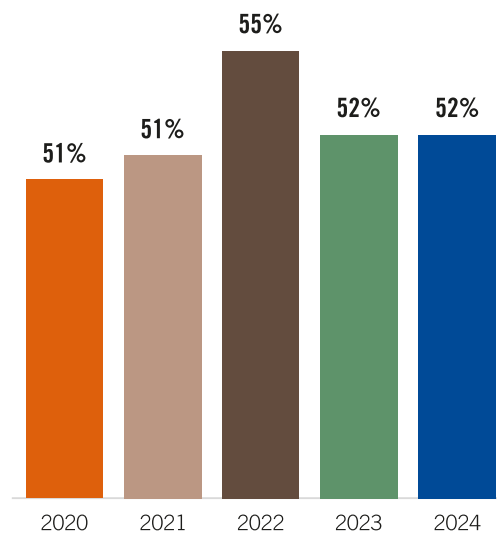
PARTICIPATION BY GENDER



Women's target
participation at ITCILO:
45%

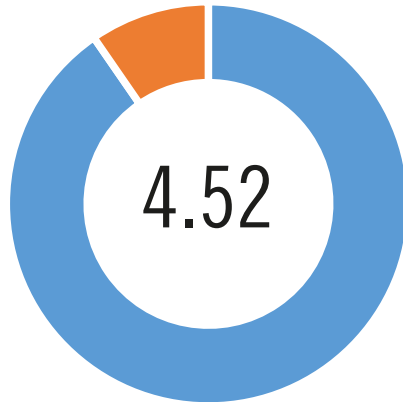


2024 women's
participation at ACT/EMP:
52%



In 2024, women's participation in our courses remained exceptionally high, exceeding the Centre's biennial target of 45% by 7 percentage points and surpassing the Centre's overall biennial results by 13 percentage points

CUSTOMERS SATISFACTION 2024 RESULT*



**What explains
these numbers?**



Needs based & demand driven programme.



Relevant training, based on Training Needs Assessment, contact with ACT/EMP ILO field specialists and EBMOs CEOs.



Full Online delivery of training activities has not affected the quality and impact of our training Programme.



Highly praised training methods, staff and trainers.



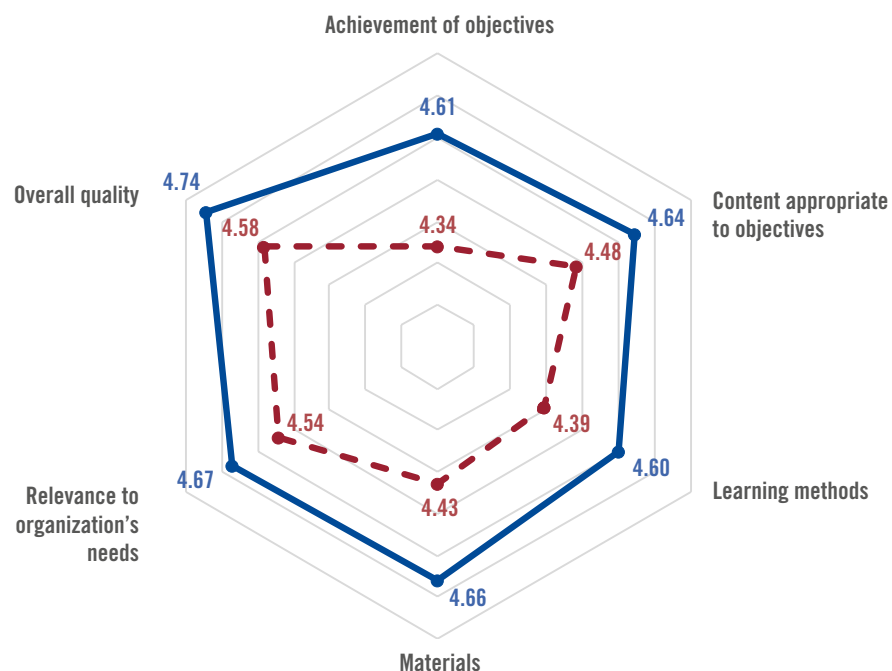
It's not just about scholarships. Participants acknowledge the great value, quality and relevance of our Programme's trainings, because the time they invest with us translates into better results for their EBMOs.

*ITCILO 2024: 4.53 on a scale from 1 to 5.

GENERAL EVALUATION 2024 RESULTS

ACT/EMP vs ITCILO 2023

— ACT/EMP — ITCILO

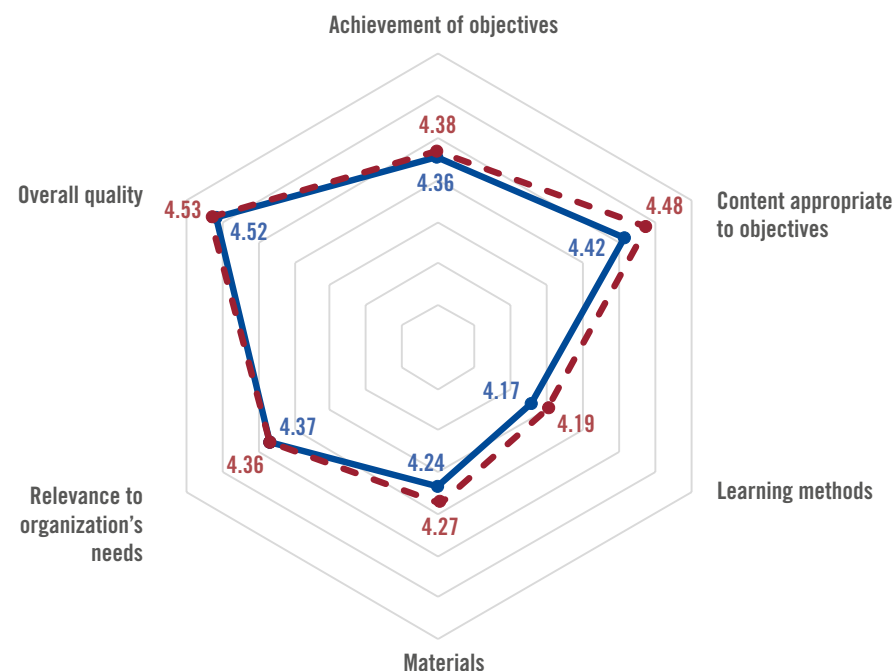


ACT/EMP 2023
4.74

ITCILO 2023
4.58

ACT/EMP vs ITCILO 2024

— ACT/EMP — ITCILO

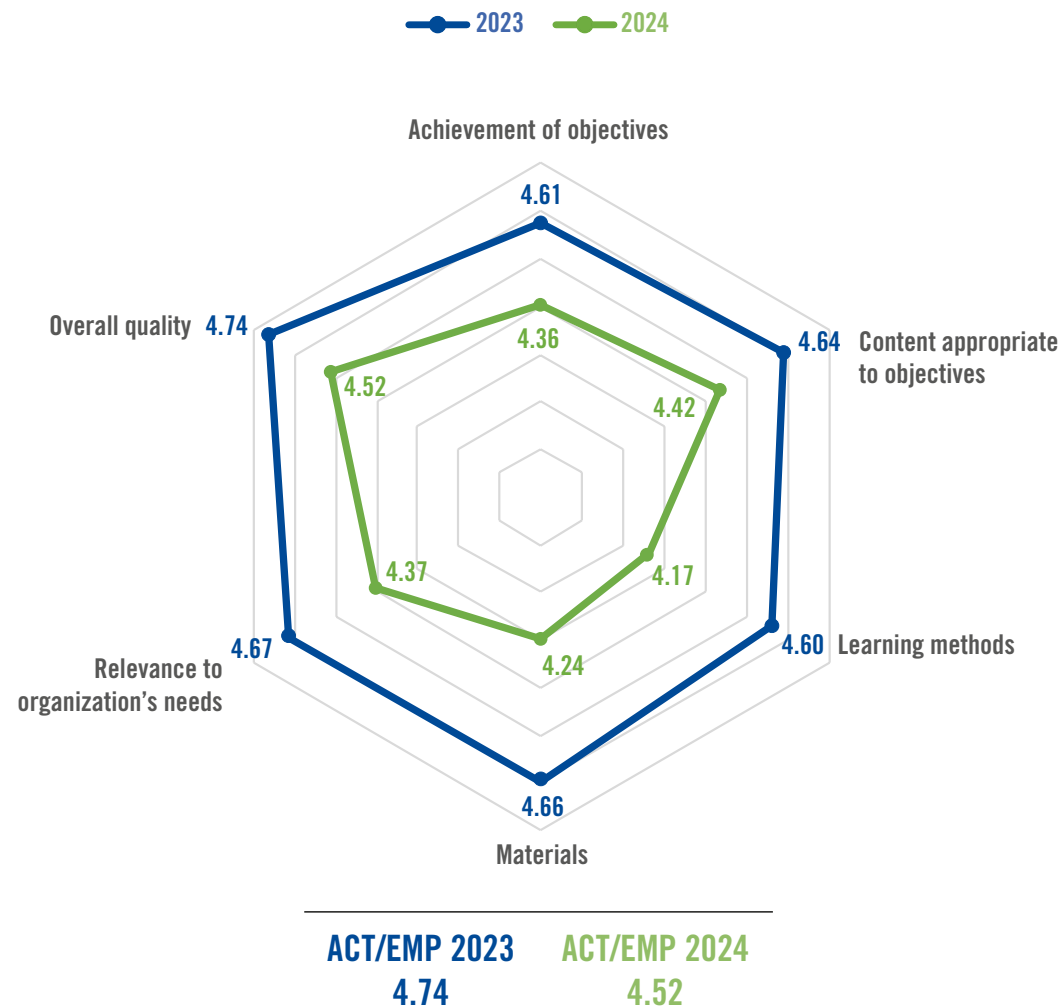


ACT/EMP 2024
4.52

ITCILO 2024
4.53

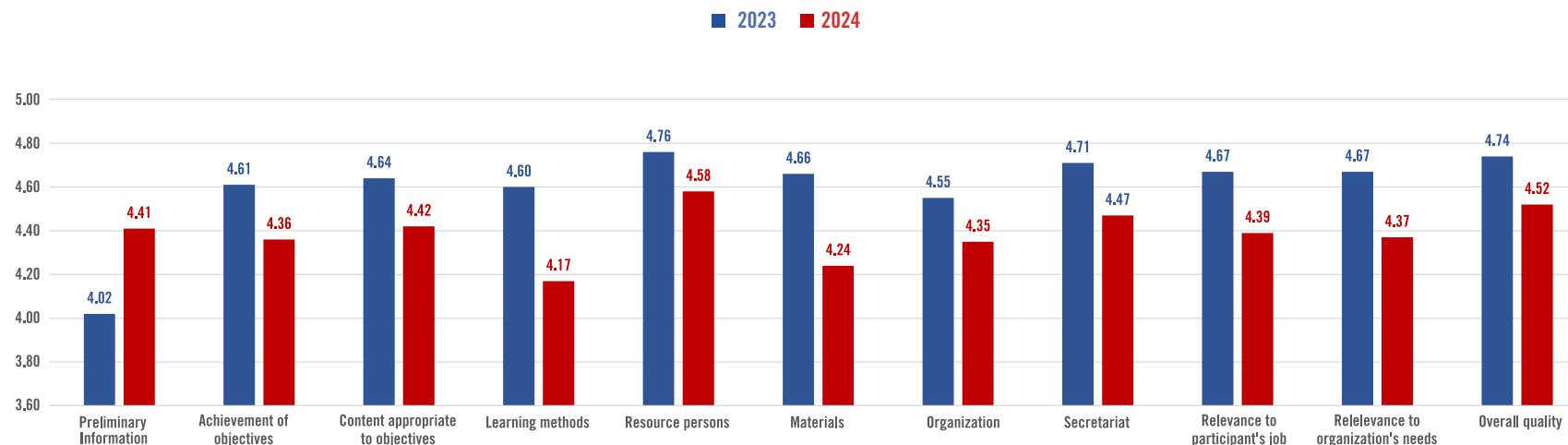
GENERAL EVALUATION 2024 RESULTS

ACT/EMP: 2023 vs 2024



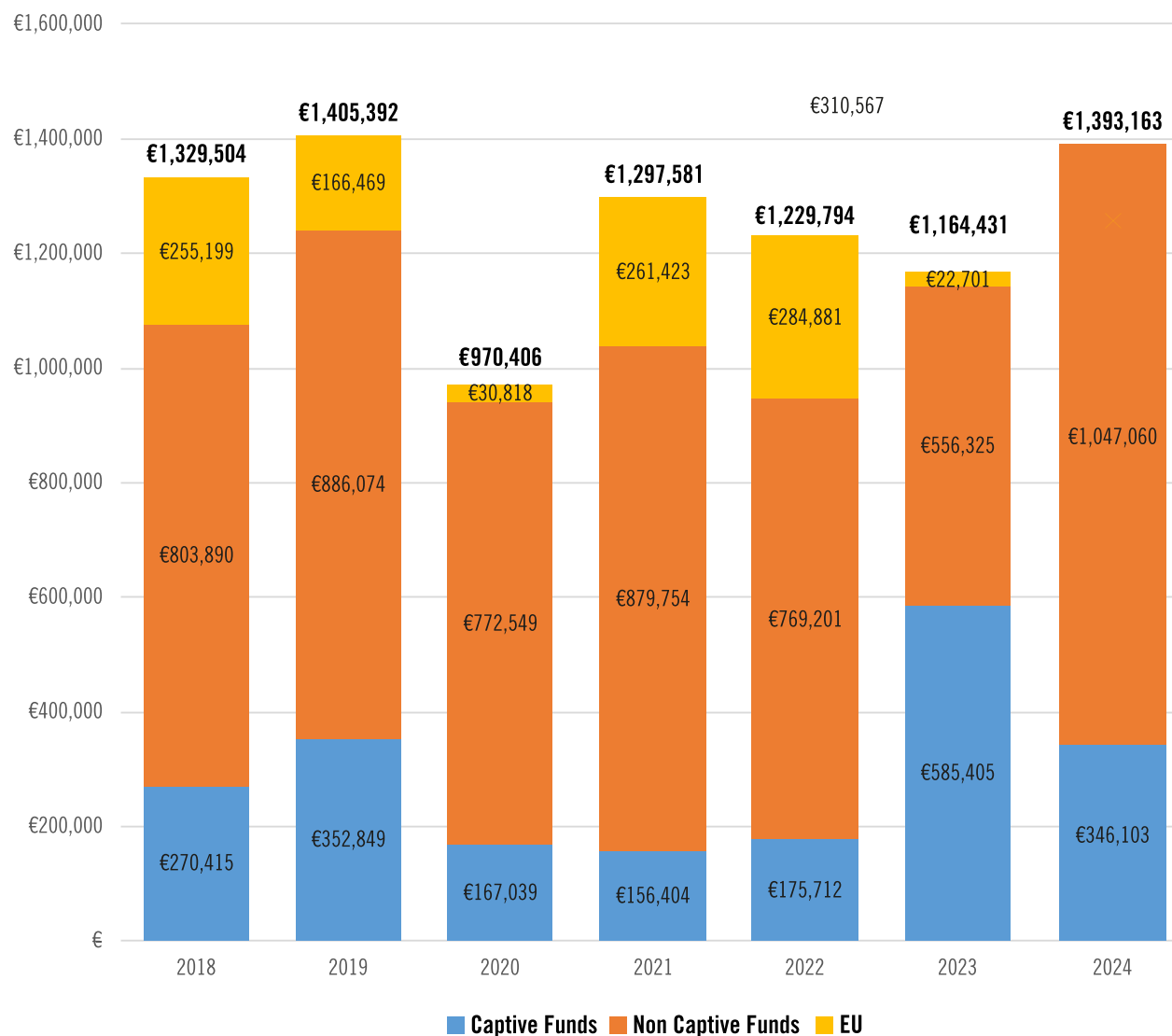
GENERAL EVALUATION 2024 RESULTS

EVALUATION RESULTS ACT/EMP 2023 vs 2024



In 2024, the Programme continued to deliver high-quality, results-oriented services, achieving an average participant satisfaction score of 4.52/5.00 in end-of-activity evaluations. While this figure is slightly below the 2023 level, it remains fully aligned with the Centre's overall performance. Minor variations of two decimals are not indicative of a decline in quality, but probably a reflection of the significant expansion in the number of beneficiaries reached.

FUNDING



In 2024, the Programme successfully mobilized resources and restored its pre-COVID funding levels, achieving a total income of **€1,393,163**.

Funding sources included:

► CAPTIVE FUNDS (25%)

A total of **€345,000** in captive funds, comprising the annual allocation from the Italian Government (**€152,000**, 11% of the total) and contributions from the Fellowship Fund (**€193,000**, 14% of the total).

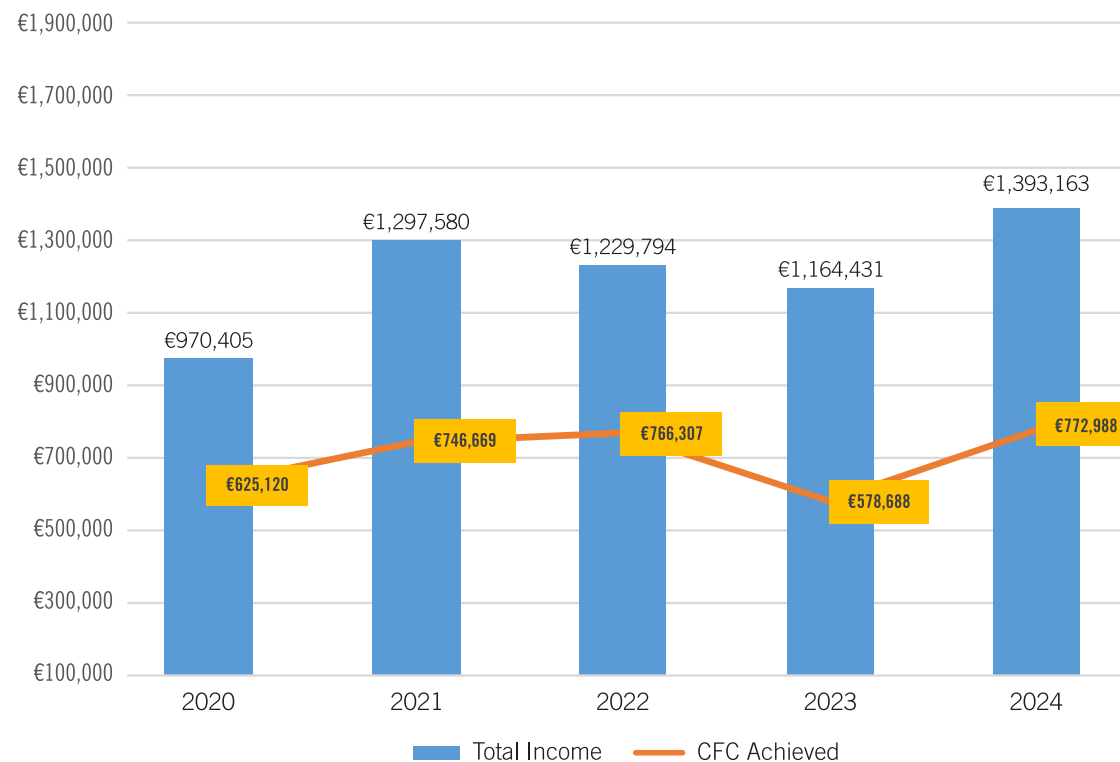
► NON-CAPTIVE FUNDS (75%)

€860,000 (62%) ILO funds, including approximately **€200,000** (14% of the total) in RBTC funds earmarked for the Turin Centre.

€180,000 (13%) from other sponsors and partners, including the International Organisation of Employers (IOE), the Center for International Private Enterprise (CIPE), and Employers' and Business Membership Organizations (EBMOs) from high-income countries.

INCOME & CFC

ACT/EMP	Total Income	CFC Target	CFC Achieved	CFC Target Achievement	CFC/ Income
2020	€970,405	€600,000	€625,120	104.19%	64.42%
2021	€1,297,580	€660,000	€746,669	113.13%	57.54%
2022	€1,229,794	€690,000	€766,307	111.06%	62.31%
2023	€1,164,431	€700,000	€578,688	82.67%	49.70%
2024	€1,393,163	€700,000	€772,988	110.43%	55.48%
Total	€6,055,373	€3,350,000	€3,489,772	104.17%	57.63%



The Programme Contribution to the Centre's Fixed Costs (CFC) reached €773,000, representing 110% of the annual target and the highest ever contribution of ACTEMP Turin to the Centre Fixed Costs. The CFC-to-Income ratio of 56.2% remains strong, consistent with pre-pandemic performance. This demonstrates the Programme's ability to adapt its cost structure while maintaining the premium quality of services provided to the ILO's employers' constituents.

OUR TEAM



THE TEAM IN 2025





Demand driven, impactful capacity
building for Employers' and Business
Member Organizations-EBMOs

Programme for Employers' Activities

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