

ITC International Training Centre

EMPLOYERS' TRAINING COMMITTEE

REPORT ON THE EMPLOYERS' ACTIVITIES PROGRAMME 2025

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2025

ITC International Training Centre

Training ACT EMP Employers

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

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 delivered a **solid performance in 2025**, successfully meeting all its objectives in terms of outreach, development of new initiatives and learning materials, overall satisfaction and quality ratings, knowledge acquisition, impact and, last but certainly not least, financial targets.

Throughout the year, the Programme successfully navigated a **prolonged period of uncertainty**. Borrowing a metaphor from Italian football, the Programme adopted a classic ***catenaccio e contropiede strategy***: disciplined and conservative in expenditure management, yet bold, agile and quick to counterattack whenever opportunities emerged. Like a determined football team fighting for every ball, the Programme left no opportunity unexplored, combining financial prudence with ambition, responsiveness and a strong determination to deliver results.

This report outlines the Programme's key achievements in 2025 and provides an outlook and projections for 2026.

Programme Overview

The Programme delivers a diverse and integrated portfolio of training, advisory services, digital transformation tools, Training of Trainers (ToT) initiatives aimed at strengthening EBMOs' own training capacities, and knowledge-sharing and networking events. These interventions are tailored to the specific needs of Employers' and Business Membership Organizations (EBMOs), particularly in the Global South.

The Programme operates at **three complementary and interconnected levels**:

- **individual**, through learning services that strengthen the competencies of EBMO leaders and staff;
- **organizational**, through advisory services, digital tools and ToT initiatives that enhance EBMOs' institutional capacities and performance;
- **systemic**, through knowledge-sharing, networking and dialogue initiatives that foster collaboration, peer learning and the exchange of experiences.

The Programme's mandate is to provide **capacity development services** aimed at **strengthening EBMOs as strong, representative, independent, well-governed and sustainable organizations**, fully aligned with the objectives of the Bureau for Employers' Activities (ACT/EMP) in Geneva and ILO Outcome 2.1.



With more than 25 years of experience, the Programme has established itself as a centre of excellence for EBMOs. It has become a natural point of reference for EBMOs seeking specialized training in organizational management and policy areas related to the ILO's mandate.

At individual level

Trainings

In 2025, the Programme continued to deliver its well-established training initiatives on the management of Employers' and Business Membership Organizations, representing a **unique niche of expertise and excellence**. Few, if any, other academic or training institutions offer a comparable level of specialization in this field.

These initiatives included specialized courses on membership development, strategic advocacy, financial sustainability and service development in EBMOs, amongst others. In particular, the newly developed course on **financial sustainability** attracted considerable interest, leading to the organization of several editions throughout 2025.

The Programme also continued to serve as a trusted technical partner in initiatives led by the International Organisation of Employers, and the Bureau for Employers' Activities; among other initiatives, the Programme remained a key partner in delivering the online component of the **Instituto Latinoamericano para la Gerencia Organizacional (ILGO)**, which celebrated its 40th anniversary in 2025.

Beyond its established training portfolio, the Programme also

developed and delivered new training packages, notably:

- **Human Resource Management for EBMOs**, strengthening their internal management capacities and HR practices.
- **Strategic Advocacy and Lobbying**, introducing a new training offer to enhance EBMOs' capacity to influence public policies and effectively represent the interests of their members.

Bipartite Initiatives

In keeping with its commitment to practising what it promotes, and in recognition of the shrinking civic space and the growing need to strengthen and reaffirm the legitimacy of bipartism and tripartism, the **Programme launched a series of bipartite initiatives** in close collaboration with the Programme for Workers' Activities.

Notably, the second edition of the Global Social Partners' Academy, entitled *"Shaping AI at Work: Empowering Social Partners for a Fair Digital Future"*, received wide recognition and represented an important example of structured collaboration between employers' and workers' organizations.

Another joint initiative focused on **Just Transition in the Caribbean**, while a third involved the co-development of Bargaining Voices, an innovative WhatsApp-based learning programme on collective bargaining and negotiation skills built around a storytelling approach.

The Programme also **strengthened its collaboration with other ITCILO programmes**, contributing to the co-design of several tripartite and tripartite-plus initiatives and ensuring meaningful employers' representation throughout their delivery. These included the Winter Forum on Demographic Transitions, training on Strategic Foresight in Times of Disruption, Skills for a Fair and Digital Transition in Africa, and the Summer School on Social Dialogue.

At organizational level

Digital Transformation Services

In 2025, the Programme continued to support EBMOs in their digital transformation, combining the development and implementation of digital solutions with capacity-building initiatives aimed at strengthening their autonomy and institutional effectiveness. Key achievements included:

- **E-Campus platforms (Learning Management Systems)**: Establishment of 4 new e-Campus platforms for EBMOs and migration of existing platforms from ITCILO servers to EBMOs' own servers, strengthening institutional ownership and autonomy.
- **Customer Relationship Management (CRM)**: Implementation of CRM systems for 3 additional EBMOs to improve membership management, engagement and service delivery.
- **AI-powered chatbot**: Development of tailored AI assistants enabling EBMOs to provide their members with on demand information and guidance on labour law, occupational safety and health (OSH), international labour standards and industrial relations, expanding their digital service offer and strengthening member engagement.
- **ReguLens**: Large-scale launch of ReguLens, an innovative AI-powered tool designed to strengthen EBMOs' advocacy capacities. ReguLens helps employers' organizations analyse the potential impact of new regulations and develop practical, evidence-based recommendations for advocacy purposes.

Management and Organizational Development

The Programme continued to provide tailored advisory services to strengthen EBMOs' institutional capacities, governance and strategic positioning. Interventions focused on two main areas:

- **Institutional management and organizational development**: Institutional assessments, facilitation of board retreats, strategic planning, and the development of membership strategies and action plans.
- **Policy advisory services**: Technical support on key policy issues, including minimum wage setting and Sustainability matters.

Training of Trainers (ToT) Initiatives to Strengthen EBMOs' Training Capacities

The Programme continued to invest in strengthening EBMOs' capacity to become training providers in their own right, equipping them with ready-to-use, easily adaptable training packages and methodologies. These resources are designed for both online and face-to-face delivery. This support enables EBMOs to expand their services to member companies, generate income and multiply the Programme's outreach by reaching learners beyond those trained directly by the Centre.

The main training packages and initiatives included:

- **Essentials of Occupational Safety and Health (EOSH)**: A cornerstone of the Programme's training portfolio, building on 15 years of experience. Its modular approach, comprising 29 modules and over 60 hours of learning, provides comprehensive and adaptable training resources to strengthen OSH knowledge and practices at enterprise level.
- **Responsible Business Conduct (RBC)**: Training package to support EBMOs in promoting responsible business practices among their members.
- **MALKIA – Women Managers Rise Up**: A training package aimed at strengthening the leadership and management skills of women in middle-management positions.
- **Environmental, Social and Governance (ESG)**: A new Training of Trainers package developed in coordination with ACT/EMP HQ to equip EBMOs with the tools and methodologies needed to deliver ESG-related training to their member companies.

In addition, for more than six years the Programme has been delivering **structured training in instructional design and training methodologies**, which has become one of its **flagship initiatives**. Through Designing and Delivering Impactful Training Programmes (e-design), an interactive capacity development programme, EBMOs gain the skills and tools to design, develop and deliver their own learning programmes, both face-to-face and online. This strengthens their institutional autonomy and their ability to offer tailored training services to their members.

Systemic level

Large knowledge sharing and networking events

The Programme launched a new webinar series, "Business Is Not as Usual – Scientific Insights for EBMO Leaders", designed to bridge the gap between academic research and practice by connecting leading scholars studying the evolution of EBMOs with practitioners and business leaders. Five episodes were organized, featuring prominent researchers and addressing topics such as the changing nature of employers' organizations, evolving trends in collective bargaining and the importance of organizational governance.

Additional large-scale knowledge-sharing and networking events were organized to present new tools and resources developed by the Programme, including a new **Guide on Strategic Advocacy and Lobbying** and a **Compendium on Membership Strategies**.

These initiatives aim to **foster a shared understanding of the challenges and opportunities facing EBMOs**, explore emerging trends and developments across different national and institutional contexts, and encourage EBMO leaders to reflect on innovative approaches to better respond to the evolving needs and expectations of their member companies.

Quality and EBMOs' satisfaction

In 2025, the Programme continued to deliver high-quality, results-oriented services, achieving an **average participant satisfaction score of 4.64 over 5** in end-of-activity evaluations. This represents an improvement over 2024 and exceeds the Centre's overall performance across all key evaluation dimensions.

While minor variations of a few decimal points may not necessarily be statistically significant, the consistently high ratings achieved by the Programme deserve particular attention. Participants expressed especially high levels of satisfaction with the **quality and expertise of resource persons (predominantly internal staff), as well as the administrative and organizational support provided**. These results reflect the Programme's sustained commitment to quality, attention to detail, and personalized support, which contribute to outstanding performance across all evaluation dimensions.

In terms of delivery modalities, the Programme appears to be reaching a more stable balance. In 2025, **69% of all initiatives were delivered online**, while **blended and face-to-face** formats accounted for the remaining **31%.**

It is worth emphasizing that online training supported by personalized tutoring—a cornerstone of the Programme's digital learning offer—has demonstrated effectiveness comparable to traditional face-to-face delivery.

At the same time, despite persistent financial constraints, the Programme has made a deliberate effort to **revitalize face-to-face learning opportunities**, increasing the number of activities incorporating an in-person component from 17 in 2024 to 28 in 2025. This responds to growing demand from Employers' and Business Membership Organizations (EBMOs), which increasingly value opportunities for direct interaction, peer learning, networking, and the exchange of experiences.

Nevertheless, a return to the distribution of delivery modalities that prevailed before the COVID-19 pandemic is neither realistic nor necessarily desirable.

Outreach

In terms of outreach, the Programme achieved **its highest performance on record, reaching 1,440 direct participants**, a further 1.5% increase over 2024, and **422 indirect participants** (training delivered by EBMOs to their own members and enterprises using ITCILO training packages). This result is particularly remarkable considering that 2024 had already registered an extraordinary 150% increase compared to 2023. Sustaining and further expanding participation after such exceptional growth demonstrates the Programme's ability to consolidate its outreach and maintain strong demand for its capacity development services.

Participants represented Employers' and Business Membership Organizations (EBMOs) from **151 countries**, underscoring the Programme's truly global reach.

In terms of regional distribution, participation was led by the **Americas and the Caribbean (34.5%) and Africa (33.5%)**, followed by Europe and Central Asia (18%), Asia and the Pacific (11%), and the Arab States (4%). This distribution reflects the Programme's deliberate efforts to achieve a more geographically diversified and balanced outreach, particularly compared to 2024, when participation was more concentrated in Latin America and the Caribbean.

Nevertheless, **Latin America and the Caribbean remain the largest single regional constituency in ACT/EMP Turin's training activities**. One of the key factors behind this sustained engagement is the openness of national peak employers' organizations in the region to extending training opportunities to their affiliated sectoral and territorial associations. This approach has significantly broadened the Programme's reach beyond national peak organizations, allowing it to engage a wider range of EBMOs at different levels of business representation. Building on this positive experience, **the Programme intends to seek the Board's guidance on how to replicate and progressively expand this successful model in other regions**, with the aim of making its capacity development opportunities more accessible to sectoral, territorial, and local employers' organizations worldwide.

Female participation reached an estimated 55%, exceeding both the ITCILO target and the Centre's institutional average. This result reflects not only the Programme's sustained commitment to promoting gender balance and equal access to learning and leadership development opportunities, but also the **significant efforts made by EBMOs worldwide to strengthen gender representation within their secretariats and professional teams**. It is an encouraging indication of the progress being made towards more gender-balanced and inclusive employers' organizations.

Financial Performance and Sustainability

In 2025, the Programme generated a total income of **€1,220,000**, slightly below the level recorded in 2024. This represents a remarkable achievement, particularly in light of the challenging financial situation facing the ILO, which affected funding availability towards the end of the year and resulted in the cancellation or unavoidable postponement of several planned activities.

The Programme continued to rely mainly on captive funds and ILO funding

Available captive funds, notably Italian and Fellowship Funds, amounted to approximately **€510,000** in 2025, with a delivery rate approaching 100%. This reflects careful planning, effective resource management and the Programme's capacity to translate available funding into concrete capacity-building activities.

A key factor underpinning both the Programme's impact and its financial sustainability remains its **close integration and coordination with the ILO Bureau for Employers' Activities (ACT/EMP)**. ACT/EMP Turin operates as an integral part of the Global ACT/EMP Team, ensuring that training and capacity-building activities respond directly to constituents' needs and priorities and are designed and implemented in close collaboration with the ACT/EMP specialists.

This collaboration is particularly valuable in ensuring the **continuity and sustainability of results**, as ACT/EMP specialists in the field can build upon and follow up on ITCILO interventions at country and regional levels. It also contributes significantly to the Programme's financial viability. ACT/EMP specialists have repeatedly emphasized the reliability, technical competence and professionalism of the Turin team, recognizing the added value of working with trusted colleagues who combine specialized expertise with a thorough understanding of employers' organizations and their

needs. This strong institutional relationship translated into a **financial contribution from ACT/EMP totalling approximately €180,000** in 2025. Additional funding channelled through ILO technical cooperation projects, Regular Budget for Technical Cooperation resources from regional offices, and contributions from ILO country offices amounted to approximately **€400,000**.

The Programme also mobilized approximately **€125,000 from external sources**, including the International Organisation of Employers (IOE), employers' and business membership organizations, and self-paying participants. **Further strengthening and diversifying these funding sources will be increasingly important**, particularly in a context where financial resources available through the ILO may become more constrained.

Contribution to the Centre's Financial Sustainability

The Programme's **Contribution to the Centre's Fixed Costs (CFC) reached €763,000, equivalent to 105% of its annual target**.

This represents the **third-highest absolute CFC contribution in the Programme's history**, just €10,000 below the record achieved in 2024, which was an exceptional year in financial terms. This result is particularly noteworthy considering the funding constraints affecting the ILO.

Even more significantly, the **CFC-to-income ratio reached 62.8%**. This exceptional ratio reflects the team's ability to manage resources efficiently, optimize delivery costs and generate a substantial contribution to the Centre's overall financial sustainability.

Online training activities and advisory services continued to be key drivers of the Programme's financial performance. A significant share of these services was designed and delivered directly by the Programme's team, with limited reliance on external expertise. This was made possible not only by the team's strong commitment and dedication, but also by the high level of specialized knowledge and practical expertise developed over the years in the distinctive field of EBMO capacity development.

The team's ability to design and deliver training and advisory services on EBMO management and selected policy areas of particular relevance to employers **represents a significant strategic and financial asset**. This in-house expertise reduces dependence on external consultants, keeps delivery costs under control and enables the Programme to respond flexibly and promptly to constituents' evolving needs.

Beyond the financial figures, these results reflect the Programme's strong commitment to its role as a **team player within the broader ITCILO institutional framework**. At a time when the Centre as a whole faced financial pressures, the Programme not only maintained a high level of activity and responsiveness to constituents' needs but also made an important contribution to the Centre's financial sustainability.

Overall, the 2025 financial results demonstrate the Programme's **resilience, operational efficiency and ability to combine institutional impact with financial sustainability**, even in an increasingly challenging funding environment. Looking ahead, preserving the Programme's specialized in-house expertise, maintaining its strong integration within the Global ACT/EMP Team and progressively diversifying its funding sources will be essential to sustaining this performance.

Impact Assessment: From Individual Learning to Institutional Change

In the third quarter of 2025, the Programme commissioned an **external impact evaluation**, whose preliminary findings were presented at the 2025 Employers' Training Committee. The consolidated analysis confirms the **strong and lasting contribution of the Programme to individual professional development and institutional strengthening of Employers' and Business Membership Organizations**.

Importantly, the findings demonstrate that **learning translates into concrete changes in professional practices**. Nearly three-quarters of surveyed participants reported applying new approaches in their work, particularly in advocacy, membership communication, and strategic planning. Furthermore, 93% continue to use training materials, while 76% maintain contact with trainers and peers, highlighting the Programme's contribution to building lasting professional networks and sustaining learning beyond individual training activities.

At the institutional level, **85% of surveyed participants shared acquired knowledge within their organisations**, while 49% reported the introduction of new initiatives, services, or operational reforms directly linked to the training.

Overall, the evaluation provides **strong evidence of the Programme's capacity to generate lasting learning outcomes and meaningful institutional change**. At the

same time, financial and staffing constraints, competing organisational priorities, and varying levels of institutional readiness remain important challenges. The findings reinforce the importance of combining high-quality training with tailored advisory support, sustained follow-up, and careful assessment of organisational capacities.

Full report available here.

The team

The year 2025 was marked by several staff transitions and periods of temporary staffing shortages. The Programme's core team comprised eight staff members: four professionals, including the Manager and three Senior Programme Officers, and four assistants.

To address temporary staffing gaps, short-term personnel were recruited, with particular attention to diversifying geographical backgrounds, educational profiles and professional experience. Two recruitment processes were also launched: one to replace an Activity Assistant (who moved to a different ITCILO Programme) and another following the re-profiling of a Senior Assistant position into an Associate Programme Officer role.

The re-profiling of the Senior Assistant position into the **Associate Programme Officer role** reflected the Centre's evolving business model and the growing importance of online learning, specialized advisory services and knowledge-based solutions within the Programme's portfolio.

In 2026, the Programme entered a **phase of greater stability and consolidation**, characterized by **limited staff turnover**. Since February 2026, the team has operated with a more stable configuration, comprising five professional staff members, one Senior Programme Assistant and two Activity Assistants, complemented by the recruitment of an additional short-term assistant during the summer and other peak activity periods.

How are we doing in 2026?

The year 2026 has so far proven **particularly challenging for UN agencies**, including the ILO, against the backdrop of a profound crisis of multilateralism, declining official development assistance, growing geopolitical tensions and an ongoing restructuring of the UN system.

The pace of activities during the **first half of the year was relatively slow**, largely due to the financial prudence exercised across the ILO in response to the uncertain funding environment. During this period, the Programme focused on developing new training materials and products, exploring **opportunities to diversify its funding sources** and identifying new areas of intervention. These efforts **yielded mixed results**, reflecting the difficulties of mobilizing resources in an increasingly complex and competitive funding landscape.

The slower start, however, has required an **extraordinary effort during the second half of the year** to plan, organize and deliver a substantial volume of activities, in close coordination with the Global ACT/EMP Team and in response to the priorities and requests of employers' constituents. This acceleration has placed considerable demands on the Programme's staff, requiring exceptional flexibility, commitment and operational capacity.

Despite these challenges, the **outlook for the Programme for Employers' Activities remains positive**. ACT/EMP Turin is rapidly making up for the slower start and is working towards achieving its 2026 objectives in terms of outreach, quality, impact and financial performance.

To borrow a metaphor from cycling, 2026 has been a particularly demanding stage. After a relatively flat but slow start, complicated by a few mechanical problems, the Programme has entered a challenging uphill section in the second half of the year. Yet, rather than losing momentum, the team has accelerated, steadily recovering lost ground and closing the gap with its annual targets. While the finish line has not yet been reached, the determination and resilience demonstrated by the team provide strong grounds for confidence in a successful conclusion to the year.

Development of New Products and Innovative Solutions in 2026

In 2026, the Programme continued to invest in **innovation, digital transformation, and the diversification of its training portfolio**, developing new products and solutions to respond to the evolving needs of Employers' and Business Membership Organizations.

Digital Tools and AI-Driven Solutions

A major undertaking has been the development of **ReguLens 2.0**, a significantly enhanced version of the AI-powered tool supporting EBMOs in their advocacy and lobbying functions. Combining small and large language models and introducing a wider range of functionalities, the tool has required substantial efforts in design, technical development, and testing. In parallel, the Programme has been exploring **a renewed approach to CRM solutions** tailored to the needs and resources of EBMOs and developed a **second version**

of the AI-powered chatbot which provides on-demand information and assistance to members, expanding their service offer through AI.

New Courses and Learning Solutions

The Programme has also expanded its training offer in several strategic areas, including **labour clauses in trade agreements**, **RBC and human rights due diligence** (in collaboration with ACTEMP HQ), the **labour function in chambers of commerce**, and **labour migration**.

Additional initiatives include a **new suite of training products in Portuguese** focusing on skills needs anticipation and social dialogue and the **revamped version of the MALKIA women managers** course integrating issues related to managing increasingly digital and AI powered workplaces (launch of pilot edition of **MALKIA She Leads Digital**).

Research and Knowledge Products

The Programme has invested in **research on democratic governance in EBMOs in Latin America**, examining representation, participation, and institutional governance practices. It has also been developing a series of **Master Classes on Governing EBMOs in times of Crisis**, a video-based learning resource for Board Members of EBMOs, available in English, French and Arabic.

Overall, these initiatives demonstrate the Programme's commitment to **combining training, research, and technological innovation** to deliver practical, accessible, and scalable solutions for EBMOs worldwide.

Anticipating the future of learning

The Programme has initiated an internal reflection on **how employers' representatives -and other learners- may wish to learn in the future**, and what implications evolving learning preferences and technologies may have for its capacity development model.

The rapid evolution and increasing accessibility of artificial intelligence could fundamentally transform the way individuals acquire knowledge and develop competencies. In particular, **AI-powered conversational learning, based on a Socratic approach of questions, answers and guided reflection**, may increasingly offer learners highly personalized, on-demand learning experiences, challenging traditional models of distance learning.

This evolution could represent a **significant challenge to the Programme's (and broadly the Centre) business model**, which relies heavily on distance learning activities. As AI tools become more sophisticated, learners may increasingly question the added value of structured online courses when they can access tailored explanations, guidance and interactive learning support directly through AI-powered platforms.

Tutor-supported learning may prove more resilient, but it will likely require **profound personalization, individualized feedback and direct engagement (almost coaching) with learners** to continue offering a distinctive value proposition. This could, in turn, have significant implications for delivery costs, staff capacity and the financial sustainability.

At the same time, **face-to-face learning may retain a strong comparative advantage**. Beyond knowledge acquisition, participants continue to place considerable value on personal interactions, peer learning, professional networking and the creation of relationships and bonds of trust. These dimensions, which are particularly relevant for employers' representatives and other ILO constituents, remain difficult to replicate fully in digital environments.

The key question is therefore not simply how to integrate AI into existing training activities, but **how to rethink the Programme's value proposition and capacity development approaches in a learning environment increasingly shaped by AI**.

While these changes may not fundamentally disrupt the Programme's operations in the immediate future, **their impact could become significant within the next few years**. The Programme should therefore adopt a proactive approach, experimenting with new learning formats and exploring how AI can complement, rather than simply replace, its existing services. **Further strategic discussion and guidance from the ITCILO Board members may be needed**, as these developments are likely to affect not only ACT/EMP Turin but the Centre's overall capacity development model.

Ultimately, the challenge will be to **anticipate how learners' expectations and behaviours are changing, redefine the value that ITCILO can uniquely offer, and adapt its delivery and business models before technological developments make such changes unavoidable.**

OUR 2025 AT GLANCE



89 Activities

Training activity:	44	Training Material Development:	6
Advisory:	16	Indirect:	16
		Activities co delivered -under the lead of other programmes:	4

EBMOs from 151 countries

148 nationalities

1862 participants

- **1,005** participations in distance learning activities (58% women)
- **435** participations in face-to-face and blended activities in Turin and the field (49% women)
- **422** participations in indirect activities (55% women)

4.64 Satisfaction

On a scale from 1 to 5, going from low to high

1 Main Audience

Main audience EBMOs staff and board members

2025 GLOBAL IMPACT



LATIN AMERICAN & THE CARIBBEAN

630 (34%) ↓

519 participants in Direct Training Activities

111 participants in Indirect Training Activities

AFRICA

625 (34%) ↑

415 participants in Direct Training Activities

210 participants in Indirect Training Activities

ASIA

207 (11%) ↑

183 participants in Direct Training Activities

24 participants in Indirect Training Activities

EUROPE

328 (18%) ↑

251 participants in Direct Training Activities

77 participants in Indirect Training Activities

ARAB STATES

72 (4%) ↑

participants in Direct Training Activities



LATIN AMERICAN & THE CARIBBEAN

- Financial sustainability of EBMOs
- EOSH training and local implementation
- Malkia and local implementation
- ILGO and Mini-ILGO: management of EBMOs
- ESG and sustainability
- Artificial intelligence: regional forum
- AI Chatbot development
- Just transition
- Membership planning
- Institutional assessment



AFRICA

- Membership development strategies
- EOSH training of trainers and local implementation
- Malkia: local implementation
- ESG leadership and local implementation
- CRM implementation
- Coaching on online learning platforms
- Prevention of violence and harassment at work



ASIA

- E-design training of trainers
- Strategic advocacy
- Minimum wages and living wages
- Malkia local implementation
- Online learning platform development
- Facilitation of Professional staff team building



EUROPE

- CRM implementation and refresher support
- Institutional assessment and strategic planning
- ESG leadership and sustainability
- EOSH training of trainers and local implementation
- Transition to the formal economy
- Strategic advocacy and membership development
- Strategic onboarding



ARAB STATES

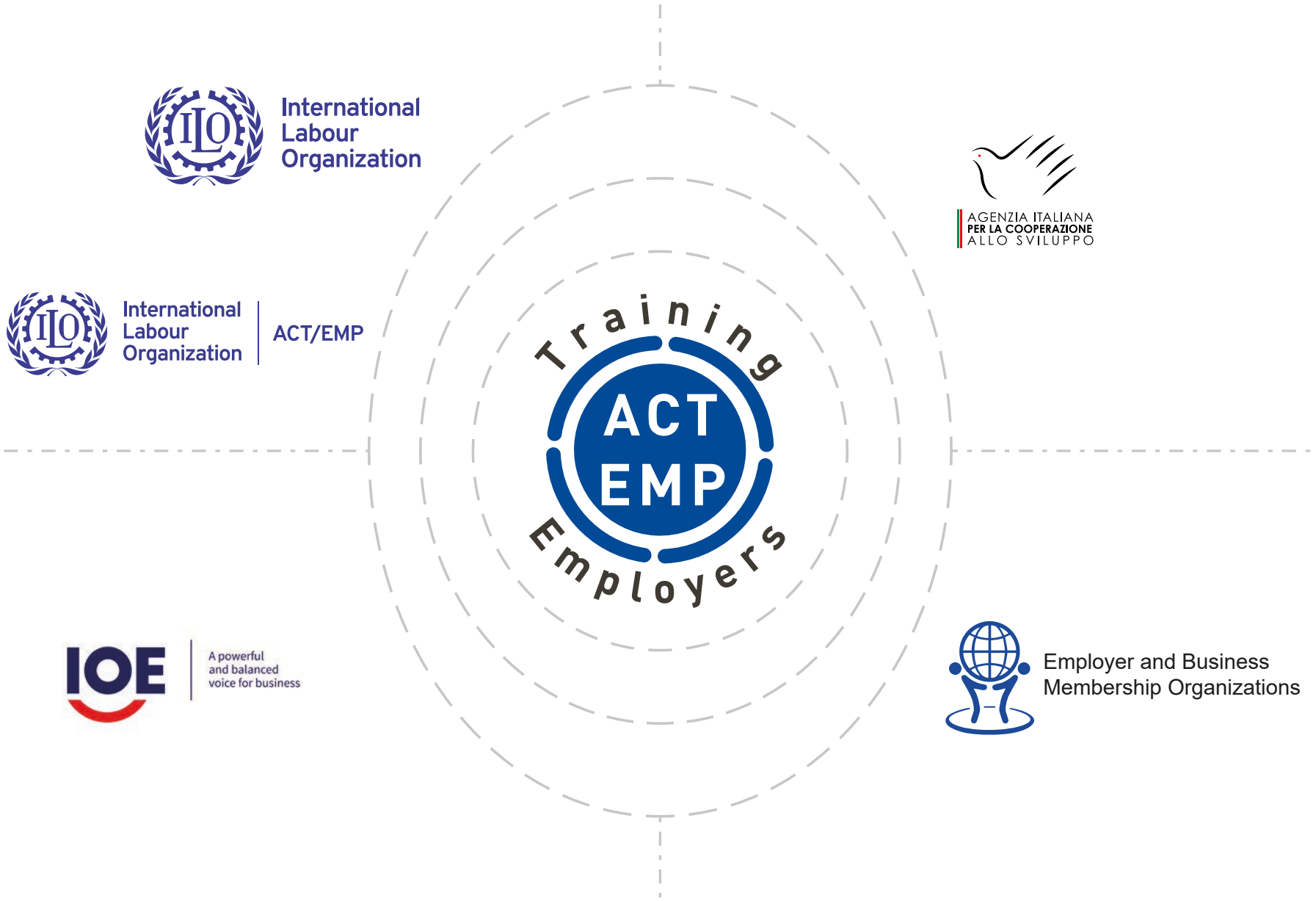
- Labour and employment policy services for chambers of commerce
- CRM for the Jordan Chamber of Industry
- Advocacy and influencing techniques
- Strengthening Syria's garment industry and workforce



INTERREGIONAL

- Membership development and good practices
- Financial sustainability of EBMOs
- EOSH
- MALKIA
- Strategic HRM for EBMOs
- Strategic lobbying and AI-powered advocacy
- International labour standards and the supervisory system
- Global Social Partners' Academy
- Global Policy Tracker
- Human rights due diligence training material development
- Collective agreements: Bargaining Voices
- Business is not as usual webinar series

AMONG OUR 2025 PARTNERS



OUR SERVICES



The Programme delivers a diverse and integrated portfolio of training, advisory services, digital transformation tools, Training of Trainers (ToT) initiatives aimed at strengthening EBMOs' own training capacities, and knowledge-sharing and networking events. These interventions are tailored to the specific needs of Employers' and Business Membership Organizations (EBMOs), particularly in the Global South.

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- **systemic**, through knowledge-sharing, networking and dialogue initiatives that foster collaboration, peer learning and the exchange of experiences.

SELECTION OF 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 MANAGEMENT (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**.

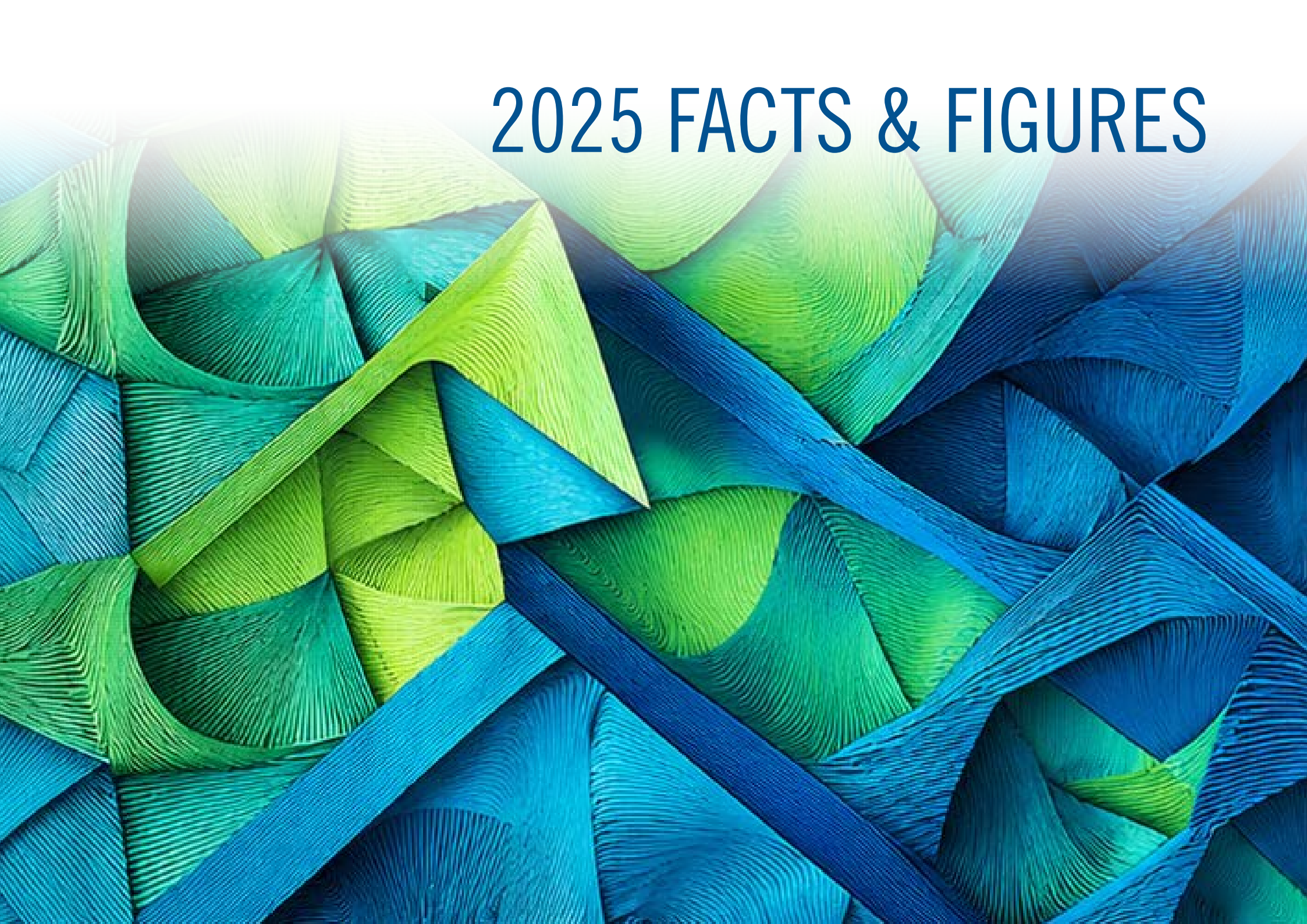


REGULENS

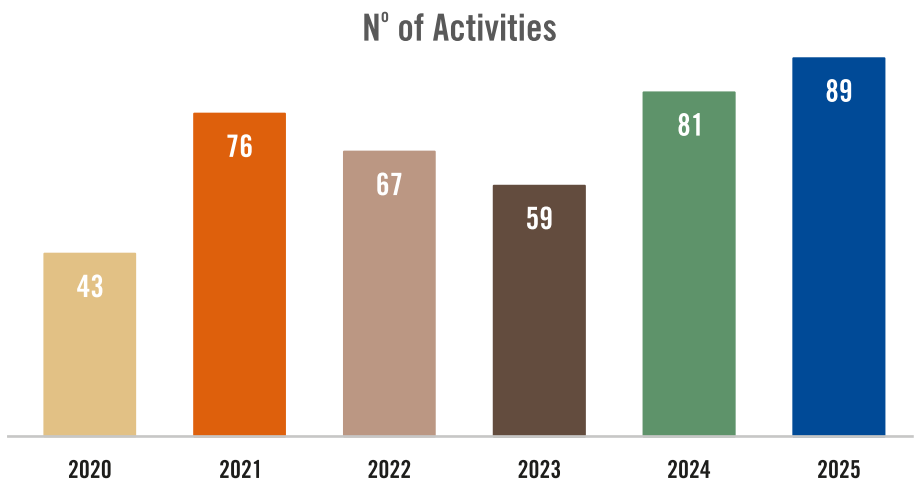
AI-powered tool designed to help EBMOs **analyze the impact of new regulations and receive practical recommendations for advocacy purposes**.

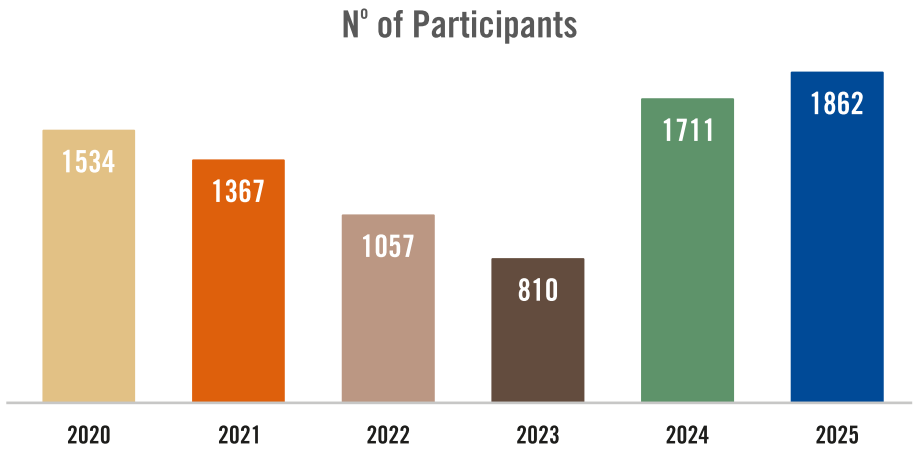
It evaluates policy changes across different countries, industries, and company sizes.

2025 FACTS & FIGURES



PARTICIPATION ANALYSIS

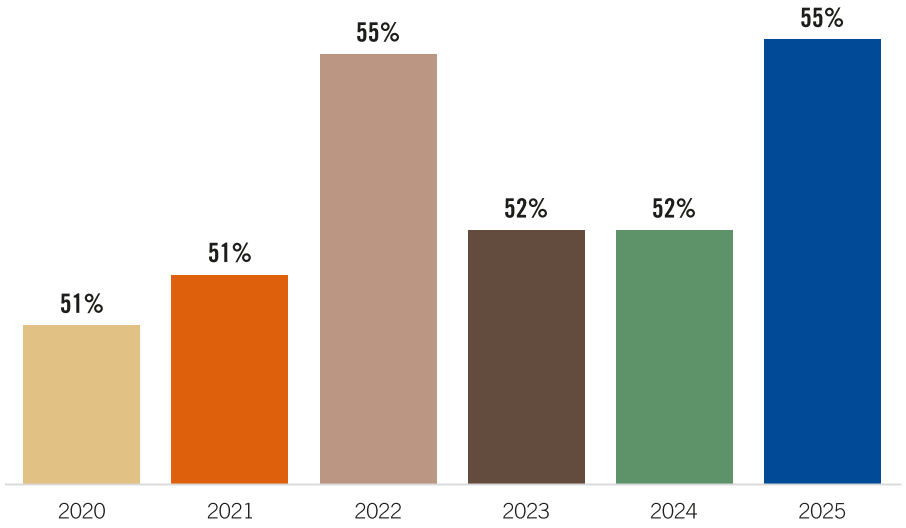




PARTICIPATION BY GENDER

Women's target participation at ITCILO: **45%**

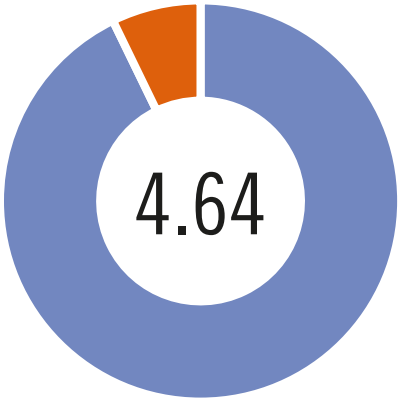
2025 women's participation at ACT/EMP: **55%**



In 2025, women accounted for 55% of participation in ACT/EMP activities, exceeding the Centre's target of 45%.

This result reflects not only the Programme's sustained commitment to promoting gender balance and equal access to learning and leadership development opportunities, but also the significant efforts made by EBMOs worldwide to strengthen gender representation within their secretariats and professional teams. It is an encouraging indication of the progress being made towards more gender-balanced and inclusive employers' organizations.

CUSTOMERS SATISFACTION 2025 RESULT*



What explains these numbers?

Needs based & demand driven programme. Training needs assessment conducted every 2 years.

Relevant training, based on Training Needs Assessment, full coordination with ACT/EMP Global Team and EBMOs CEOs.

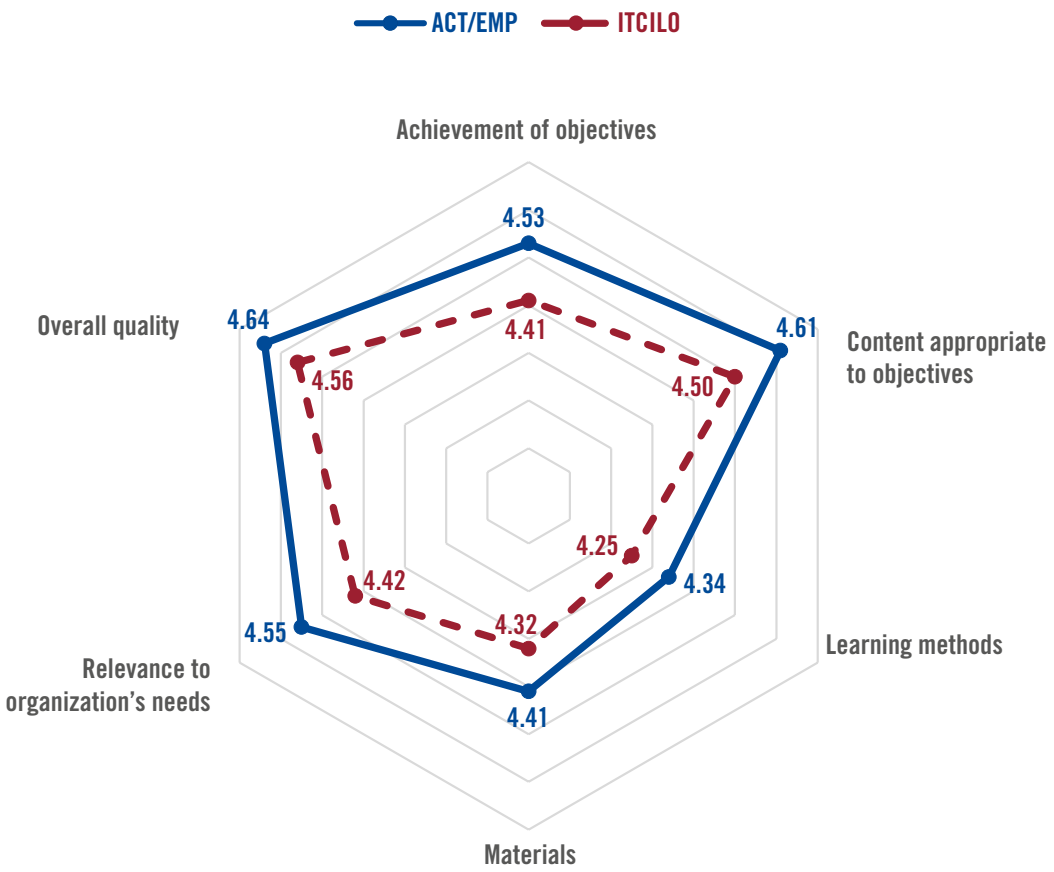
Full Online delivery of training activities has not affected the quality and impact of our training Programme.

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.

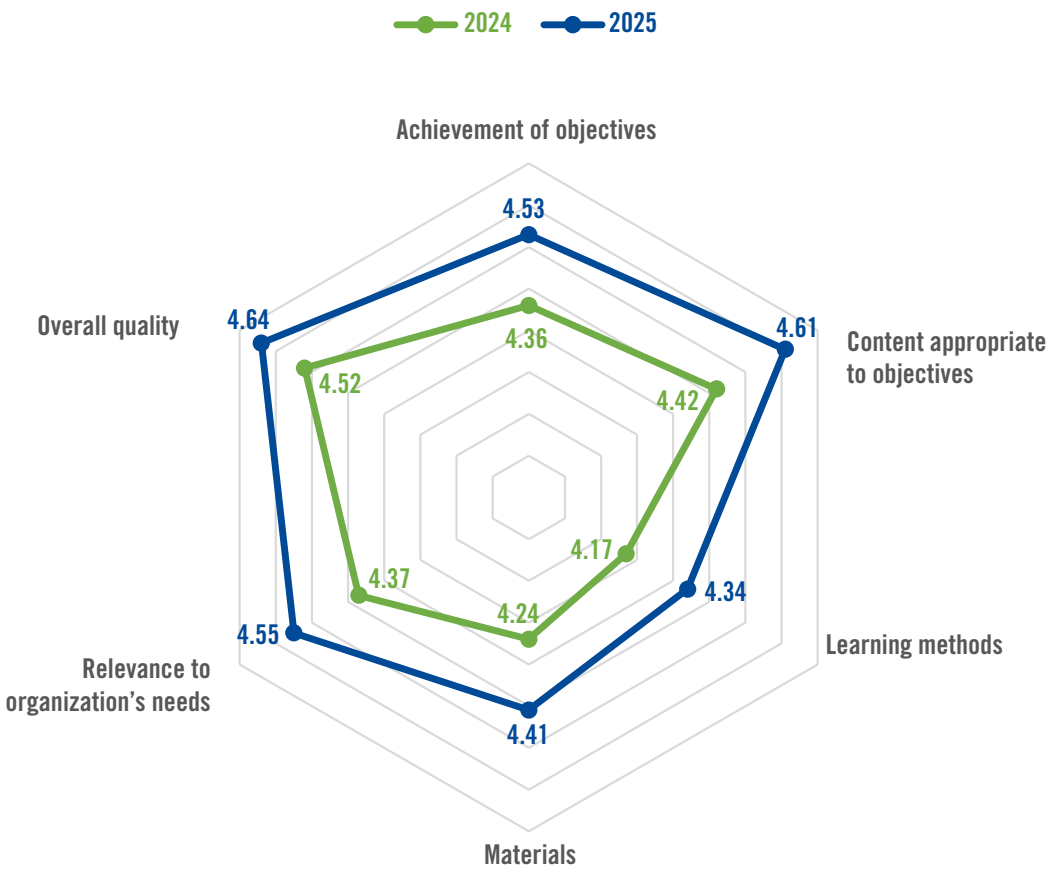
*ITCILO 2025: 4.56 on a scale from 1 to 5.

ACT/EMP vs ITCILO 2025



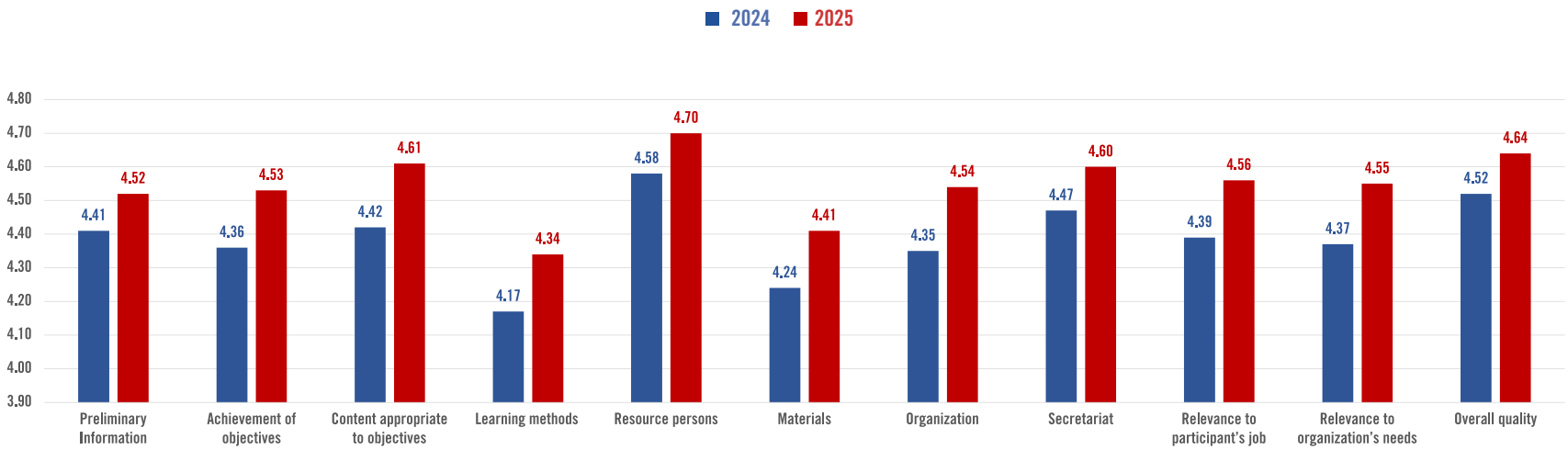
ACT/EMP 2025	ITCILO 2025
4.64	4.56

ACT/EMP: 2024 vs 2025



ACT/EMP 2024	ACT/EMP 2025
4.52	4.64

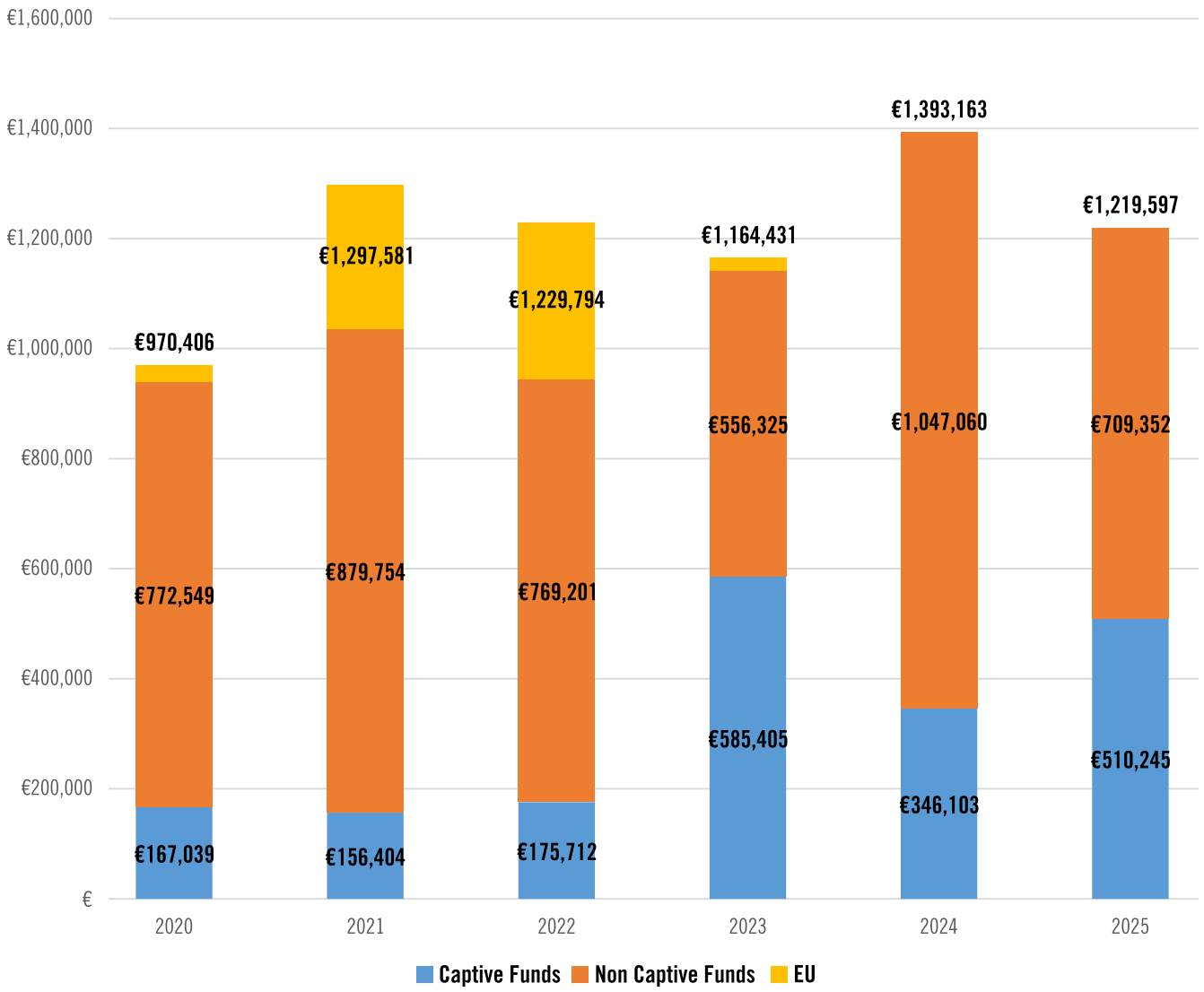
EVALUATION RESULTS ACT/EMP 2024 vs 2025



In 2025, the Programme continued to deliver high-quality, results-oriented services, achieving an **average participant satisfaction score of 4.64 over 5** in end-of-activity evaluations. This represents an improvement over 2024 and exceeds the Centre's overall performance across all key evaluation dimensions.

While minor variations of a few decimal points may not necessarily be statistically significant, the consistently high ratings achieved by the Programme deserve particular attention. Participants expressed especially high levels of satisfaction with the **quality and expertise of resource persons (predominantly internal staff), as well as the administrative and organizational support provided**. These results reflect the Programme's sustained commitment to quality, attention to detail, and personalized support, which contribute to outstanding performance across all evaluation dimensions.

FUNDING



In 2025, the Programme mobilized total funding of **€1,219,597**, with non-captive funds accounting for the largest share.

Funding sources included:

▶ CAPTIVE FUNDS (41.8%)

A total of **€510,245**, comprising:

- Annual allocation from the Italian Government: €150,000 (12.3%).
- Fellowship Funds, drawn from the annual allocation and funds carried forward from the previous year: €315,245 (25.8%).
- Additional Fellowship Funds for bipartite activities: €45,000 (3.7%).

▶ NON-CAPTIVE FUNDS (58.2%)

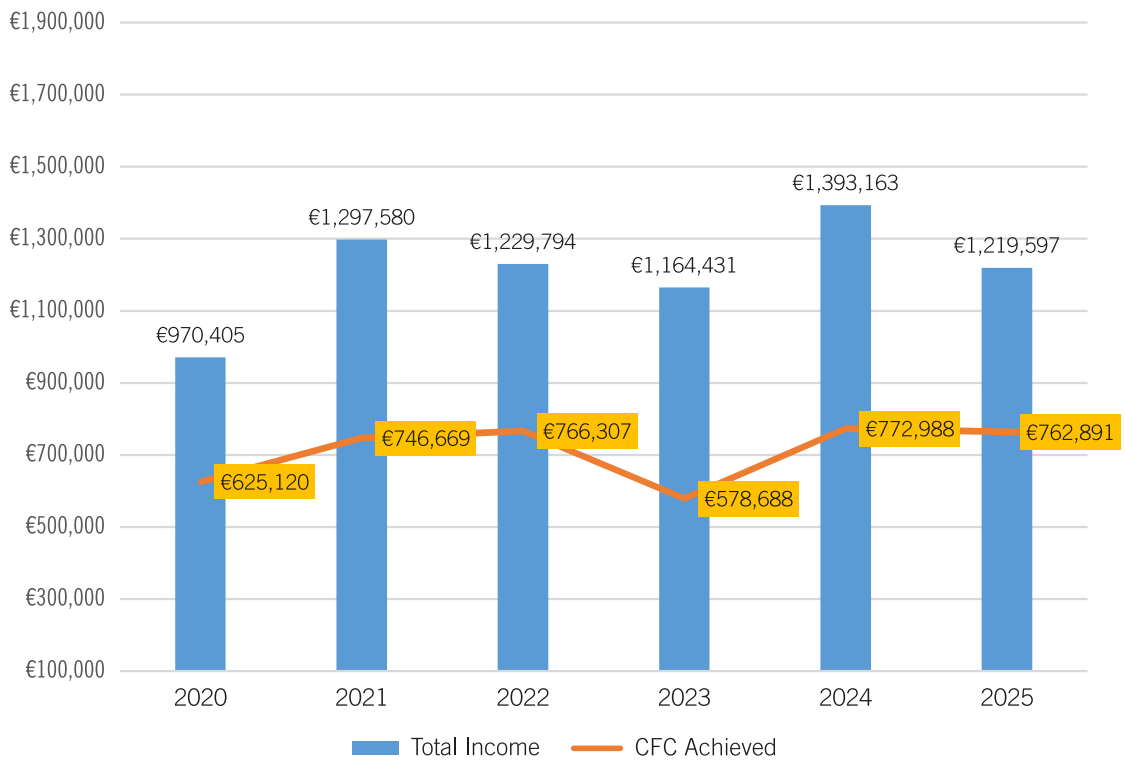
A total of **€709,352** supporting training courses and advisory services, comprising:

- ILO funds, including RBTC and projects: €582,850 (47.8%).
- Other sponsors and partners, including the International Organisation of Employers (IOE): €126,502 (10.4%).

No funding from European Commission was recorded for 2025.

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%
2025	**€1,219,597**	**€725,000**	**€762,891**	**105.23%**	**62.55%**



In 2025, the Programme's Contribution to the Centre's Fixed Costs (CFC) reached €762,891, representing 105.23% of the annual target of €725,000. With total income of €1,219,597, the CFC-to-income ratio increased to 62.55%, compared with 55.48% in 2024. Despite lower overall income, the Programme maintained a substantial contribution to the Centre's fixed costs while improving the quality of services provided to the ILO's employers' constituents.

OUR TEAM



THE TEAM IN 2026

Paolo Salvai
Programme Manager



Rachida Zingara
Senior Programme Assistant





Sandro Pettineo
Senior Programme Officer

Irene Panizzolo
Programme Secretary





Jeanne Schmitt
Senior Programme Officer

Yulia Meshikh
Jr. Programme Secretary





Jorge Cesar Ramirez Mata
Senior Programme Officer



Monte Jorge Hey Martins Eduardo
Associate Programme Officer



Amina Boumerdassi
Junior Training Activity Assistant
Short term

Maria Garces
Intern





Programme for Employers' Activities
E-mail: r.zingara@itcilo.org
Phone: +39 011 693 6513
https://www.itcilo.org/teams/employers-activities

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