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Report of the Board of the International Training Centre of the ILO

Report of the 90th Session of the Board (5–6 November 2026)

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1. The 90th Session of the Board of the International Training Centre of the ILO (the Centre) was held in Turin on 5 and 6 November 2026.

2. The report of this meeting is submitted to the 358th Session of the Governing Body (November 2026).

3. **The Chairperson, Mr Gilbert F. Houngbo**, Director-General of the ILO, welcomed the members of the Board.

▶ Introductory remarks

4. **The Chairperson** gave the floor to the representative of the Government of Italy, to the Vice-Mayor of Turin and to the representatives of the Piedmont Region and the Unione Industriali di Torino.

5. **The representative of the Government of Italy, Ms Limoncini**, praised the Centre as an internationally recognized reference point for building skills that promote decent work, social justice and high-level training, and noted Italy's pride in hosting it despite the profound changes affecting the multilateral system. She recorded Italy's financial commitment: over €9.6 million to the Centre in 2026, nearly 16.5 million over five years for campus renovations, and almost 12.9 million to the ILO in 2025, making Italy the ILO's seventh-largest funder.

6. **The representative of the City of Turin, Ms Favaro**, noted that, for more than six decades now, the Centre's presence in Turin had generated relationships, knowledge and opportunities, reinforcing Turin's identity as an open city able to engage with the major transformations of our time. Amid profound changes in the world of work, digital and ecological transitions, and new economic and social dynamics, the role of the ILO and its Training Centre became even more significant. Promoting decent work, social inclusion and sustainable development was a shared responsibility of international institutions, national governments and local communities.

7. **The representative of the Piedmont Region, Mr Tronzano**, noted that Turin had a long industrial tradition but was equally defined by research, innovation and training. He described a world of work being transformed by artificial intelligence (AI), technological innovation, demographic change and the energy transition, which reshaped production, company organization and required skills. Public institutions should turn these changes into opportunities for growth, skilled employment and social development by investing in vocational training, continuous upskilling and closer links between education and industry.

8. **The representative of the Unione Industriali di Torino, Mr Cappetti**, praised the Centre's work spreading skills, promoting social dialogue and strengthening international cooperation. He defended multilateralism, stressing that technological, demographic and environmental changes could not be managed by any country or institution alone and required dialogue and shared solutions.

9. **The Chairperson** thanked the Government of Italy for its political commitment and its financial support to the Centre. He was confident that this strong support and collaboration would continue.

10. The Chairperson also thanked the local Italian authorities for their cooperation with the Centre.

11. The Chairperson then had some introductory words. He noted that despite a particularly challenging international environment, the Centre had met its technical and financial targets

in the 2024-25 biennium. He saw this as proof of its dynamism, adaptability and resilience. He highlighted that over 90 per cent of the Centre's activities had contributed directly to ILO outcomes, while nearly 60 per cent had been designed or delivered jointly with the Organization. Looking ahead to 2026, he acknowledged that the ILO's financial constraints, and the measures taken in recent months, had inevitably affected collaboration and the Centre's activities, but even so, the Centre had again shown its capacity to adapt, notably by broadening and diversifying its portfolio of institutional partners. Recognizing that these were difficult times, the Chairperson stressed the importance of clarity about priorities and reaffirmed his strong commitment to the Centre as the ILO's learning and capacity-development arm, which he considered indispensable for advancing the ILO's mandate and serving its tripartite constituents. He expected the close and organic relationship between the ILO and the Centre to keep evolving and strengthening, noting that the Centre was involved in reflections on the ILO Programme and Budget for 2028–29, He concluded by thanking the Centre's staff for their professionalism, hard work and dedication, especially during this demanding period.

▶ Adoption of the agenda

12. **The Chairperson** proposed to adopt the agenda. [1]

13. **The Board adopted the agenda.**

▶ Implementation Report for 2024–25 and Progress Report for 2026

14. **The Director of the Centre, Mr Perrin**, briefly presented the documents. [2]

15. About the Implementation Report for 2024–25, he reported that the Centre had met its targets despite international volatility. Its offering had kept diversifying, combining digitally enhanced learning, support for developing learning products and strategic advisory services. Unique learners had risen by 24.4 per cent compared with the previous biennium, while service quality had been maintained or improved. Enrolments had grown nearly 38 per cent, driven by online training, as many participants had followed multi-step capacity-building paths; in-person participation had stayed stable. About 320 funding agreements worth €16.4 million had signed, up 10 per cent in value and 21 per cent in number. Agreements with social partners had more than tripled, and those with other intergovernmental organizations more than doubled, including a major deal with the European Commission. Other achievements included infrastructure upgrades, wider geographic diversity among staff, a reorganized medical service, a new performance management system, stronger ethics efforts, and the first collective agreement since 2016.

16. For the progress in 2026, the Director said that the Centre had so far preserved its operational and financial results despite an increasingly unstable environment. Collaboration with the ILO

[1] CC 90.

[2] CC 90/1/1 and CC 90/1/2.

was eroding. The share of activities designed or delivered jointly with the ILO, which had already dipped slightly in 2024–25 because of the ILO's budget measures, had fallen to 52 per cent in 2026 against a 60 per cent target. ILO-related revenue was down 10 per cent in September 2026 compared with the same period of 2025, and 17 per cent compared with 2024. This loss had been offset by a more diversified portfolio of institutional partners, mainly through tailor-made capacity-building services.

17. Despite this turbulence, the Centre would most likely meet its 2026 objectives. With no sign of a sudden deterioration, the Director saw no need to discuss a contingency plan because premature emergency measures, especially those affecting activities or staff, could undermine the Centre's ability to deliver its biennial programme and generate new business, which remained the foundation of its financial viability. He concluded with a positive note: the Centre's strength lies in combining revenue generation with cost control, giving it operational flexibility unique in the UN system. He was convinced that the Centre was more than ever a strategic asset for the ILO and its constituents.

18. **The Employer Vice-Chairperson, Ms Mugo**, welcomed the Centre's solid programme and financial performance, notably a balanced budget, high-quality learning, and progress on digital transformation, gender equality and impact analysis.

19. On the links between the Centre and the ILO, she noted that the biennial target had been missed and the proportion had dipped slightly because of ILO budget cuts. Preserving and strengthening these links should remain a strategic priority even as the Centre diversifies.

20. On outreach, she acknowledged the growth of unique learners and urged the Centre to keep reporting modalities separately, as their intensity and impact differ. Face-to-face participation had reached only about two-thirds of target, suggesting the target had been overly ambitious.

21. She raised concern that participation by ILO constituents appeared to have fallen in absolute terms across all three groups. She welcomed the establishment in 2026 of a dedicated fund to support constituents' participation in activities run by other programmes, but called for an in-depth analysis of differentiated, reduced fees for constituents, which she saw as a possible investment rather than a concession. She also called for constituent participation targets in all technical programmes, with priority given to constituents in the allocation of fellowships, and noted that employer participation was growing in activities run by the Programme for Employers' Activities while declining elsewhere in the Centre.

22. On reporting, the Employer Vice-Chairperson invited Management to focus more on outcomes and impact than on outreach numbers, welcoming the finding that almost nine in ten participants had gained knowledge, and the positive results of organizational capacity-development and advisory services.

23. On the financial side, the speaker congratulated Management on prudence and saw the shrinking surplus as healthy. She thanked the Director for raising the investment into the Fellowship Fund and urged continued priority. She also asked Management to explain the decline of almost half in the net contribution of multimedia services between the two biennia.

24. On the Progress Report for 2026, the Employer Vice-Chairperson congratulated the Centre on keeping delivery on track, while cautioning that resilience should not be mistaken for stability, as 2027 might bring simultaneous pressure on demand, income and fixed costs. She noted that the UN system had become the Centre's largest source of contracted income while joint work with the ILO was declining, and warned that diversification should not become mission drift. In view of the ILO reform, the Employers' group called for regular dialogue with the Board

and stated its readiness to take part in an extraordinary or intersessional meeting of the Board in 2027, should circumstances so require.

25. **The Worker Vice-Chairperson, Ms Moore,** observed that the Board was meeting during a profound ILO reform process, amid financial constraints, global instability and geopolitical tension. In such conditions, the speaker argued, the Centre's mandate becomes more important, since training converts ILO principles and standards into practical capacity for collective bargaining, social dialogue and policy engagement. Any reform choices should therefore strengthen, and not dilute, the Centre's tripartite character.

26. The group expressed concern that the documents before the Board offered limited reflection on the implications of ILO reform and financial pressure, and it questioned certain activities that appeared oriented towards large corporate interests rather than constituents such as migrant workers and young people. It requested clarification on how priorities are set as income is diversified, and on the safeguards ensuring that externally financed work reinforces the tripartite mandate. It also asked the Director-General to give the Centre greater political and financial attention during the reform.

27. Turning to the implementation and progress reports, the Worker Vice-Chairperson commended the staff and acknowledged strong results: expanded outreach, high participant satisfaction, a surplus of €1.38 million, unqualified audit opinions, progress on campus renovation, and the conclusion of a collective bargaining agreement with the staff union. Nevertheless, she stressed that the decisive test was whether these results serve the tripartite constituents and whether they are advancing the ILO's mission of social justice through tripartism. She noted that workers' participation and perspectives are not sufficiently mainstreamed across the Centre's activities beyond the Bureau for Workers' Activites (ACTRAV)-led programmes.

28. The group acknowledged the value of face-to-face training and emphasized that the digital divide, including connectivity, data costs and access to devices, also limits participation. Digital transformation should therefore widen access rather than create new barriers. The speaker further urged that surpluses be reinvested in fellowships and workers' education, and that the effect of the 2026 price adjustment in boarding and lodging charges be monitored, with mitigating measures where affordability constrains participation. Income diversification should strengthen rather than reshape the mandate, with ACTRAV systematically involved in partnerships concerning trade unions.

29. Finally, the Workers' group called for a dedicated discussion on the Centre's mandate the context of which is ongoing within ILO and UN reform and set out seven requests to strengthen the Centre's tripartite mission: concrete measures to reach the 30 per cent target; reporting constituent participation by programme against clear baselines; resources to address the digital divide; reinvestment of surpluses; monitoring of the impact of residential costs; safeguards to ensure income diversification does not diminish the tripartite mandate; and the proposed discussion on the Centre's future mandate and tripartite identity.

30. The Worker Vice-Chairperson concluded by saying that financial resilience should protect the mandate and reiterated the group's readiness to cooperate so that the Centre remains a global centre of learning for social justice.

31. **The Government Vice-Chairperson, Ms Bobko**, commended the Centre for an impressive implementation report that clearly demonstrated a biennium of significant achievements, resilience and strategic growth.

32. The Government group welcomed the Centre's budget surplus in 2024–25 despite the ILO's difficult financial environment, and particularly the increase in contracted income and funding agreements. It commended the Centre for deeper partnerships with UN agencies, governments, social partners, international financial institutions and the private sector.

33. On training, the Government Vice-Chairperson praised the strong growth in unique learners and enrolments, largely thanks to distance learning. Yet face-to-face and distance learning each had fallen short of their separate targets. Given the renovated campus, the group called for the Centre to strengthen face-to-face training.

34. The speaker asked whether the rise in non-training services was a structural shift, and how the Centre intends to differentiate its learning products as generative AI spreads.

35. The Government Vice-Chairperson then made a few remarks and suggestions about the Progress Report for 2026.

36. On exchange rates, currency losses reduced the euro value of the ILO contribution. Recalling the external auditor's recommendation, she asked what had been done and called the next report to describe the Centre's hedging and currency diversification approach.

37. On costs, she supported protecting delivery despite fixed costs rising faster than projected and the recent price adjustment but asked for an update on documenting travel-option cost comparisons.

38. On collaboration with the ILO, she regretted that only 52 per cent of activities had been jointly designed and delivered, against a 60 per cent target, and that the ILO-commissioned communication work had stopped. She encouraged low-cost ways to sustain joint design, such as online formats or ILO technical networks, and asked the Centre to say what support would help.

39. On outreach to ministries of labour, she questioned how the target set for the biennium could be met and asked how the target for this cohort of participants was assessed.

40. **The representative of the Government of the Islamic Republic of Iran** shared the group's concern that face-to-face enrolments and distance learning had missed their targets, as had core constituency participation and women's share. He made three proposals. First, the 2026–27 results framework should report core constituency participation by group (governments, employers, workers), region and modality, complementing the group's request for details on face-to-face targeting. Second, the hybrid format piloted in 2025 for the social health protection course which avoids visa refusals and high travel costs, should be extended to more courses. Third, noting that the Centre intended to use AI-facilitated translation to address the limited number of Arabic courses, and that most participants came from Asia and the Pacific and from Africa, he asked the Centre to report on how language coverage would be extended to other languages, in particular Persian.

41. **The representative of the Government of Bangladesh** thanked the Centre for its report and aligned with the Government group's statement. He welcomed the expanded outreach through in-person, online and hybrid learning despite budget pressure, and stressed capacity development as a way to turn international commitments into national capability. He noted uneven long-term institutional effects and women's lower share in self-guided modules and asked how access for lower-resourced institutions would be preserved as earned income grows. He called for analysis of under-reached groups and regions, and proposed partnerships on labour inspection, occupational safety and health, just transition skills, digital transitions and social protection, using South–South exchanges and multilingual, blended delivery.

42. **The Director of the Centre** replied to the groups' observations.

43. On the preservation of the Campus manager role, the Director stated that this remains a strategic priority, reflecting the campus's importance to the Centre and the ILO's tripartite identity. Ongoing renovations would create future occupancy opportunities, and the Centre was awaiting the Director General's decision regarding the ILO Global Service Centre. On the same subject, following the merger of the United Nations System Staff College into UNITAR the Director of the Centre would soon meet the Executive Director of UNITAR to discuss possible future collaboration.

44. On the fear of the Centre drifting towards more generic services, the Director guaranteed that Management was aware of this risk and very attentive to avoid going too far into that direction. As the Chairperson had already mentioned, the Centre was implied in the preliminary discussions on the ILO programme and budget for the next biennium, and its activities would remain closely linked to the ILO priorities.

45. On using artificial intelligence, the Director mentioned the use of AI for extending activities to other languages. He informed the Board that the High-Level Committee for Management of the United Nations had recently adopted a model policy on the use of AI in language services and reminded that the Centre had already piloted AI-powered live translation during some activities and would continue to explore the opportunities offered by technology.

46. On the institutional funds, the Director recalled that any investment was directly linked to the Centre's performance and capacity to generate a surplus. Terms of reference on their use had been drafted and specific internal circulars for each of the four institutional funds issued.

47. On the participation of constituents in activities run by other technical programmes, a dedicated fund had indeed been created this year to address this issue, and lessons learned from the pilot period would be duly taken into consideration.

48. **The Director of Training, Mr Klemmer**, affirmed that the Centre's comparative advantage lies in specialized, innovative capacity development for its core constituents, and he accepted the call to provide clearer proof of impact. Regarding the preservation of institutional linkages with the ILO, he underlined the importance of maintaining a proper distinction between delivery channels: face-to-face training, tutor-supported learning and distance learning. He stressed, however, that these channels complement rather than compete with one another and should be combined intelligently within multi-step learning journeys.

49. On face-to-face training, he acknowledged that the target had not been met in the previous period, but reported that, midway through 2026, the Centre had reached 7,100 trainees against an expected figure of about 6,000. He attributed the rapid growth of distance learning to the fact that self-guided courses are free of charge, available at all hours and offered in more than forty languages. While women remained underrepresented, the Director of Training noted that this partly reflected the composition of the economically active population, and he undertook to pursue targeted offerings to increase women's participation. He also promised to verify whether artificial intelligence could facilitate access in additional languages.

50. Concerning pricing, he explained that many services for core constituents were provided for free, that fixed costs should not be disregarded, and that the existing policy already provided discounts for core constituents. The real question concerned rather subsidies, notably additional fellowships financed from institutional funds should surpluses permit.

51. The Director of Training welcomed the Workers' group's reaffirmation that the ILO mandate should not be diluted, and he agreed on the need to plan for uncertain futures. He proposed

closer cooperation on strategic foresight, drawing on the relevant technical programmes, and indicated that these tools would feature in the forthcoming programme and budget.

52. Addressing the digital divide, he observed that many courses function on low bandwidth, and that the Centre emphasizes mobile, offline and micro-learning formats, drawing on ideas from the Workers' and Employers' activities programmes. Finally, he identified opportunities to strengthen collaboration with the ILO under budget constraints, through lower-cost online and hybrid modalities and through the potential insourcing of capacity development services traditionally delivered by the ILO or other UN agencies.

53. **The Deputy Director of the Centre, Ms Babos**, highlighted business process improvement as a critical priority for enhancing performance and cost-effectiveness, noting that the Centre was progressing on specific transformation initiatives and building the capacity to sustain them throughout the biennium.

54. About campus management, the Deputy Director described two lines of work. The first concerned renovations: two large buildings, one for the United Nations System Staff College and one for office space optimization, were being refurbished to reduce energy and maintenance costs through more sustainable premises. A new agreement with the Italian Government, concerning the pavilion hosting the United Nations Interregional Crime and Justice Research Institute (UNICRI), was also nearing signature. The second line concerned strengthening the campus management model in accordance with UN best practices, including common premises, facilities maintenance and shared services available to resident agencies and potential new entrants. After 2028, capacity for 150 to 200 full-time equivalent staff would become available, possibly for the ILO Global Service Centre or other entities. The Centre would also invest in state-of-the-art learning facilities supporting in-person, hybrid and online learning.

55. **The Treasurer of the Centre, Mr Robele,** reported that a road map for the EU pillar assessment was in place; as EU regulations had changed, existing gaps should be remediated during 2027. Procurement, a known gap, was advanced owing to the manual developed this year. A comprehensive travel policy, inspired by the ILO's, would be complemented by a travel tool. Regarding foreign exchange, funding agreements were reviewed to avoid currency losses, natural hedging was applied, and cash holdings had been rebalanced between US dollar and euro.

56. **The Board took note of the documents**.

▶ External evaluation of the training activities of the Sustainable Enterprises and Economies Programme

57. **The Chairperson, Mr Hao Bin**, ILO Assistant Director-General for Corporate Services, stated that the document [3] was submitted for information and requested the Board to take note of it after hearing the groups' comments.

[3] CC 90/2.

58. **The Director of Training** introduced the document and highlighted the key methodology aspects and findings of the evaluation. He briefly mentioned the recommendations and the Management's response.

59. **The Worker Vice-Chairperson** welcomed the evaluation's positive findings on the Sustainable Enterprises and Economies (SEE) Programme and praised the Training of Trainers pathways and the Programme's financial performance. Yet, she expressed concern about the tripartite mandate. She expressed concern about the low participation of workers across the SEE portfolio. Collaboration with ACTRAV had worked well when an activity was co-owned from the outset, but, in the absence of this, only 1.4 per cent of participants had come from trade unions, despite the portfolio's relevance to workers. The speaker regretted that the recommendations and Management response did not address this strongly, noted that the social dialogue and tripartism marker was scored at 1 across all 20 sampled activities, that workers' participation had not been assessed against any target, and observed that coordination with other programmes was not systematic. She asked that ACTRAV be integrated at the design phase of relevant activities.

60. The Workers' group reaffirmed that evaluations were essential for accountability, learning and quality improvement, but found the annual evaluations repetitive. They reached similar conclusions each year on satisfaction, knowledge application and follow-up, while issues of greatest interest to constituents, such as tripartite participation, international labour standards and alignment with the ILO mandate get less attention.

61. The speaker therefore asked the Board to discuss, before the next cycle, which area of work should be evaluated and which strategic questions the evaluation should address. She suggested evaluating the Learning Innovation Programme, by examining how innovation is anchored in ILO principles and the normative framework and how it serves constituents' needs.

62. The group was concerned about activities on physical AI and other technologies, whose link to the Centre's mandate is not always clear. It stressed that it did not question innovation itself, but only that innovation should not become an objective detached from the mandate.

63. **The Employer Vice-Chairperson** welcomed the evaluation of the SEE Programme's activities and congratulated the Centre and the team. She highlighted the Programme's relevance, training quality and participant satisfaction, as well as the fact that 88 per cent of respondents had declared that training had influenced their practice or policy work. She endorsed the recommendations on learning-needs assessments, competency baselines, six-month follow-up and better documentation of institutional impact, and Management's generally positive response. She then raised four issues.

64. First, the group called for a shift from participation figures to measurable institutional impact, in line with the UN80 emphasis on efficiency and demonstrable added value. The evaluation had found insufficient follow-up, limited documentation of cascading effects and weak tracking of how competencies are applied.

65. Second, it sought a stronger link with the ILO's tripartite mandate. All sampled activities had received a social dialogue and tripartism marker of 1, and about 20 per cent of participants were classed as "Other", which is opaque. Employers' and Business Membership Organizations accounted for only 1.5 per cent of participants, and all three constituent groups together for less than 10 per cent. Some intermediary organizations the Programme works with might compete with employers' organizations; therefore, the group asked how priority partners were chosen and how duplication was avoided.

66. Third, the speaker called for better coordination between SEE and the other training programmes, especially the Bureau for Employers' Activities (ACT/EMP), on areas such as responsible business conduct, formalization and AI in companies.

67. Fourth and finally, the Employer Vice-Chairperson asked how SEE and other affected programmes would realign with the ILO's narrowing priorities, and which areas would be consolidated, repositioned or phased out, in consultation with constituents.

68. **The Government Vice-Chairperson** welcomed the external evaluation and the Centre's Management response, including its further commitments. She was encouraged that participants had found the training relevant to their professional needs, with a high percentage of survey respondents reporting an influence on their practice or policy work. The evaluation had also found no statistically significant gender differences in outcomes across the ten measures assessed, and gender equality had been rated positively wherever data had been available.

69. The group noted however that longer-term effects on organizations and policy were less systematically documented. It therefore welcomed the planned six-month follow-up pilot and more consistent assessment of learning needs and expectations before courses begin.

70. On modalities, participants' preferences were almost evenly split between face-to-face, online and blended learning, so these approaches should complement one another. As connectivity remained a barrier for some, the group encouraged continued digital expansion, course design adapted to different technical environments, and more interaction among participants.

71. The SEE Programme's distinctive value resided in its normative grounding, the credibility of the ILO brand and the multiplier effect of cascade training. The speaker stressed making the ILO's normative foundation visible throughout learning and welcomed Management's commitment to updated facilitator guidance and more consistent attention to cross-cutting themes such as gender equality, international labour standards, social dialogue and tripartism.

72. She also supported further developing trainer communities and systematically documenting cascade training by certified trainers. She asked that disaggregated results by gender, region, constituency and learning modality become a regular part of reporting, to demonstrate equitable access and spot gaps early.

73. The Government Vice-Chairperson concluded by encouraging the Centre to build on the training's quality while strengthening evidence of long-term impact and looked forward to an update on implementation.

74. **The representative of the Government of the Islamic Republic of Iran** thanked the evaluators and the Centre for the document and welcomed Management's response. He supported the response on Recommendation 3 (trainer cascade), asked for figures on onward training by certified trainers at its 91st Session, and said that Member States could help by budgeting for follow-up steps. Sharing the group's concern about connectivity, he noted that Sub-Saharan African respondents had reported more disruption and that English-language respondents dominated the survey, and he supported multilingual survey administration.

75. **The Director of Training** took note of the suggestions and recommendations made by the groups and would take them into account for the future.

76. He acknowledged a recurrent call from all three groups for closer collaboration between technical programmes. He noted that the current programme and budget sets a target of 20 per cent of activities to be delivered jointly, and he encouraged programme managers and the Office of the Director of Training to emphasize joint design and delivery. Such an approach

would allow ILO policy messages to be mainstreamed and increase participation from the core constituency, supported by the Fellowship Fund's special allocations.

77. Regarding evaluation, the Director of Training took note of the proposal to focus next year's evaluation on the Learning Innovation Programme. He explained that certain repetition was inevitable, since evaluation design must follow the Organisation for Economic Co-operation and Development (OECD) and ILO guidelines to permit comparison over time, but he expressed willingness to add complementary elements.

78. Finally, on the evolution of the portfolio, he stated that it would depend on the ILO's forthcoming programme and budget, that would be discussed at the next Governing Body as well as in March 2027. Since over 90 per cent of the Centre's activities were linked to ILO policy outcomes, changes to those outcomes, departments or budgets would directly affect its portfolio.

79. **The Chairperson** invited the Director of the Centre to consider the groups' comments in the follow-up of this evaluation.

80. **The Board took note of the document**.

▶ Report of the meeting of the Officers of the Board (May 2026)

81. **The Chairperson** stated that the document [4] was submitted for information.

82. **The Employer Vice-Chairperson** took note of the report, which reflected the discussions at the May 2026 meeting. She asked for an update on the EU pillar assessment mandated in the 2026–27 Programme and Budget. She saw pillar-assessed status as a strategic opportunity to secure institutional funding and reducing reliance on commercially driven activities that could pull priorities away from the ILO mandate. Financial sustainability should serve the Centre's public mission, not become an end in itself.

83. **The Worker Vice-Chairperson** acknowledged the report as a faithful record of the Officers' meeting and thanked the Director and the Treasurer's team. Limiting its remarks to requests still awaiting a response, she asked for: disaggregated reporting on participation and results by constituency, region, modality and income category; a review of the pricing framework, which might restrict constituents' access; a concrete multi-year plan for the Fellowship Fund; clarity on criteria for allocating resources to institutional funds; and scenario planning to keep the Programme for Workers' Activities protected amid ILO financial pressures.

84. **The Treasurer** explained that the EU pillar assessment was a programme and budget priority. A pre-feasibility study had found most systems and controls in place but also identified gaps across the nine pillars. Following revisions to EU financial regulations, the gaps would be remediated in 2027, with a pre-audit in early 2028 and the assessment later that year. Preparatory work, including the procurement manual and travel policy, was already under way.

85. **The Director of Training** reminded that extensive participant statistics are published annually on the Centre's website and Board page. They were broken down by region, country, policy outcome, gender, age cohort and core constituency, and they showed trends over time. He accepted that accessibility should be improved, possibly by circulating the data proactively and

[4] CC 90/3.

earlier. Regarding the request for statistics by income category, he explained that participants were not required to disclose their income, and many attended free of charge through fellowships; he undertook to consider whether self-declaration might offer a solution.

86. **The Treasurer** then clarified that allocations to institutional funds were guided by the approved programme and budget, the Centre's financial performance, the circulars governing each fund and the results of fund evaluations.

87. **The Board took note of the document**.

▶ Financial report and audited financial statements for the year ended 31 December 2025 and Report of the External Auditor

88. **The Chairperson** recalled that the document [5] had already been formally adopted by the Officers of the Board in May 2026 and was submitted for information.

89. **The Worker Vice-Chairperson** noted positively that half of the institutional investments made in 2025 had been allocated to the Fellowship Fund, reiterating that these resources should primarily serve the Centre's tripartite mandate. She acknowledged the progress made in implementing previous audit recommendations but asked for clear timelines for the implementation of those concerning procurement processes, and participant support services. Noting that the number of short-term staff had increased by 21 per cent since 2023, she called for fair and transparent recruitment procedures and decent working conditions, irrespective of contractual status. The group also took note of the audit plan for 2026 and asked that it also consider how digital transformation contributes to the accessibility of the Centre's services for its constituents.

90. **The Employer Vice-Chairperson** expressed her group's appreciation for the quality of the financial statements and the External Auditor's report, which demonstrated the Centre's significant achievements and sound financial management.

91. **The Treasurer** explained that audit recommendations were addressed either through corrective actions or through improvements to policies and systems. Out of 13 outstanding recommendations, several would close this year, while others, such as the procurement manual, would follow early next year. Finance was preparing a circular assigning accountability for audit follow-up. Human Resources had implemented the short-term recruitment procedure and was revising selection assessments. The rise in consultancy costs mainly reflected reclassification and the increase in training activities.

92. **The Deputy Director** acknowledged the increase in short-term contracts. It arose because, since the pandemic, the Centre had expanded the number and variety of its activities and its outreach without modernizing its administrative and back-office processes, which remained largely manual and linear, so that growth in activities required proportionally more staff. To address this, a new operating model for participant enrolment and admission had been designed, and it would be rolled out in 2027. By automating components that do not affect quality, it should free staff time and reduce reliance on short-term contracts.

93. **The Board took note of the document**.

[5] CC 90/4/1.

▶ Plan for the audit of the 2026 financial statements

94. **The Chairperson** stated that this document was submitted for information and requested the Board to take note of it.

95. **The representative of the External Auditor, Ms Munivenkatappa**, presented the audit plan [6] and methodology and highlighted the focus of the financial and compliance audits.

96. **The Employer Vice-Chairperson and the Worker Vice-Chairperson** had no particular comment to make.

97. **The Government Vice-Chairperson** welcomed the focus on treasury management, cash and investment management, revenue recognition, and asset accounting, as these areas reflect the risk profile evidenced in the 2025 financial statements. She encouraged the External Auditor to ensure appropriate follow-up on outstanding recommendations from previous audit cycles. She fully endorsed the focus areas of the audit plan for 2026, while noting the breadth of focus areas proposed and expressing trust that the External Auditor will apply appropriate scope prioritization during the interim audit phase.

98. **The Board took note of the document**.

▶ Report of the Chief Internal Auditor for the year ended 31 December 2025

99. **The representative of the Office of Internal Audit and Oversight (IAO), Ms Bouaka**, presented the audit report [7] for the year ended 31 December 2025 and gave an update on the work done so far in 2026.

100. **The Employer Vice-Chairperson** welcomed the overall positive assessment of the Centre's governance, risk management and internal controls and agreed with the recommendations aimed at strengthening recruitment and management procedures for short-term staff and external collaborators. She raised concern about the increasing use of artificial intelligence by candidates in written recruitment tests and supported the development of updated assessment procedures that preserve the fairness, integrity and credibility of such processes.

101. **The Worker Vice-Chairperson** saw the sharp increase in short-term contracts as a worrying trend and reiterated her previous request for a tracking mechanism for audit recommendations, with clear timelines and responsibilities, reported to the Board at each session.

102. **The Government Vice-Chairperson** appreciated greatly the overall results of the Chief Internal Auditor's report. She commended the conclusions of the assurance report on the recruitment of short-term staff and the use of external collaborators issued by the IAO during the year 2025 and valued the good practice of supervised on-campus testing to mitigate the use of artificial intelligence. She asked whether the rise in short-term staff reflected a long-term trend or a temporary need and whether recruitment procedures were fully formalized. She urged prioritizing the consolidation of procedures for external collaborators and

[6] CC 90/4/2.

[7] CC 90/4/3.

requested details on pre-engagement screening against the UN ClearCheck database and sanctions lists. The Government Vice-Chairperson expressed the high appreciation by the Governments of the launch of the ILO Integrity Hotline and the information session organized on ethics and accountability. She welcomed the IAO's ongoing Quality Assurance and Improvement Programme, including the measures taken in 2025 to incorporate the new professional standards that came into force in January 2025 and to address recommendations arising from the 2024 External Quality Assessment and the External Auditor's review. In conclusion, she reiterated the appreciation of the group of the management's commitment to addressing the observations made in the Chief's internal Auditor's report.

103. **The Deputy Director of the Centre** confirmed that the Centre had adopted ClearCheck and reference checks last year and applied them regularly as part of streamlined processes. Artificial intelligence was not used in recruitment itself, but only in proctoring, to prevent its use during remote tests and thereby safeguard the credibility of assessments. Regarding the high rate of short-term contracts, the speaker reiterated the administrative burden arising from the growing number of activities and added that replacements for staff on sick leave or secondment also contributed. Efforts had been made to improve the publication and circulation of short-term vacancies and to consolidate the pool of candidates. Concerning consultants, the Centre was developing a database allowing the pool to be shared across teams and incorporating performance evaluations, thereby introducing a quality indicator into recruitment.

104. **The Board took note of the document.**

▶ Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2025

105. **The Chairperson** stated that the document [8] was submitted for information and requested the Board to take note of it.

106. **The Board took note of the document**.

▶ Human Resources questions

107. **The Chairperson** stated that the document was submitted for decision and reminded that the proposed decision point contained in document CC 90/5 Add. superseded the one contained in document CC 90/5 REV.

108. **The Chief of Human Resources Services, Ms Lee,** explained the timeline behind the documents. [9] The main document reported on the recommendations of the International Civil Service Commission (ICSC) applicable to the organizations belonging to the UN common system; on proposed amendments to the Staff Regulations concerning travel; on changes to the salary scale and allowances for staff in the General Service category; and on the subsequent amendments to the Staff Regulations.

[8] CC 90/4/4.

[9] CC 90/5 REV and CC 90/5 Add.

109. **The Worker Vice-Chairperson** noted with concern that the ICSC review was conducted within a framework of cost containment, which, amid rising living costs, and restraints on remuneration was eroding purchasing power and staff morale. Regarding the proposed travel amendments, she observed that they reduced certain entitlements and that staff concerns remained unresolved, insisting that changes to conditions of employment required genuine negotiation rather than consultation alone. The group supported delegating the decision concerning the comprehensive review of the compensation package to the Officers of the Board, provided that the Staff Union is consulted through the Joint Negotiating Committee, the Officers receive full information on the measures' impact on staff, and the Officers report fully to the Board at its 91st Session. Finally, noting that the Centre taught social dialogue and decent work, the group asked Management to make concrete, time-bound and accountable commitments to ensure that these principles are practiced at the Centre and transformation delivers decent work to its own staff.

110. **The Employer Vice-Chairperson** praised the commitment, professionalism and agility of the Centre's staff and reminded that the Centre's human resources policies, and particularly travel policy, should remain aligned with those of the ILO. She supported the three points for decision, including the delegation of authority to the Officers of the Board, which would allow the Centre to apply the decisions of the UN General Assembly without delay.

111. **The Government Vice-Chairperson** expressed the support of the group to the ongoing comprehensive review of the compensation package for staff in the Professional and higher categories of the UN common system. She welcomed the change proposed in the travel policy. She said her group can accept the proposed delegation of authority to the Officers of the Board concerning the comprehensive review of the compensation package, subject to few safeguards regarding financial transparency, a clear definition of the scope of the delegation and the accountability to the Board. In addition, she asked for clarification from Management on the current composition of project-funded staff, distinguishing between those performing functions directly related to the Centre's core mandate and those providing general or administrative services.

112. **The Chief of Human Resources Services** thanked all three groups for their support of the decision points. She explained that temporary contracts, which arose mainly from the increase in activities and from long-term staff absences, were monitored to ensure that they are used in accordance with the Staff Regulations. She added that the Joint Negotiating Committee had met and highlighted ongoing discussions with the Staff Union on all matters affecting terms and conditions of employment. She affirmed that alignment with the ILO guided all Centre's decisions, within its distinct operating modality, and that the travel policy had been revised to conform to UN standards and ILO's revised policies.

113. **The Board approved the point for decision.**

▶ Administrative questions

114. **The Chairperson** stated that the document [10] was submitted for information and requested the Board to take note of it.

[10] CC 90/6.

115. **The Employer Vice-Chairperson** enquired about the future of the Oceania Pavilion, particularly following the relocation of the United Nations System Staff College to its new premises and the expected transfer of ITCILO offices currently located in Oceania to the Europe or Americas 2 Pavilions. She asked Management to ensure that any decisions on the future use of campus facilities safeguard the capacity of ILO constituents to access and benefit from its unique learning environment. She believed that time had come for the Centre to establish a clear institutional policy and governance framework for the use of AI. AI might increase productivity in the short term while, if poorly used, progressively weakening some of the very competencies on which a learning institution depends, such as critical thinking, analytical capacity, creativity and independent judgement. She also endorsed the principle of simplifying processes before automating them and, on cybersecurity, welcomed the ISO 27001 certification and the cooperation with the United Nations International Computing Centre (UNICC), stressing that the protection of personal and institutional data should remain an absolute priority.

116. **The Worker Vice-Chairperson** asked for more detailed reporting on the status of audit recommendations. She asked that the renovation programme preserve the training and accommodation capacity for constituents, minimize disruption to face-to-face learning and avoid imposing additional costs on participants. She emphasized that decent working conditions and occupational safety and health standards should apply equally to all workers, irrespective of employment status. The Workes' group also underlined the importance of protecting the personal data of participants, particularly trade unionists in countries where freedom of association is not respected, as it might be a matter of physical safety.

117. **The Government Vice-Chairperson** acknowledged the progress achieved in risk management, business continuity planning, procurement governance and the implementation of audit recommendations. She also welcomed different developments demonstrating a clear commitment to strengthening institutional resilience and advancing the Centre's digital transformation. She joined the Employer and the Worker Vice-Chairpersons on the issues of artificial intelligence and cybersecurity, asking for further clarification. She encouraged the Centre to further strengthen the transparency and analytical value of future administrative reports through more systematic reporting on measurable results, implementation timelines, resource implications and risk-management measures.

118. **The representative of the Government of the Islamic Republic of Iran** welcomed the revised Business Continuity Plan and the completed migration of the campus access control system. On cybersecurity, noting the Centre would rely on specialized services from the UNICC, he asked Management to inform the Board at its 91st Session of the scope and start date of the arrangement and of how it would address the two indicators that fell short of target (IT security-awareness training and data retention). He also asked for an annual report on the Campus Renovation Programme and a short briefing to the Board on the Centre's approach to responsible AI use. For future reports, he asked that the volume of emissions offset be stated.

119. **The Deputy Director of the Centre** replied to the groups' comments. On renovations, the Italy Pavilion, which would host the United Nations System Staff College, and the Americas 2 Pavilion had completed the first phase of strip-out, with reconstruction beginning in early 2027. Completion was expected at the end of 2027 and in early 2028 respectively. Americas 2 would allow several teams to vacate the Oceania block of pavilions; Pavilion 19, owing to its proximity to the river, would probably not be renovated, while Pavilions 17 and 18 were under consideration for a second phase. A third project, for the Americas 3 Pavilion dedicated to UNICRI, would begin in January 2027, supported by the Italian Government. Americas 2 might

alternatively host the ILO Global Service Centre, depending on the final decision by the Director-General about the exact location of such Centre.

120. On cybersecurity, the ISO 27001 certification demonstrated sound maturity, and investment continued in identity management, infrastructure and staff awareness. The Chief Information Security Officer function would now be provided by UNICC, which serves over 45 UN organizations and offers shared expertise and coordinated incident response. A cybersecurity audit was also planned.

121. A new data, digital and AI governance framework, clarifying accountability, data ownership and controls, was expected to be approved at the end of 2026 and implemented in 2027, building on the 2024 AI manifesto, the 2025 guidelines and staff surveys, with a human-centred approach.

122. The Board took note of the document.

▶ Reports of the Trade Union Training Committee and the Employers' Training Committee

123. The Worker Vice-Chairperson introduced the report of the Trade Union Training Committee. [11]

124. The Employer Vice-Chairperson introduced the report of the Employers' Training Committee. [12]

125. The Government Vice-Chairperson had no comments to make.

126. The Board took note of the documents.

▶ Date and place of the next session

127. The Chairperson proposed that, as customary and as indicated in the current Programme of ILO official meetings for 2026 and 2027, the 91st Session of the Board be held the week before the 361st session of the Governing Body, on 28 and 29 October 2027.

128. The Board approved the Chairperson's proposal.

129. The Chairperson informed the members of the Board that the report of this meeting of the Board would be considered in the Institutional Section of the 358th Session of the Governing Body. He proposed that, in order to facilitate the preparation and finalization of the report, the Board should delegate the task of approving the draft report to the Officers of the Board.

130. The Board approved the Chairperson's proposal.

(The Chairperson closed the 90th Session of the Board.)

[11] CC 90/7/a.

[12] CC 90/7/b.

▶ Appendix

Statement by the Chairperson of the Staff Union Committee to the Board of the Centre

90th Session of the Board of the Turin Centre, 6 November 2026

Mr Director-General,

Mr Director,

Distinguished members of the Board,

Dear colleagues,

Ladies and gentlemen,

It is an honour and a pleasure to address you today on behalf of the Centre's staff in my role as Chair of the ITCILO Staff Union Committee.

We warmly greet Director-General Gilbert F. Houngbo and Mr Christophe Perrin, our Director, and extend a warm welcome to Ms Laura Siegrist Fouché, our new Chief Operations Officer.

We wish to extend our deepest gratitude to the City of Turin, the Regione Piemonte and the Italian Government for hosting the Centre for the past six decades and for their unwavering support.

Once again, the documents before this Board reflect the dedication and professionalism of the Centre's staff. That commitment deserves working conditions that allow it to be sustained.

But before turning to the Centre, we must first look to Geneva. This has been a difficult year for the ILO. More than 200 jobs have been lost since 2025, and in September the Governing Body approved the abolition of up to 73 further posts without limit of time. We express our full solidarity with every colleague who has lost their job and with all those still living with uncertainty, and we recognize the ILO Staff Union for its tireless defence of staff rights.

What affects the ILO also affects the Centre. Our work draws its purpose, its expertise and its legitimacy from the ILO, and every loss of capacity in the Organization weakens our shared ability to deliver on its mandate of social justice and decent work. A strong Centre needs a strong ILO, and the constituents we serve need both.

It is in this context that the Centre's own workforce is changing. Total staffing has remained stable over the last three biennia. Within that total, however, General Service positions have fallen by almost 20 per cent, while Professional positions have grown by about 30 per cent. The Centre is not becoming smaller or leaner. It is becoming different.

We do not oppose change. We ask for clarity on the model it serves: how operational support will be delivered with fewer General Service colleagues, particularly in sensitive areas like training, admissions and travel, how institutional knowledge will be preserved and what career progression looks like for both G and P categories. Meanwhile, spending on consultants exceeds forecasts, temporary contracts are increasingly used, and Professional colleagues

recruited for their technical expertise are asked to function as business developers, marketers and administrators. Flexibility should not be confused with interchangeability.

A clearer account of the workforce and operating model that the Centre is developing should explain the evolution of General Service and Professional functions, the redistribution of operational responsibilities and the contribution expected from digitalization and artificial intelligence. It should also clarify how consultants and other external resources will complement internal capacity while preserving institutional knowledge and service quality.

As an institution committed to promoting decent work and social justice, the Centre should be among the first to ensure that these principles are reflected in its own employment practices. Reducing precarious employment and providing staff with greater stability and predictability should be a clear institutional priority.

Without a transition strategy and clear workforce planning and career progression, transformation risks becoming workforce substitution rather than workforce development.

These changes are also felt in the daily workload of our colleagues. As we have said before this Board year after year, growth for growth's sake is a misplaced principle for a United Nations organization, and "delivering more with less" remains a genuine concern for our staff.

This year, Human Resources Services launched the R.E.S.P.E.C.T. initiative, which the Staff Union immediately welcomed. A survey aimed at collecting staff perceptions achieved an impressive 73 per cent participation rate, providing clear evidence of engagement and concern among staff.

While 86 per cent of staff say they are proud to work at the Centre, only 49 per cent are able to maintain a healthy work–life balance, and only 35 per cent say that systems and processes help them do their job well: more than 20 points below the external benchmark in both cases. Digital tools should remove repetitive tasks, not add new ones. We still need the people behind the wheel.

The same survey also speaks to our workplace culture. The Programme and Budget sets a target of at least 65 per cent of staff reporting a respectful workplace. Today, however, only 49 per cent feel safe to raise concerns, and only 45 per cent consider that colleagues consistently behave in line with UN standards of conduct.

When asked what they would change, staff raised issues familiar to this Board: internal competition driven by the CFC model and the pressure it places on staff, prolonged short-term contracts, and the need for more transparent and accountable decision-making.

We would like to recall that the Collective Agreement signed in December 2024 committed the Centre to a negotiation cycle every two years. Looking ahead, we propose aligning future bargaining cycles with the programme and budget periods, so that workforce commitments are planned alongside institutional priorities and resources. Regular meetings of the Joint Negotiating Committee remain essential, but their value is measured by results: agreed measures that are implemented, and agreements that set out clear responsibilities, deadlines and follow-up. This is, above all, a matter of good governance.

The Centre's financial sustainability and its ability to deliver its mandate depend on retaining expertise, providing fair employment conditions and involving staff in decisions that affect their work. These objectives should guide its human resources policy throughout the current transformation.

These challenges are not unique to the Centre. Beyond our campus, multilateralism is under pressure, development funding is shrinking, and the values of social justice, cooperation

and freedom of speech are being questioned, while decent work deficits persist. The need for what the Centre does has never been greater.

At the same time, artificial intelligence will transform how we work and how we train. Its adoption should not be driven by efficiency alone. The Centre should move forward carefully, always remembering that AI must serve humanity, decent work and better jobs, and not the other way around. This is the human-centred approach the ILO promotes, and it should guide us at home as well.

In these uncertain times, we draw strength from who we are. The Centre is, and will remain, the training arm of the International Labour Organization. Its resilience has always rested on the capacity, commitment and creativity of its staff, who have carried the Centre through every challenge it has faced. Investing in them is the surest way to secure its future. The Staff Union remains committed to constructive social dialogue and stands ready to contribute to meeting the challenges ahead.

Thank you for your attention.

The ITCILO Staff Union