



International
Labour
Organization



► SCORE Annual Update 2024-25

Sustaining Competitive and Responsible
Enterprises Programme



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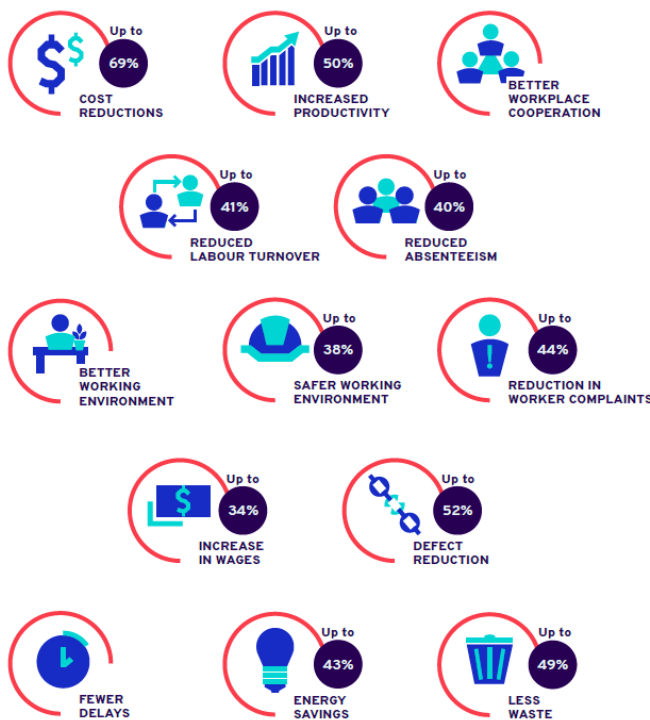
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► Updates at the Global Level

Message from the Global SCORE Team

This year marks a significant milestone for the ILO's Sustaining Competitive and Responsible Enterprises (SCORE) Programme as we proudly celebrate its 15th anniversary. Since its launch in 2009, the global SCORE Programme, funded by the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) and, over time, by contributions from other donors, has worked jointly with governments, employers' and workers' organizations to enhance workplace cooperation, productivity, and decent work in small and medium enterprises (SMEs) across the globe.



Over the past decade and a half, SCORE Training has reached over 6,000 enterprises and more than one million workers and managers in 30+ countries, delivering tangible improvements in productivity and working conditions. Participating enterprises reported significant improvements in a wide range of indicators related to productivity and working conditions. At the end of SCORE Training, half of the participating enterprises reported productivity growth cost savings alongside improvements to working conditions, visible in reduced absenteeism, turnover and worker complaints. Many participating enterprises also observed improvements in environmental sustainability, with nearly half of the reported reduction in waste and materials usage.

Thanks to years of capacity building and institutional strengthening, an active SCORE Trainer Network continues to deliver SCORE Training independently or with the support from national implementation partners, ensuring the continued impact of SCORE.

Moving forward, the Global SCORE Team will continue to support SCORE Trainer Network the SCORE Trainer Network by coordinating SCORE activities around the

world, documenting results and facilitating knowledge exchange between countries. This publication is one of our efforts to highlight the key achievements and success stories of SCORE Training and activities worldwide between July 2024 to June 2025.

If you wish to receive more updates about the SCORE Programme and the ILO's overall work on Productivity and Decent Work, please [subscribe to the ILO Productivity and Decent Work Newsletters](#).

Receive updates and get in touch with us!

Make sure your e-mail address on the SCORE M&E Database is up to date to receive updates for the Global SCORE Trainer Network.

You can contact the ILO Global SCORE Team at scoreglobal@ilo.org.

SCORE4Climate Brief – Key Insights on promoting a just transition for SMEs



To assess two years of experience with implementing SCORE4Climate Training, the ILO produced a brief titled “Making a Just Transition toward Environmental Sustainability a Reality for SMEs”. Drawing on experiences from Bolivia, Kyrgyzstan and Mauritius, the brief highlights how SCORE4Climate Training promotes a triple win for SMEs and their workers: Strengthening environmental sustainability, boosting business performance, and ensuring decent work.

The results from the three countries unanimously show that participation in SCORE4Climate Training contributes to tangible improvements among the enterprises involved. Notably, there was a significant increase in the adoption of sustainable management

practices, including processes to reduce energy consumption and material usage. Upon the completion of SCORE4Climate Training, approximately 32 percent of enterprises reported increased cost savings, 37 percent observed a rise in productivity, and nearly 70 percent experienced a reduction in energy consumption. Additionally, 58 percent of firms reported reduced material usage, and 47 percent saw a decrease in waste production. Furthermore, SCORE4Climate Training also led to improvements in numerous indicators related to working conditions, including increased prevalence of minimum wage compliance, paid overtime, worker training, and adherence to decent working hours.

The brief underscores that building a strong business case, tailoring interventions to local contexts, and ensuring worker participation are key to scaling up success. It recommends embedding SCORE4Climate in national green growth strategies, strengthening local trainer networks, and providing follow-up support to help SMEs implement their improvement plans. With over 100 trainers in 24 countries now certified to deliver the module, SCORE4Climate is emerging as a vital tool to advance the just transition for SMEs worldwide.

SCORE Trainer Network Webinar – Leveraging social media to maximise influence of SCORE Training

In January 2025, the Global SCORE Team hosted a dynamic webinar on “**Leveraging Social Media to Maximise Influence of SCORE Training**”, as part of the SCORE Trainer Network series. Held on 29 January 2025, the session gathered 125+ SCORE Trainers from across the globe to explore how the strategic use of social media can amplify the visibility and impact of SCORE Training.

Facilitated by communications expert Aishwarya Pothula, the webinar highlighted the power of visual storytelling and impactful communication on social media. Participants learned strategies and practical tips to:

- Effectively communicate results and impact of SCORE Training;
- Use high-impact photos and storytelling to showcase enterprise improvements and transformation;
- Enhance visibility and engage broader audiences through LinkedIn and other platforms;
- Leverage social media accounts to promote business opportunities and peer learning.

By empowering SCORE Trainers to take advantage of their online presence to showcase their efforts in a strategic and impactful way, the webinar contributed to the wider goal of promoting the sustainability and visibility SCORE Training. Furthermore, it offered a valuable opportunity for peer learning and exchange within the growing global SCORE Trainer Network.



Celebrating the 15th Anniversary of the SCORE Programme

In collaboration with SECO and NORAD, the ILO brought together SCORE stakeholders from around the world for a special [SCORE 15 Anniversary Event](#) in , marking 15 years since the programme's launch. Being one of the ILO's longest-running development cooperation programmes, SCORE's relevance and impact was highlighted by the ILO Assistant Director-General for Jobs and Social Protection at the time, Mia Seppo, during the opening ceremony:

► SCORE proves that decent work and business success are not competing priorities – they are mutually reinforcing. This is a win-win for both management and workers.

► **Mia Seppo**, Assistant Director-General for Jobs and Social Protection, ILO



The event celebrated the collective journey of the global SCORE community, highlighted the programme's achievements and looked ahead to the future of productivity and decent work in SMEs. In addition to speeches and presentations by representatives from SECO, NORAD and the ILO, the event also featured live and recorded testimonies from SCORE partners, including representatives from governments, employers, workers and trainers from around the world. Furthermore, an interactive gallery was organized to showcase the stories and photos from selected countries where SCORE has been implemented.

The links to the videos recorded by colleagues, partners, trainers and participants worldwide can be found in the Annex.

SCORE featured in the International Labour Conference 2025

Recognizing the impressive results of SCORE Programme in Albania, an immersive virtual reality film “Threads of progress” was produced and showcased at the International Labour Conference (ILC) 2025. The film features the transformative journey of an SME that benefited from SCORE. More details about the SCORE Programme in Albania can be found in the following section on highlights at the country level.

► **Virtual reality film presented at the ILC 2025**



Photo credit: Violaine Martin / ILO

► Highlights at the Country Level

Africa

Egypt

Expanding SCORE in key industrial sectors under the Productivity Ecosystems for Decent Work Project

In 2025, SCORE Training was implemented under the ILO's Productivity Ecosystems for Decent Work in Egypt (PE4DW) project, with the funding of the Directorate General for Development Cooperation of the Italian Ministry of Foreign Affairs and International Cooperation and implemented in partnership with the Ministry of Industry. The project focuses on two key industrial sectors — leather tanning and marble — both central to Egypt's manufacturing competitiveness and job creation potential.

► Launch of SCORE in leather tanning and marble sectors



Photo credit: Hani Ragab from the PE4DW Team, ILO DWT/CO-Cairo

Following a nationwide call, 19 candidates were invited to a Training of Trainers (ToT) on the Workplace Cooperation module held in February 2025. After comprehensive evaluation, 11 trainers were shortlisted, with nine advancing successfully through ToT, Training of Enterprises (ToE), and the first follow-up stage. These candidates are now on track to become a new cohort of certified SCORE Trainers, expanding the existing SCORE Trainer network in Egypt.

A total of 11 pilot SMEs, including six marble firms and five leather tanneries from the industrial zones of Shaq El-Thoban and Robbiki were selected based on a list of criteria, including growth and job creation potential, presence in geographic clusters, motivation to upgrade operations and potential for competitiveness improvements. Following the completion of baseline assessments and ToE, SCORE Trainers are conducting follow-up consulting visits under the supervision of SCORE Expert Trainers to track progress.

► SCORE Training of Trainers for 11 candidates



Photo credit: Hani Ragab from the PE4DW Team, ILO DWT/CO-Cairo

In 2024, the implementation of SCORE under the USAID-funded Women's Economic and Social Empowerment Programme (WESEP) was completed in eight enterprises across the textiles and food processing sectors. The focus was on empowering women in the workplace, aligning enterprise practices with Egyptian labour law, and strengthening compliance with the National Wages Council's updated minimum wage policies.

By embedding gender-sensitive approaches into SCORE Training, WESEP has demonstrated how productivity improvements and decent work outcomes can go hand in hand with advancing women's empowerment. Some of the key results achieved by participating enterprises are highlighted below:

- Strengthened gender equality at the enterprise level through equal pay for equal work, assigning female staff to handle gender-related complaints, and awareness-raising sessions on workers' rights;
- Updated remuneration, recruitment and disciplinary policies to ensure compliance with Egyptian labour law and fair treatment of women workers;
- Developed comprehensive employment contracts and employee handbooks detailing job duties, policies, and rights;
- Introduced grievance and complaint mechanisms, including boxes and open-door policies, with designated female focal points for addressing women's concerns.

► Completion of SCORE Training by an apparel company under the WESEP Programme



Photo credit: Hesham Bayoumi

Ethiopia

Productivity growth, decent work and climate action driven by local partners in diverse sectors

In Ethiopia, the SCORE Programme continued to deliver impactful and tangible results across garment, leather, horticulture, food processing sectors. Implemented under the One-ILO SIRAYE Programme, over 200 enterprises have benefited from SCORE Training since 2018, accounting for nearly 9,900 workers and managers.

Enterprise-level achievements

Before SCORE Training, many Ethiopian SMEs struggled with low productivity, inefficient workflows, and limited worker engagement. Enterprises often relied on outdated production methods, while workers had little involvement in decision-making. Quality control systems were weak, and workplaces were characterized by poor organization, material wastage, and inadequate occupational safety and health (OSH) measures. The examples below show the concrete results achieved by some SMEs, thanks to the improvement project driven by Enterprise Improvement Teams:

- A garment factory faced frequent production bottlenecks, poor line balancing, and low efficiency. Following SCORE Training, the factory introduced 5S workplace organization, daily performance tracking, and production line reconfiguration. As a result, efficiency rose from 67% to over 75%, production volume increased by 6.5%, and monthly sales grew by 31%. Workers reported greater motivation as their suggestions were acted upon, creating a stronger sense of ownership.

► Waste reduction freed 68m² space for new sewing section with 50 new machines



► Introduction of quality assurance and defect recording system reduced defect rate from 9.2% to 5.2%

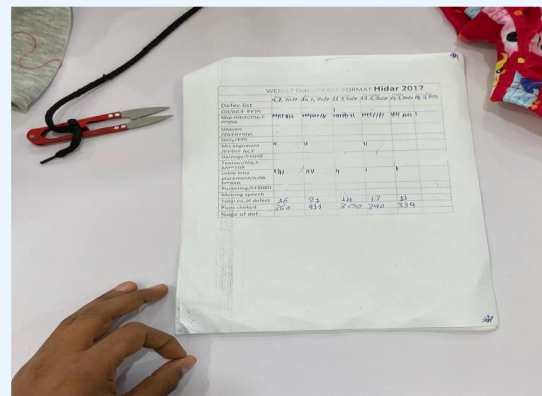


Photo credit: Habtamu Andargie

- A plastic packaging SME was struggling with high levels of material waste, inconsistent product quality, and disorganized storage. Following training in SCORE Lean Manufacturing and Quality Improvement, the enterprise adopted standard operating procedures and quality checkpoints along the production line. Waste was reduced up to 40%, productivity rose by 39%, and customer complaints declined significantly.

► Daily tracking of wastage rate posted on the notice board

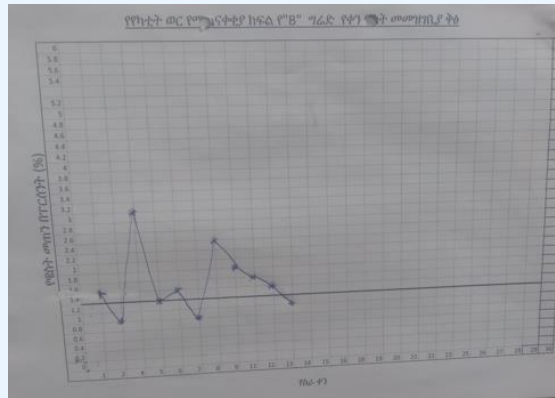


Photo credit: Molla Getahun

- A pharmaceutical enterprise used to suffer from leakages in packaging processes and frequent minor injuries among workers. Following SCORE Training, the enterprise formed an OSH committee, trained first aiders, and introduced leakage detection systems and preventive maintenance routines. Within three months, leakage rates dropped, monthly minor injuries declined from eight per month to two in six months, and compliance with personal protective equipment (PPE) reached 100%.

► Open electric wires properly covered in safety boxes

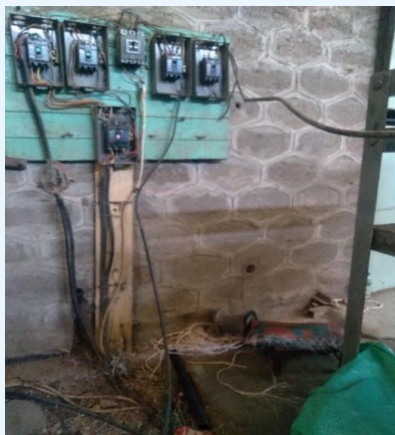


Photo credit: Molla Getahun

SCORE4Climate: Driving green transformation

Many SMEs in Ethiopia typically face challenges related to high energy costs, poor waste management practices and limited awareness of circular economy opportunities. Workplaces were cluttered, recycling was minimal, and enterprises lacked systems to track environmental performance.

Implementing the SCORE4Climate module enabled enterprises to take their first steps towards resource efficiency, circularity, and climate-smart production practices. For example:

- A cultural clothing manufacturer faced rising costs from defects and inefficient use of production space. Following SCORE4Climate training, the enterprise introduced new software and technique to reduce offcuts, waste segregation, and fabric reuse initiatives. The workspace became cleaner and more organized, fabric waste was reduced, and unused materials were repurposed into accessories, creating a new revenue stream.

► Reuse of fabric scraps to produce clothing accessories



Photo credit: Habtamu Andargie

- To reduce operating costs, a textile company aims to reduce electricity consumption through introducing a number of energy-saving measures, such as replacing traditional bulbs with LED lights, insulating steam pipes, installing condensate recovery system and automated shut-off valves, replacing old motors with energy-efficient motors. These measures resulted in cost savings through improved machine productivity and reduced use of electricity and fuel. Furthermore, a training was conducted on efficient handling of materials and energy encouraging behavioral changes across the enterprise.

Systemic Impact under One ILO Programme

Operating as part of the One ILO framework, SCORE Ethiopia has gone beyond enterprise improvements to achieve structural, policy and institutional impact:

- Institutional sustainability: A key achievement of the SCORE Programme Ethiopia has been its strong focus on local ownership and sustainability. Overtime, the Programme has collaborated with a number of implementation partners, who have taken the lead to promote and deliver SCORE. For instance:
 - The Kaizen Excellence Center (KEC), under the Ministry of Industry, transitioned SCORE to a paid training model in 2023 and established a dedicated training facility to expand delivery both nationally and across East Africa;
 - The Ethiopian Horticulture Producer and Exporter Association (EHPEA) has fully integrated SCORE into its member services, financing training independently through member contributions;
 - The creation of SCORE Training and Consulting PLC by national trainers marked an important milestone in institutionalizing SCORE within Ethiopia, ensuring that delivery is increasingly driven by national actors and embedded in the country's long-term SME development strategy.
- Scale and reach: Trainer Network established with 76 certified trainers (26% women) and five Expert Trainers (60% women) ensure strong local capacity to deliver and scale up SCORE in Ethiopia.
- Policy engagement: SCORE reached 750 policymakers and social partners, embedding workplace cooperation and productivity concepts into Ethiopia's national productivity movement.
- Supply chain integration: EHPEA delivered SCORE Training to 12 horticulture farms to improve quality and compliance for export markets by adapting training to meet international buyer expectations in areas such as occupational safety and sustainability. Several international buyers have since adopted SCORE-based approaches in their sourcing practices.

Ghana

Scaling up SCORE for productivity, green growth and decent work in various sectors

Building on the strong foundation of Phases I–III, SCORE Ghana entered its fourth phase (2024–2025), implemented by the Management Development and Productivity Institute (MDPI) with support from the German Federal Ministry for Economic Cooperation and Development (BMZ) through GIZ. The programme was further expanded to ten regions, including Volta, Greater Accra, Eastern, Central, Western, Ashanti, Bono, Bono East, Northern, and Savannah.

The kick-off workshop held in Accra brought together government, development partners, employers, and SCORE Trainers. Representatives of GIZ and MDPI reaffirmed their commitment to scaling SCORE as part of Ghana's wider productivity and decent work agenda, particularly in supporting green and eco-friendly businesses as part of a just transition.

► SCORE kick-off workshop held on 6th February 2025



Photo credit: Avid Media

In Phase IV, 106 enterprises and hotels were trained, particularly in the agro-processing (31), hotel and tourism (23), and garment and textiles (22) sectors. A total of 398 participants benefited from SCORE Training, including 53% women, continuing SCORE Ghana's positive record of supporting women's participation in enterprise development.

Furthermore, MDPI organized a Training of Trainers (ToT) programme for selected GIZ staff who expressed interest in the SCORE initiative from February to March 2025. A total of 16 staff members participated in the ToT held in Accra. In addition to the 106 enterprises trained by SCORE-certified trainers, GIZ trainers further extended the programme by training 11 enterprises at the Airport View Hotel, Accra.

► Workers equipped with personal protective equipment



► Fire prevention workshop organized for employees



Photo credit: Matilda Lardi

The training rollout emphasized resource efficiency, workplace cooperation, and OSH, with several enterprises prioritizing improvements in waste reduction, energy efficiency, and the use of personal protective equipment (PPE). Coaching sessions are underway to support the implementation of enterprise improvement projects. Testimonies from SMEs trained in earlier phases highlighted concrete gains in productivity, quality, and safety, setting strong expectations for this phase's outcomes.

The impact of the SCORE programme has been significant, especially in terms of workplace cooperation and working conditions. For example:

% of enterprises	Prior to SCORE	After SCORE
Existence of management-worker meetings	44%	85%
Application of the 5S methodology	60%	93%
Compliance with minimum wage	66%	73%

South Africa

Widespread appreciation of SCORE by industry stakeholders across the textile & clothing sector

Building on the first SCORE implementation between 2020 to 2021, the National Bargaining Council for the Clothing Manufacturing Industry (NBCCMI) and the ILO are joining forces again to improve the productivity, competitiveness and working conditions of South Africa's clothing manufacturing sector.

► A clothing SME benefited from SCORE Training



Photo credit: Phumeza Patra

With the support from the Government of Flanders, SCORE was implemented under a 24-month project on "Promoting Decent Work through Productivity and Workplace Cooperation Interventions in South Africa's Clothing Manufacturing Sector" between 2023 and 2025. To address the prevailing challenges facing South Africa's clothing manufacturing industry, the project seeks to strengthen productivity and decent work drivers through a systemic approach with targeted interventions at the sectoral and enterprise levels. The following highlights the key results achieved at each level:

- At the sectoral level, the project strengthened the support ecosystem of the clothing manufacturing industry by working closely with NBCCMI to build their capacity to coordinate the SCORE Programme. Additionally, a number of capacity building workshops were organized for five local SCORE Trainers;
- At the enterprise level, SCORE Training was implemented in 41 enterprises, resulting in improved productivity in 64% of the participating enterprises. Over 30% of them reported increase in revenue and transaction in new national business. Furthermore, 56% of them experienced reduction in absenteeism and 40% of them increased wages. The vast majority of participating enterprises were satisfied with SCORE Training, which is reflected in the average 96% satisfaction rate.

► Training of Enterprises on Workplace Cooperation



Photo credit: Phumeza Patra

Furthermore, the project engaged key stakeholders to ensure alignment with the Retail-Clothing, Textile, Footwear, and Leather (R-CTFL) Master Plan. Notably, at least 58 positions were created in 12 firms, in which 51% are female. The new

positions created spanned various skill levels including skilled technical roles, management positions, and semi-skilled workers. A [brief](#) summarizing key results achieved by the project was published.

To celebrate the project's achievements, two knowledge sharing workshops were organized in April 2025 in Gauteng and Cape Town. Over 100 participants attended the two workshops, including representatives from R-CTFL Masterplan Steering Committee, South African Clothing Manufacturing Association (SACMA), South African Apparel Association (SAAA), Southern African Clothing and Textile Workers' Union (SACTWU), Government of Flanders, clusters, retailers, SCORE Trainers, SMEs and their workers.

► SCORE knowledge sharing workshop in Gauteng



Photo credit: Cheryl Chan / ILO

The workshops provided an important opportunity for key stakeholders of South Africa's clothing manufacturing industry to engage in an open discussion on the challenges and opportunities facing the sector and the role of NBCCMI and the SCORE programme. It included presentations on the challenges facing the clothing manufacturing sector and stakeholder priorities. Additionally, SCORE Trainers and enterprises shared key achievements and lessons learned from SCORE Training and a [video](#) showcasing project results was shown. The workshops also featured interactive discussions, which provided opportunities for participants to provide insights and engage in constructive dialogue with different stakeholders regarding the way forward for the sector and future collaboration for promoting productivity growth and decent work.

There was widespread appreciation from the clothing industry - both from workers and enterprises - as well as their representative organizations on the achievements of the SCORE Programme and a strong interest to continue implementing SCORE Training in the clothing sector.

► SCORE knowledge sharing workshop in Western Cape



Photo credit: Cheryl Chan / ILO

Tunisia

Strengthening SMEs' competitiveness and resilience through SCORE Training

In Tunisia, the SCORE Programme has continued to demonstrate its value and relevance as part of the Appui à la Gestion des Crises pour les PME en Tunisie (AGC) project, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU). Implemented by GIZ Tunisia in partnership with the Ministry of Industry, Mines and Energy, the AGC project aims to support Tunisian small and medium-sized enterprises (SMEs) in managing crises and economic challenges.

The closing ceremony of the AGC project was not only an opportunity to celebrate its success in reaching 101 SMEs across diverse industrial sectors, but also the collective commitment of various partners to continue supporting the innovation and resilience of Tunisian businesses. Representatives from the ILO, GIZ, Ministry of Industry, Mines and Energy and other key partners highlighted SCORE's role in strengthening SMEs' competitiveness and resilience in times of crisis, as well as contributing to decent job creation. The programme has achieved significant results. Notably, among the participating SMEs:

- 95% implemented mechanisms for social dialogue and workplace cooperation;
- 59% achieved cost savings through the adoption of more efficient and sustainable practices;
- 94% of participants expressed satisfaction with the quality of the training, while 95% of SCORE Trainers were also recognized for their professionalism.

At the closing ceremony, a representative from the Ministry of Industry, Mines, and Energy acknowledged the contribution of the AGC programme in supporting over 100 businesses to build resilience in the face of crises.



By strengthening their ability to overcome crises, SMEs are positioning themselves as key players in Tunisia's economic development. AGC's success is based on a shared vision: resilient companies, capable of adapting and prospering. These achievements demonstrate the immense potential of Tunisian SMEs when support is targeted and concrete."

► **Mr. Adnane Zidane**, Ministry of Industry, Mines and Energy

The project's impact extends beyond immediate results. Following SCORE Training, many companies are now equipped with the tools to sustain the improvements they have initiated. Strengthened management capabilities, combined with better internal organization, have contributed not only to improved economic performance but also to optimized working conditions.

► Closing ceremony of the AGC Programme



Source: [La Presse de Tunisie](#)

The project's concrete results were demonstrated by testimonials from beneficiary companies. In particular, one of the participants highlighted that the SCORE Business Continuity Plan (BCP) module had helped identify and manage critical risks, thus stabilizing operations during a difficult period. Other participants also acknowledged SCORE's contribution in optimizing internal processes by strengthening communication within our teams, which has led to better responsiveness to daily challenges.

► **Distribution of personal protective equipment**



► **Ground markings for evacuation (left); installation of fire extinguisher (right)**



Photo credit: Choura Soufiene



AGC has allowed us to identify opportunities for improvement that we would not have considered before. Today, our practices are more sustainable, and we are seeing the results both in terms of productivity and employee satisfaction.”

► An employee from an electrical equipment supplier

Asia

Bangladesh

Transforming healthcare efficiency and safety through SCORE Training

In Bangladesh, a leading healthcare provider embarked on a transformative journey to enhance operational efficiency, patient safety and service delivery through SCORE Training. The initiative was rolled out across 14 departments, including patient registration, cardiology, paediatrics, dermatology and security office.

Prior to SCORE implementation, the hospital faced several challenges: work areas were cluttered and disorganized, inventory was excessive, documents and equipment were often misplaced, and labelling systems were inadequate. These challenges not only caused delays, but they also created safety risks such as fire hazards and infection exposure, compromising safety for both staff and patients.

► Enterprise improvement team (left); SCORE classroom training (right)



Photo credit: Kamal Uddin Siddiqui

Following SCORE Training, these issues were systematically addressed through implementing the following improvement projects:

- Clutter removed: Unnecessary items were identified and eliminated, creating more spacious and functional workspaces;
- Optimized inventory: Excess inventory was significantly reduced, leading to better resource management and reduced waste;
- Workplace organization and standardization: Equipment and documents were properly placed and clearly labelled, ensuring consistency and ease of access;
- Safer workplace: Identified risks were mitigated with enhanced compliance with safety standards;
- Cleaning and maintenance routines integrated into daily operations.

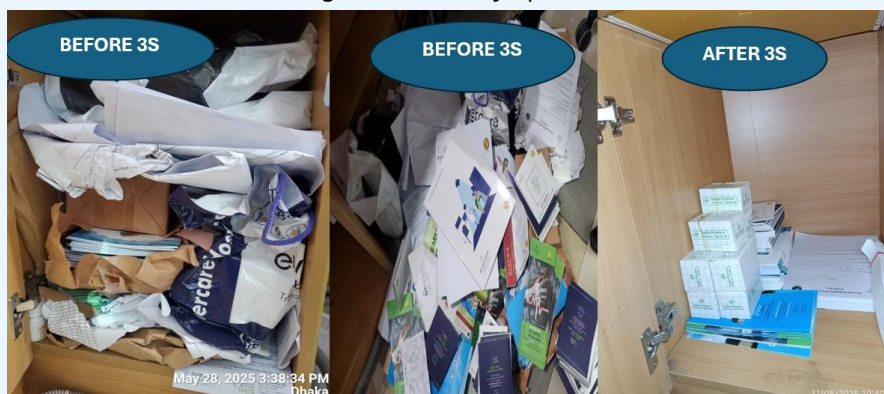
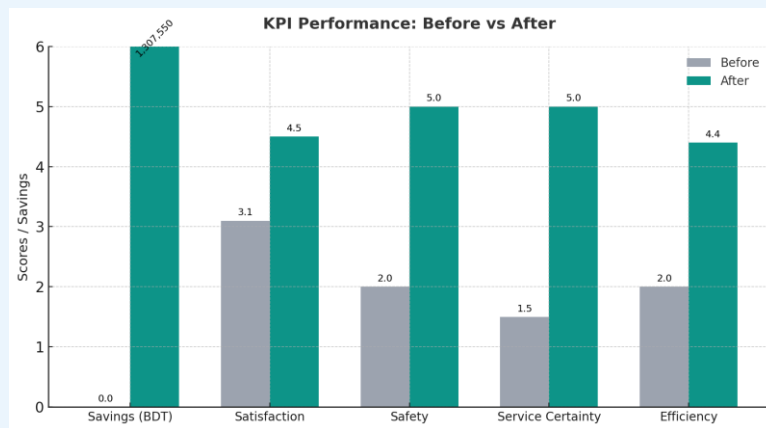


Photo credit: Kamal Uddin Siddiqui

These interventions generated significant and tangible improvements across all participating departments:

- Improved productivity and efficiency from workplace organization and optimisation;
- Significant cost savings of BDT 1,307,550 through minimizing waste, better resource management and enhanced operational reliability;
- Increased employee and patient satisfaction: The cleaner and safer workplace improved service delivery and efficiency, which in turn contributed to higher satisfaction among both hospital staff and patients.

► **Key performance indicators (KPIs) achieved through SCORE implementation**



To sustain these gains, the hospital invested in continuous training and recognition programmes, including 5S competitions across departments. A 5S KPI Dashboard was also introduced, ensuring that improvements are monitored and embedded as part of the hospital's culture of excellence. Importantly, the SCORE Training was fully sponsored by the hospital itself, underscoring its commitment to making continuous improvement a core part of its institutional culture.

► **Staff recognition programme**



Photo credit: Kamal Uddin Siddiqui

China

Strong momentum driven by national partners to sustain and expand SCORE

Ministry of Emergency Management: Expanding SCORE with a decade of progress and global reach

One year after the International Exchange and Cooperation Center (IECC) of the Ministry of Emergency Management (MEM) launched a new phase of the SCORE programme, the ILO and MEM marked the 2025 World Day for Safety and Health at Work by extending SCORE pilots on workplace safety to ten provinces. More than 200 participants, including emergency management officials and enterprise representatives, shared experiences and best practices to promote a safer and healthier future of work in China through workplace cooperation and worker-led hazard identification. The event also coincided with Work Safety Month, during which the Vice Minister of MEM was briefed on SCORE's progress at the ceremony. The high-level recognition affirmed SCORE's role as a strategic instrument for strengthening national workplace safety.

► MEM & ILO celebrate 2025 World Day for Safety and Health at Work



Photo credit: ILO Country Office for China and Mongolia

Since MEM began its collaboration with the ILO to implement SCORE in 2014, more than 2,000 enterprises, primarily MSMEs, have benefited from the programme with impressive results: the number of hidden risks identified increased by 160% on average, with more than 70% of hazards detected by workers themselves. Many enterprises experienced a cultural shift with stronger commitment to work safety, particularly among workers who proactively propose improvements on safety and productivity.

Beyond these aggregated figures, the concrete results in pilot cities demonstrate SCORE's transformative impact:

- In Yongkang City, one of the first SCORE pilot cities in 2024, the 25 pilot enterprises held 876 worker-manager team meetings, generating 8,473 improvement ideas, with two-thirds proposed by workers themselves. A total of 3,060 safety improvement projects have been completed. Proactive hazard reporting rate reached 56.2%, and in return, employee rewards of approximately RMB 175,000 were issued. SCORE also contributed to total cost savings of RMB 3.16 million across the enterprises. Importantly, the project strengthened enterprises' awareness of their primary responsibility for workplace safety. In March 2025, Yongkang further underscored its pioneering role by hosting a national SCORE Training event, bringing together emergency management departments from 25 provinces to exchange experiences on cooperation and hazard prevention.
- Prior to SCORE Training, SMEs in Yulin generally face challenges of inadequate safety management practices and insufficient staff engagement. Following SCORE Training, the 23 pilot enterprises implemented more than 7,400 improvements projects in areas ranging from workplace organization and quality to safety management. Reward schemes have significantly stimulated employees' enthusiasm and capability to detect, identify and rectify hazards. Overall, they identified 11,418 potential hazards and successfully addressed 11,366 of them.



The Chinese government will scale up the promotion of the SCORE project because we are convinced that its concepts, methodologies and effects can play a very important role in work safety management.”

► Mr. Song Yuanming, Vice Minister of the Ministry of Emergency Management

To further amplify the impact and sustainability of SCORE, MEM has integrated SCORE principles into China's national policies. Notably, workplace cooperation principles were embedded into major safety frameworks such as the Work Safety Standardization Basic Norms and the Three-Year Action Plan for Fundamental Work Safety Improvement in Zhejiang. Most recently, SCORE methodology informed new guidelines on hazard reporting reward mechanisms, which emphasized the central role of worker participation in preventing hazards and accidents.

In recognition of the 15th anniversary of the SCORE Programme, MEM's leadership highlighted SCORE as a cornerstone for advancing both national safety governance and international cooperation, reaffirming its role as a model for safer, more resilient and productive enterprises worldwide.

► National Enterprise Safety and Sustainable Development Capacity Building Workshop for Belt and Road Initiative



Source: SCORE China on WeChat

Beyond China, MEM has actively promoted SCORE among partner countries of the Belt and Road Initiative (BRI). In 2025, the IECC of MEM organized ten international training courses integrating SCORE themes, reaching 422 participants from 80+ institutions across 57 countries in Asia, Africa, Latin America and Oceania. These training courses combined case studies, classroom teaching and enterprise visits to share SCORE's experience in strengthening workplace safety and cooperation. By the end of 2025, MEM is expected to host 22 such courses involving over 800 international participants, further consolidating SCORE's global reach as part of China's South-South cooperation.

SCORE Academy China: Scaling SCORE with innovation and digital transformation

SCORE Academy, a longstanding implementation partner in China, continued to expand and innovate in 2024-25, promoting SCORE across diverse sectors and engaging with global brands and local enterprises. Building on a decade of experience, the Academy expanded its outreach across China, while pioneering new approaches that are redefining how SCORE is delivered and sustained in the digital era.

During the year, SCORE Academy organized 31 SCORE Training sessions across five core modules—Workplace Cooperation, Productivity through Cleaner Production, Quality Management, Human Resource Management, and Occupational Safety and Health. These sessions engaged 3,237 participants and were complemented by 53 factory visits, through which enterprises implemented more than 20,000 improvement projects. Online delivery was further scaled up, with 88 participants completing e-learning courses and 18 webinars involving 471 Enterprise Improvement Team (EIT) members. These blended approaches ensured that enterprises benefited from continuous guidance, even beyond classroom training.

A defining achievement in 2025 was the development and launch of an AI-powered SCORE bot on WeChat. The bot provides real-time access to SCORE methodologies, tools, case studies, and step-by-step guidance for trainers, managers, and workers. By embedding SCORE know-how into one of China's most widely used communication platforms, the bot makes support accessible at any time, reducing dependence on in-person follow-ups and allowing enterprises to resolve issues quickly on the shop floor. It also serves as a learning assistant, capable of answering queries on productivity, workplace cooperation, and safety management, making it a scalable and cost-effective tool for sustaining SCORE improvements. This innovation represents the first practical integration of AI into SCORE globally, setting a benchmark for future digital transformations of the programme.



SCORE咨询师

大家好，我是一位为企业提供管理咨询服务的SCORE-AI咨询师，专注于工作场所合作，全员参与，持续改进，通过建立合作机制，提...

SCORE Academy also promoted international collaboration on SCORE through its “Chinese-Vietnamese dual-instructor” model. This bilingual training format paired trainers from China and Viet Nam to co-facilitate SCORE sessions, enabling enterprises operating across borders to benefit from joint expertise. The approach not only improved the quality of training but also fostered stronger regional cooperation, knowledge exchange, and mutual learning between SCORE networks in Asia.

Beyond manufacturing, the Academy applied SCORE to other sectors, such as the Yongjin Expressway expansion and reconstruction project, where SCORE tools were introduced to improve workplace cooperation and safety practices in the construction sector. This demonstrates the adaptability of SCORE to diverse industries beyond its traditional focus.

► Launch of SCORE project in the construction sector



Photo credit: SCORE Academy China

Through these achievements, SCORE Academy has shown how innovation can amplify SCORE's impact. By combining traditional training with digital tools, AI-powered support, and cross-border partnerships, the Academy is creating a model of future-ready enterprise training that enhances productivity, workplace cooperation and decent work in China and offers lessons for SCORE globally.

Indonesia

Innovative SCORE modules empower Indonesian SMEs and cooperatives

In Indonesia, SCORE Training continues to be promoted by a diverse network of implementation partners from both the public and private sectors. These include the Bali Export Development Organization (BEDO), Parahyangan Catholic University (UNPAR) in Bandung, as well as private consulting companies such as Karya Dua Perempuan (KDP) and Semut Merah Indonesia, each of which has scaled up SCORE delivery in different regions and sectors:

- **BEDO** has further strengthened its role as a SCORE partner working with lead buyers and exporters. In 2024, it delivered SCORE Training for a furniture manufacturer in Indonesia under a lead buyer programme, which has committed to extend SCORE to four more suppliers in 2025. BEDO also delivered SCORE compliance training for another furniture company to support their audit preparation.

► **Establishment of weekly meeting (left); designated new areas as lactation rooms (right)**



Photo credit: BEDO

- **Parahyangan Catholic University** continued its long-standing engagement with micro and youth enterprises, implementing the 8th batch of SCORE for Micro Enterprises, and rolling out SCORE for Youth – Start Up to nurture a new generation of responsible entrepreneurs.
- **Karya Dua Perempuan**, co-founded by two female SCORE Trainers, delivered SCORE Module 1 (Workplace Cooperation) for 10 cooperatives in Yogyakarta, showcasing the relevance of SCORE in strengthening governance and member engagement in cooperative businesses.
- **Semut Merah Indonesia** scaled up SCORE implementation across multiple industries and provinces. Activities in 2024 included SCORE Module 1 + 5 in the tuna fish processing sector in Bitung, North Sulawesi (13 companies trained; four received extended coaching) and in Ambon, Maluku (seven companies trained; 2 received coaching). In the palm oil sector in East Kalimantan, 14 companies were trained with two receiving coaching. Additional activities included SCORE-based programmes for 32 companies under Bimkon P3D, SCORE Services for three companies, SCORE-Like (5S/Kaizen) for 5 companies, and SCORE Creative (Basics + ISO) for 12 companies.

A recent success story comes from a consumer cooperative. Established in 2022, the cooperative initially faced several challenges, including limited communication between staff, conflicts of interest between different business units, and insufficient human resource capacity. Through SCORE Training, it established an Enterprise Improvement Team (EIT) and developed an improvement plan focused on strengthening management–member cooperation. As a result, internal communication has become smoother, the sense of ownership among managers and administrators has increased, and compliance with operational SOPs has improved. Managers have also become more open in sharing ideas and suggestions for improvement, fostering a more participatory and sustainable workplace culture.

► Improved communication platforms to enhance information sharing and exchange



Photo credit: Martha Sasongko

The experience of Kopmen BDI illustrates how SCORE can act as a catalyst for change, even in newly established cooperatives. By fostering member engagement and strengthening practices of workplace cooperation and occupational safety, SCORE not only improves productivity but also helps build a stronger foundation for cooperatives to grow competitively and sustainably.

Myanmar

Continued expansion of SCORE Training driven independently by SCORE Trainers

Thanks to the efforts of independent SCORE Trainers, SCORE Training in Myanmar was expanded across diverse sectors, including textile and garment, hospitality, public transportation, retail, manufacturing and construction from 2024 to 2025. Notably, implementation was led by a few local training and consulting companies established by SCORE Expert Trainers, including SHIN Solutions and Pearl Hlaing-Training, Evaluation and Business Consultancy. They provided ongoing support to a dynamic pool of SCORE Expert Trainers and newly trained SCORE Trainers.

A major achievement this year was the training of 17 new SCORE Trainers (through blended in-person and online sessions), conducted by Pearl Hlaing Consultancy. These trainers have since begun delivering SCORE Training to SMEs across Myanmar. In total, 15 SCORE Trainings were delivered by these new trainers to enterprises in the manufacturing, food processing, construction and decoration, logistics, and tourism sectors during 2024–25.

► New SCORE Trainers participated in online and in-person training

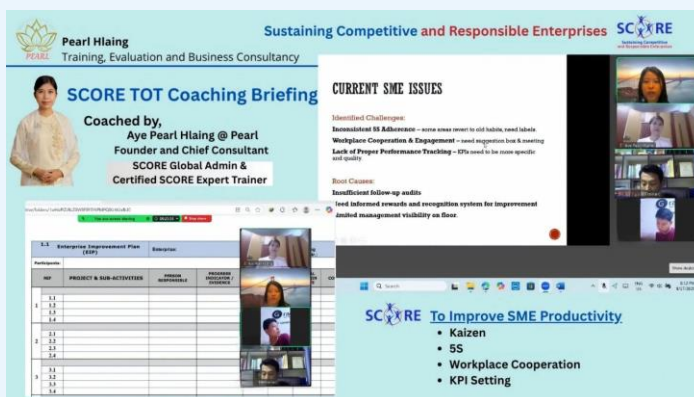


Photo credit: Aye Pearl Hlaing

To raise awareness, two SCORE Initial Trainings (in-person and online) were organized for SME owners, managers, and interested stakeholders in Myanmar and Thailand, showcasing the methodology's value in driving productivity and decent work.

► **SCORE Training of Enterprises delivered in various sectors by independent SCORE Trainers**



Photo credit: Kyaw Myo Aung and Ngwe Nyunt Shin

In 2025, SHIN Solutions launched the Business Competitiveness and Sustainability Programme (BCSP) funded by a development partner. The initiative focused on enhancing supply chain resilience and building sustainable, competitive, and responsible enterprises in Myanmar's textile and garment sector. A total of 492 participants across ten textile MSMEs in Yangon, Bago and Mandalay benefited from SCORE Training on lean manufacturing, workplace cooperation, quality management, productivity, and sustainability.

Key results from ten participating enterprises include:

- 518 improvement projects implemented, generating savings of 41.6 million MMK;
- 71 workers received salary increases, reflecting both improved productivity and workplace cooperation;
- Productivity gains were significant: in one of the garment factories, labour productivity increased by 40%, saving over 11 million MMK per month;
- Quality improvements were also notable, with several enterprises reducing repair rates by more than 50%.

At a Mid-term Outcome Sharing Seminar and Product Showcase held on 22 June 2025 in Yangon, directors from the ten enterprises presented their results. Products made by the factories sold out within two hours, allowing enterprises to connect with new retailers and expand market access.

► **Mid-term Outcome Sharing Seminar and Product Showcase**



Photo credit: Ngwe Nyunt Shin

Parallel to enterprise training, Training of Trainers (ToT) programmes were conducted in Yangon, certifying two new trainers and equipping 14 participants with skills in Workplace Cooperation, Human Resource Management, and

Productivity Improvement. This reinforced Myanmar's local SCORE Trainer pool and contributed to long-term sustainability.



SCORE Training is an excellent program especially for developing countries. It plays a vital role in supporting the growth of SME businesses.”

► **Aye Chan Moe**, SCORE Trainer

Regional collaboration

In 2025, Pearl Hlaing Consultancy, in collaboration with BEDO Bali, Indonesia, is planning to organize an SME Study Tour and Experience Sharing event for 12 new Myanmar SCORE Trainers. Participants also joined the MarketFind Expo (B2B) in Bali, where SMEs showcased products developed using SCORE methodologies and exchanged experiences with SCORE Trainers and SMEs from other countries. This regional engagement highlights Myanmar's commitment to building sustainable enterprises and connecting them to international markets.

Mongolia

Launch of new SCORE Programme in Mongolia's cashmere sector

In June 2025, SCORE was introduced in Mongolia's cashmere sector within the scope of the Youth Employment Promotion project (YEPP), funded by the Government of the Republic of Korea through the ILO/Korea Partnership Programme. It aims to contribute to the project's objective of promoting decent work for young people by enhancing workplace cooperation and competitiveness. The SCORE Programme is being implemented in collaboration with the Ministry of Family, Labour and Social Protection, Ministry of Food, Agriculture and Light Industry, Mongolian Wool and Cashmere Association and Mongolian Industrial Trade Union Federation.

► New SCORE Programme implemented in Mongolia's cashmere sector



Photo credit: ILO Country Office for China and Mongolia



Mongolia's cashmere industry is a national treasure. Through programmes like SCORE, we can ensure it becomes a global example of how competitive, responsible enterprises can provide decent work and opportunities for the next generation.”

► **Mr. Chang-Hee Lee**, Director of the ILO Country Office for China and Mongolia

A total of eight national trainers, including experts from industry, academia and non-governmental organizations, have been trained by an international SCORE Expert Trainer. These national trainers will deliver tailored SCORE Training to five selected enterprises in the cashmere sector, with focus on improving workplace cooperation, human resources management and quality management.

► **SCORE Trainers and participating enterprises in Mongolia**



Photo credit: ILO Country Office for China and Mongolia

Pakistan

Continuation of SCORE by local partners and trainers beyond the EU-funded ILES project

Successful completion of the EU funded SCORE Programme in Pakistan

Under the International Labour and Environmental Standards Application in Pakistan's SMEs (ILES) project, the ILO launched the SCORE Lean Programme, specifically tailored for medium to large enterprises in the textile, ready-made garment, and leather sectors. In collaboration with sectoral associations, more than 50 enterprises in the industrial hubs of Faisalabad, Karachi, Lahore, and Sialkot successfully completed SCORE Lean Training, reporting tangible improvements in workplace cooperation, working conditions, productivity, and product quality. Overall, the Programme benefited more than 16,000 workers, in which over 2,500 of them are women.

► Training of Enterprises on the SCORE Lean Programme



Photo credit: Dilawar Khan Tanoli and Sohail Maftun

Enterprise-level achievements

In total, at least 138 personnel were trained in Sialkot alone in 2024, and the key results below showcase how SCORE Lean equipped Pakistani enterprises to strengthen competitiveness, workplace cooperation, and sustainability in global supply chains.

- At a leading football manufacturer, Workplace Cooperation proved to be a game changer. In the pilot panel cutting department, productivity rose by 12%, the defect rate decreased by 1.7%, and 5S scores improved from 24% to 84%, leading to estimated annual savings of PKR 2.35 million. In the machine stitching department, productivity improved by 13%, waiting time was cut by four hours, the workforce was optimized by five employees, and space utilization increased by 20%, yielding annual savings of PKR 3.98 million. The CEO praised the SCORE Lean Programme for strengthening worker-management collaboration and announced plans to roll it out across all production units.

► **Improvement in production layout contributed to productivity increase by 12%**



Photo credit: Bilquis Yasmeen

- Similarly, a leather footwear enterprise achieved an 8.7% reduction in defect rates, reduced absenteeism by 74%, and improved rack space utilization by 21%. These changes not only enhanced efficiency but also contributed to cost savings and better workplace conditions.

► **Establishment of Worker Welfare Committee and grievance procedure**



Photo credit: Bilquis Yasmeen

SCORE4Climate Training of Trainers organized by ILO Pakistan

A SCORE4Climate Training of Trainers (ToT) programme organized by ILO Pakistan was held in September 2024 in Lahore. More than 30 SCORE Trainers from all over the country participated, including representatives and office bearers of garment manufacturing and exporting associations. This is the first in-person SCORE4Climate ToT globally. In addition to classroom training, the programme also included a full day visit to a factory.

► **SCORE4Climate Training of Trainers for over 30 SCORE Trainers**



Photo credit: Saif ur Rahman

Initiatives taken to sustain SCORE beyond the EU-funded project

A total of 28 national consultants were trained and certified to continue delivering SCORE Lean and SCORE4Climate modules, thereby building a solid SCORE Trainer Network across the country. Beyond the project timeframe, SCORE Trainers have taken important steps to institutionalize and sustain SCORE in Pakistan. Two private initiatives – SCORE Academy Pakistan and Business Continuity Solutions – were established by national SCORE Trainers to promote and deliver training services independently.

To further strengthen local trainer capacity, Business Continuity Solutions, in collaboration with the Pakistan Hosiery Manufacturers and Exporters Association, organized a two-day Training of Trainers (ToT) in February 2025. Two certification ceremonies were held in Karachi and Sialkot to recognize the trainers' achievements. In addition, to broaden enterprise engagement, SCORE mobilization and awareness raising sessions for SMEs were held in seven cities, reaching over 100 textile, garment, and leather SMEs across four provinces.

► **SCORE4Climate Training of Trainers for over 30 SCORE Trainers**



Photo credit: Saif ur Rahman

Philippines

Pioneering AI powered SCORE Training to enhance SCORE delivery and implementation

The SCORE Programme was resumed under the Joint UN Programme “Inclusive, Competitive and Responsible Digital Philippines” (Digital-PINAS), implemented by the ILO together with UNDP and ITC. Building on the earlier “Bringing Back Jobs Safely” (BBJS) project funded by the Ministry of Foreign Affairs of Japan, the new programme mainstreams artificial intelligence (AI) and digital tools into SCORE Training to strengthen SME productivity and workplace cooperation in a rapidly digitalizing economy.

In 2025, three online refresher trainings were organized to build the capacity of the existing pool of SCORE Trainers:

- Refresher 1 on Key Performance Indicators, focusing on mandatory core indicators to better capture enterprise-level impact;
- Refresher 2 on Workplace Cooperation, with new guidance on Enterprise Improvement Teams (EITs) and Fundamental Principles and Rights at Work;
- AI for Productivity, introducing trainers to AI-enabled SCORE tools such as AI-assisted Standard Operating Procedures (SOP) generation and use cases tailored to SMEs with varying risk appetites.

► Training on AI for Productivity



Photo credit: Jeff Kristianto

This programme marked the first integration of AI into SCORE globally at scale. Complementing the online sessions, an international SCORE Expert Trainer conducted field missions to deliver coaching sessions to local SCORE Trainers, as well as Training of Enterprises (ToE) on AI-powered SCORE, demonstrating how digital tools can be harnessed to map workflows, reduce waiting time, and enhance decision-making.

Viet Nam

Expanding SCORE Training under Productivity Ecosystems for Decent Work Programme

In 2024–2025, SCORE activities in Viet Nam were primarily integrated into the ILO’s Productivity Ecosystems for Decent Work (PE4DW) programme, notably through the following four key initiatives:

- Training of Enterprises (ToE) in the wood sector: SCORE Trainers delivered ToE to 14 enterprises in Southern Viet Nam, complemented by best practice sharing sessions for more than 100 enterprises;
- Empowering female consultants in a male-dominated sector: To address gender barriers in consultancy and leadership roles, PE4DW piloted a capacity-building initiative for women consultants using the SCORE Training of Trainers (ToT) curriculum;
- Partnership with industry associations: SCORE Trainers delivered ToE for ten enterprises of the Viet Nam Association for Supporting Industries and facilitated best practice sharing with 30 enterprises;

- South-South cooperation: In collaboration with SCORE Academy China, a pilot training was conducted with three first-tier suppliers of a multinational technology company, marking an innovative step in cross-country SCORE cooperation.

► **Capacity building initiative for female consultants in the manufacturing sector**



Photo credit: ILO

Europe and Central Asia

Albania

A new round of SCORE Training launched the textile and clothing sector

Under the UN Joint Project “Business Partnerships and Solutions for SDGs”, the second round of SCORE Training is being implemented in the Textile, Clothing, Leather and Footwear (TCLF) sector.

In response to the specific needs of the TCLF sector, a tailored refresher training integrating SCORE Basics and OSH modules, as well as Factory Improvement Toolkit (FIT), was developed and delivered for SCORE Trainers and entrepreneurs. This was followed by a ToT on Lean Manufacturing focussing on reducing waste, improving product quality, optimising production flows, lowering costs and increasing flexibility.

► Launch of second round of SCORE Training of Trainers



Photo credit: Flogert Kullolli

Furthermore, a dedicated training session on soft skills for the private sector was conducted for SCORE Trainers, equipping them with interpersonal and facilitation skills needed to better support enterprises. In addition to leveraging the existing SCORE Trainer network, a call for SCORE Trainers was launched and four new trainers were selected.

A total of 14 TCLF enterprises across Tirana, Elbasan, Fier, and Gjirokastër were selected for participating in SCORE Training and received targeted guidance and support to enhance efficiency, productivity and improve working conditions for approximately 1,207 workers.

► Training of Enterprises delivered by SCORE Expert Trainer in the classroom and on the factory floor



Photo credit: Flogert Kullolli

To ensure the long-term sustainability of the SCORE Programme, a workshop on institutionalizing the SCORE Programme was organized. The event convened key representatives from the Albanian Investment Development

Agency (AIDA) with the objective of strengthening their institutional capacity and embedding SCORE practices into national frameworks.

Through this integrated approach of combining skills development, enterprise engagement and institutional support, the SCORE Programme is fostering a culture of continuous improvement in Albania's TCLF sector, empowering factories to achieve higher productivity, greater competitiveness, and more sustainable growth.

Additionally, a [case study](#) was published, highlighting how SCORE Training has supported a SME to comply with buyers' increasing requirements in terms of quality, OSH and environmental sustainability. More specifically, the following results were achieved:

- Enhanced HR procedure and practices including salary increase, leading to a reduction in absenteeism by 37% and staff turnover by 82%;
- Revised quality control procedures and implemented a new defect recording system, resulting in a 35% decrease in defects and a 15% reduction in repairs.

 The ILO SCORE Programme has transformed our enterprise by streamlining processes, enhancing resource efficiency, saving time, and boosting employee satisfaction. With the introduction of digital production tracking and renewable energy, we've achieved significant productivity gains. Today, we can monitor our products in real-time, ensuring greater transparency and efficiency across our operations."

► Founder of a textile company

Latin America

Brazil

Advancing Responsible Business, diversity and inclusion in the apparel sector

SCORE was introduced in Brazil's apparel sector in 2023 under of the "[Improved productivity and working conditions for small and medium enterprises in Sao Paulo](#)" project, in collaboration with SENAI São Paulo. The initiative, supported by the Brazilian Textile and Apparel Industry Association (ABIT) and the Brazilian Textile Retail Association (ABVTEX), was funded through a cooperation agreement between the ILO and the Labour Prosecution Service (MPT).

A total of nine consultants from SENAI São Paulo were certified as SCORE Trainers. Notably, SENAI São Paulo then implemented SCORE in 55 companies participating in the federal programme Brasil Mais Produtivo. SCORE Training was implemented to 15 enterprises in the apparel manufacturing sector within the metropolitan region of São Paulo state, with a focus on the Workplace Cooperation and Responsible Business modules. Furthermore, a tailored module on Diversity, Equity and Inclusion was developed specifically under this project.

► The SCORE methodology fosters social dialogue within companies by encouraging open communication between management and workers. This engagement ensures that production changes are fair and mutually beneficial, improving outcomes for both businesses and employees."

► **Aguinaldo Maciente**, Employment Specialist for Brazil, ILO

The project benefitted more than 1,240 workers (82.7% female) and influenced 100 companies within the apparel supply chain. According to data collected by SENAI, the sewing workshops benefited from SCORE reported a 15 per cent average increase in productivity and a 12 per cent reduction in rework rates. Furthermore, 73.8 per cent of respondents noted improvements in setting production goals, while 74.2 per cent observed stronger organizational commitment to combating harassment and prejudice. A [report](#) on the lessons learned and good practices from the project was published.

► SCORE Certification ceremony



Photo credit: Julio Lenão

Ecuador

Expanding SCORE in the tourism hospitality sector with funding from Ministry of Tourism

With funding from the Ministry of Tourism of Ecuador, a new SCORE Hospitality Coaching (HoCo) programme has been implemented in the hotel and tourism sector by Tourism Foundation for Cuenca (a public company of the Municipality of Cuenca representing the tourism sector). Building on the successful experience in 2023 with 21 enterprises in Pichincha, this new intervention in Cuenca was launched in September 2024 and reached 22 SMEs including hotels, restaurants, guesthouses and community-based tourism providers.

The programme began with a training workshop for all enterprises and certified SCORE Trainers, followed by personalized technical assistance in each company. Each enterprise established an Enterprise Improvement Team (EME), developed a tailored Business Improvement Plan (PME), and implemented between five and six improvement projects covering workplace organization, HR management, service quality, sustainability and teamwork.

► SCORE HoCo programme jointly launched by Tourism Foundation for Cuenca and Ministry of Tourism



Photo credit: Edwin Armijos Velasco

Key results

- Performance indicators: nine indicators were introduced and tracked monthly across participating firms, strengthening data-driven decision making;
- 5S methodology: Implemented in storerooms, kitchens and cold equipment areas, leading to cleaner, safer workplaces and productivity gains;
- Human resources management: Several enterprises formalized recruitment and staff procedures, aligned with ISO 9001 standards, clarifying roles and responsibilities;
- Workplace cooperation: Experiential workshops known as “Campos de Supervivencia” (“Survival Camps”) fostered teamwork and cooperation among staff, while also strengthened leadership and change management skills;

- Sustainability practices: Some firms introduced waste management and recycling systems, while others developed customer service protocols to raise guest satisfaction.

Overall results

Across the 22 enterprises, more than 100 workers and managers directly benefited from practical training, workshops and on-site coaching. Together they implemented over 120 improvement projects, with evidence of stronger teamwork, safer and better organized workplaces, clearer HR procedures, and more sustainable practices. Importantly, all enterprises completed their enterprise improvement projects despite external challenges such as electricity rationing and peak tourism season workloads. The cycle concluded with a certification ceremony, where the discipline, creativity and resilience of Cuenca's tourism SMEs were recognized.

► 22 SMEs in the hotel and tourism sector benefited from SCORE HoCo Training



Photo credit: Edwin Armijos Velasco

Peru

Leveraging lead buyer support and trainer network to sustain SCORE Training

The Ministry of Labour and Promotion of Employment has been playing a pivotal role in driving SCORE Training in Peru. Since 2022, it has collaborated with a major lead buyer in the construction sector, which seeks to strengthen their suppliers' sustainable development and competitiveness. Between 2024-2025, SCORE Training has benefited nearly 300 workers and managers in 29 enterprises.

► SCORE Training of Enterprises (left); workers contributing their ideas for enterprise improvement (right)



Photo credit: Hernan Zeballos

To address key challenges such as inefficient inventory management and improve customer satisfaction, participating enterprises implemented a wide range of improvement projects, including introducing productivity-based incentive schemes, monitoring customer surveys, and adjusting processes and stock levels in line with market fluctuations. These initiatives helped enterprises boost productivity, strengthen workplace cooperation and worker motivation, thereby enhancing enterprise resilience in dynamic markets. Building on these achievements, the ILO and the Ministry of Labour initiated discussions to scale up and replicate SCORE in Peru.

In parallel, individual SCORE Trainers continued to deliver SCORE Training independently, reaching more than 250 workers and manager in seven SMEs across retail and forestry/wood sectors. In an effort to promote SCORE to new enterprise, awareness workshops were held in the city of Arequipa in Southern Peru. A total of 25 medium-sized enterprises participated and learned about the relevance and potential benefits of SCORE Training. Furthermore, a dedicated MIG SCORE workshop was organized by the Association of Women Entrepreneurs (Asociación de Mujeres Empresarias, AMEP) with the participation of 20 company representatives, who learned about a gender equality training module tailored to the Latin America region.

► Online awareness raising webinar (left); MIG SCORE workshop (right)



► Annex

SCORE 15th Anniversary videos

Global: <https://www.youtube.com/playlist?list=PL8itJ-8CfpcxjHak-LNVwbQInmzc187pb>

Africa: https://www.youtube.com/playlist?list=PL8itJ-8CfpczqgPyA4B2TtPs_wslydfuF

Asia: <https://www.youtube.com/playlist?list=PL8itJ-8Cfpcxt9DHXdqkW2OLxltkzdnud>

Latin America: https://www.youtube.com/playlist?list=PL8itJ-8CfpcxieamQN7C3_wZ4ANJJrcXU

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