



Governing Body

355th Session, Geneva, 17–27 November 2025

Institutional Section

INS

Date: 24 November 2025

Original: English

Fifteenth item on the agenda

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

Report of the 89th Session of the Board (12–13 November 2025)

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1. The 89th Session of the Board of the International Training Centre of the ILO (the Centre) was held in Turin on 12 and 13 November 2025.
2. The report of this meeting is submitted to the 355th Session of the Governing Body (November 2025).
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, Mr Vignali**, renewed his heartfelt thanks to the Management for the excellent programme of events organized to celebrate the Centre's 60th anniversary. For Italy, the participation of the highest institutional level – with H.E. the President of the Italian republic attending the opening of the Turin School of Development Academic Year on 16 May – had served to underscore, through a deeply moving moment, the profound significance of this anniversary. The programme of events celebrated, in a festive atmosphere, the fruitful collaboration between the Centre and the host country, a role that Italy is extremely proud of, now spanning over half a century. The outcome has been overwhelmingly positive, including as a result of the crucial support of the Piedmont Region and the City of Turin, whose long-standing international vision, enriched by contributions from prestigious academic institutions, the business community and civil society, provide a strong enabling environment for the Turin hub of excellence dedicated to social justice and decent work. The speaker reaffirmed the host country's support for United Nations reforms, aiming for a more modern, efficient, and sustainable multilateral system.
6. **The representative of the City of Turin, Ms Favaro**, reminded that over the years, the ILO and Turin have forged a strong partnership based on shared values: social justice, dignity, and decent work for all. For Turin, the collaboration with the Centre is pivotal to its international identity, positioning the city as a global hub for training, dialogue and cooperation. This pioneering role was highlighted by Turin's status as the first city to join the ILO's Global Coalition for Social Justice, uniting diverse stakeholders to promote fairness in the world of work.
7. **The representative of the Piedmont Region, Mr Tronzano**, saw in the campus a global crossroads for dialogue, learning, and bridge-building among cultures, institutions, and workers. Since 2009, the Piedmont Region supports the Centre through Regional Law No. 13, ensuring its expertise benefits local citizens, workers, and enterprises. Facing transformative challenges, the Piedmont Region recognizes training, reskilling, and lifelong learning as a key priority, with the campus serving as a gateway, connecting Turin's community with international knowledge. The Piedmont Region remains committed to this partnership, fostering youth employment, gender equality, and green skills, proving that dialogue and cooperation can address global challenges and create shared, sustainable futures.
8. **The representative of the Unione Industriali di Torino, Mr Sinis**, stated that the ILO's presence in Turin is a strategic asset for his organization, offering global expertise, resources,

and economic cooperation opportunities at a time Turin was shifting from an automotive-focused economy to a diversified model, prioritizing high-value sectors.

9. **The Chairperson** thanked the Government of Italy for its political commitment and its financial support to the Centre for, among others, the funding provided to the renovation works.
10. The Chairperson also thanked the local Italian authorities for their cooperation with the Centre.
11. The Chairperson then had some introductory words about the present and the near future of the Centre. He thanked the Board for its constant engagement over the 60 years of existence of the Centre and restated his firm commitment to the role of the Centre as the learning and capacity development resource for ILO tripartite constituents. This role was widely referred to in the ILO Programme and Budget for 2026–27 and its Strategic Plan for 2026–29 adopted earlier this year.
12. On the activities of the Centre, the Chairperson noted with pleasure that during the 2024–25 biennium, the Centre had maintained a steady course to reach its targets despite the challenging multilateral environment and remained a centre of excellence for the capacity development of ILO constituents and other organizations of the United Nations in respect of social justice and decent work.

► Adoption of the agenda

13. **The Chairperson** proposed to adopt the agenda.¹
14. **The Board adopted the agenda.**

► Interim Implementation Report for 2024 and Progress Report for 2025

15. **The Director of the Centre, Mr Perrin**, briefly presented the documents.²
16. About the Interim Implementation Report for 2024, he highlighted that the Centre's position was robust, based on the operational model, the support received from the constituents and the professionalism and dedication of staff. The stabilization strategy put in place after the Covid-19 pandemic had continued to give very positive results across the three interdependent dimensions of performance. The Director of the Centre also underlined the consolidated positioning of the Centre as a global hub for training and capacity development services in support of social justice through decent work; the role played by the Centre in the coordination of ILO innovation-related activities; the further upgrade of the digital and physical facilities; the efforts made in terms of geographic diversity, ethics and zero tolerance policy; the implementation of a new internal performance management system; and the adoption of a collective agreement with the Staff Union Committee at the end of 2024.

¹ CC 89.

² CC 89/1/1 and CC 89/1/2.

17. For the progress in 2025, the Director said that, despite the turbulence faced by the multilateral system, and in particular within the United Nations system, the Centre was on track to reach its objectives for the biennium.
18. **The Worker Vice-Chairperson, Ms Moore**, acknowledged the professionalism and commitment of the teams that had kept the Centre stable and forward-looking in a context of financial pressure and global turbulence. She recognized that the Centre continued to deliver strong results, both technically and financially, and appreciated the Management's leadership in maintaining a balanced budget, in diversifying funding and in advancing innovation, digital inclusion, and gender equality. She nevertheless recalled that financial performance must remain aligned with the Centre's purpose-driven mandate and should not override its social justice mission.
19. The Worker Vice-Chairperson welcomed the impressive outreach during the 2024–25 biennium and the Centre's ongoing progress in mainstreaming gender equality and diversity. She also noted the completion of multiple internal reforms and efficiency measures, including in performance management, digitalization and campus renewal. However, as the Workers' group looked beyond the numbers to ensure that these results remain consistent with the ILO's mission of advancing social justice through tripartism, she expressed regret that there remained an imbalance, as the core ILO constituents, and particularly workers, were still under-represented in the Centre's overall outreach. Therefore, the Workers' group reiterated its demand for transparent, disaggregated reporting on constituent participation, with a specific target to reach at least 30 per cent of core constituents – including a measurable increase in workers' participation – by the next biennium. She further stressed that course fees should be cut by half to encourage worker participation and ensure affordability, particularly for low-income workers and union leaders.
20. About financial performance and resource mobilization, Ms Moore commended the Centre for maintaining a balanced budget amid uncertainty and for its diversification of funding sources, including new partnerships with multilateral banks. She welcomed the exceptional allocation made to the Fellowship Fund but called on the Centre to institutionalize regular allocations to ensure the sustainability of access for low-income workers and union leaders, especially in developing countries. She emphasized that financial surpluses should not be directed simply to increased reserves, but must be reinvested into fellowships, scholarships, and support for workers' education, including a reconsideration of course fees to make participation more accessible.
21. The Workers' group's representative expressed its appreciation for the external evaluation of the Bureau for Workers' Activities (ACTRAV) training activities and the accompanying response from the Management. The evaluation had confirmed that the ACTRAV Programme was highly relevant, effective, and well aligned with the ILO's Decent Work agenda. She insisted that the recommendations contained in the evaluation report should not be left on paper, in particular those which related to the articulation of a theory of change and on supporting ACTRAV in applying monitoring and evaluation tools for services' development. In parallel, scaling up distance learning should not dilute the quality of the training, and the Centre should provide the financial means and staff capacity to achieve this objective. While digital tools facilitated training, face-to-face training remained irreplaceable for workers. She also called for mechanisms to strengthen cross-unit collaboration with ACTRAV.
22. About governance, the Worker Vice-Chairperson congratulated the Centre on its strong governance record and unqualified audit result but reminded the Board that tripartism should

be reflected not only in governance structures, but also in the allocation of resources and priorities.

23. To conclude, the Worker Vice-Chairperson asked the Centre to: reaffirm its tripartite mandate, setting measurable targets for core constituent participation, with a clear focus on workers; reinvest financial surpluses in fellowships, scholarships, and programme support for workers' education; implement without delay the follow-up actions promised in the response to the evaluation of ACTRAV activities; and protect ACTRAV's autonomy and education model, recognizing it as a global centre of excellence within the ITCILO. She stressed that the Centre must remain driven by purpose rather than profit, serving as a sanctuary for social dialogue and inclusion at a time when there is a shrinking civic space globally. The Workers' group reiterated its concern about a growing imbalance between financial imperatives and the ILO's social justice mandate and called for renewed moral and strategic leadership. The Workers' group remained ready to work to ensure that the ITCILO remained a global centre of learning for social justice, by and for the world of work.
24. **The Employer Vice-Chairperson, Ms Mugo**, extended the group's gratitude for these reports which showed that the Centre continued to deliver outstanding performance across the three dimensions and commended all ITCILO staff who, despite the turbulence affecting the multilateral system, had gone the extra mile to sustain these achievements.
25. The group welcomed the clarity of the Interim Implementation Report for 2024 and particularly valued the diversified portfolio, that had maintained training as the core service while expanding to strategy advisory and digital tools. The progress in recruiting from under-represented countries for both regular and variable budget positions were also appreciated.
26. On the outreach, the speaker thought that the Centre was not on track to meet the target of 15,000 face-to-face participants and called for more realistic targets in future programme and budget cycles. The Employers' group insisted that quality mattered more than quantity, and the Centre should in the future prioritize meaningful learning impacts and organizational changes over raw numbers. If 2024 had been particularly strong for employers' participation, the group was still concerned by the declining participation of the ILO's core constituency overall. Tutor-led, blended and face-to-face activities should prioritize access for core constituents, in line with the Centre's mandate.
27. On the financial side, the Employer Vice-Chairperson requested more transparency regarding the use of captive funds, particularly the extent to which these funds support participation by non-ILO constituents. On a positive note, she acknowledged the sound financial management and overall strong performance, with a good surplus in 2024 and a foreseen balanced budget in 2025.
28. On governance, the speaker trusted that the efficiency gains in corporate services would enable a leaner Centre and allow for new investments in the training programmes.
29. About the cross-cutting drivers, the Employer Vice-Chairperson regretted that open courses still fell short in addressing the three key dimensions of the Centre's mandate, that is international labour standards, tripartism and gender. The current scores of the corresponding markers were significantly below expectations. Measures should be adopted and enforced to strengthen these aspects, possibly by facilitating greater participation of core constituents in open courses and ensuring stronger integration of international labour standards and gender equality, the Bureau for Employers' Activities (ACT/EMP) and ACTRAV perspectives into selected programmes.

30. **The Government Vice-Chairperson, Ms Bobko**, commended the Centre for a highly impressive and robust interim report that clearly demonstrated a year of significant achievements and strategic growth. The results presented clearly reflected the Centre's resilience, innovative capacity, and unwavering commitment to its core mandate. The remarkable increase in direct enrolments was a clear indicator of the high demand and relevance of the Centre's offerings. She noted with satisfaction the successful balance struck between the recovery of face-to-face activities and the continued expansion of the online learning universe.
31. The Government group welcomed the generation of a budget surplus. This responsible financial management, achieved despite a volatile global environment, allowed the Centre to reinvest in its future, build necessary reserves and continue its vital support for constituents' participation. The detailed breakdown of revenue and expenditure provided the transparency that gives this Board confidence in the Centre's execution of its mandate.
32. In conclusion, the group supported the Centre's direction and performance as outlined in these reports.
33. **The Director of the Centre** replied to the groups' observations. He acknowledged that more would be done to ensure a greater participation of the core constituents and agreed on the principle of setting specific targets. The targets set for the programme and budget cycle coming to an end were indeed ambitious, and the current economic climate was unfavourable. With respect to the surplus, the Director observed that the first post-pandemic years had been uncommon, and the resumption of face-to-face activities had led to a significant decrease in the available surplus. Lower levels of surplus should be expected to continue, however, any surplus would continue to be reinvested in both maintaining the capacity of the Centre to serve its constituents and in direct support.
34. **The Director of Training, Mr Klemmer**, reacted to the remark on outreach to the core constituents, and workers in particular, which did not keep pace with the growth in overall outreach. He made a clear distinction between relative and absolute numbers. In absolute numbers, the outreach of the Programme for Workers' Activities had more than tripled since 2014; but over the same period, the overall outreach of the Centre had more than quadrupled. The share had thus gone down, but the results were positive.
35. About the theory of change, the speaker highlighted that the findings of the 2024 evaluation and the feedback received in the consultations for the next programme and budget were reflected in the revised results.
36. On how to push up participation from the ILO core constituency, the Director of Training stated that it was important to look at the service channel. The scalability of, for instance, tutor-supported online learning was greater than for face-to-face training on campus or in the field.
37. About the targets, the Director of Training referred to the forthcoming discussion under item 2.
38. **The Deputy Director of the Centre, Ms Babos**, highlighted the strong performance on geographic diversity, with more to be done on gender equality. She also stressed the commitment of the Centre to streamline workflows and services, while keeping in mind the need to invest in the transformation of corporate services, as the model has not evolved despite the transformation in the portfolio of services. While 16 positions were moved from corporate services to training departments during the pandemic, the complexity of the work today is greater, with 50 per cent more activities than in the pre-pandemic period. Hence there is a need to carefully prioritize and sequence digital transformation objectives.

39. The Board took note of the documents.

► Strategic Plan of the ITCILO for 2026–29 and Programme and Budget Proposals for 2026–27

40. **The Director of the Centre** introduced the two documents ³ and highlighted their main points. These documents were the result of a large consultation process that had involved the Board, through the Vice-Chairpersons, the staff of the Centre, the Staff Union, ACTRAV and ACT/EMP and all departments and services of the ILO, including the regional offices. The proposals they contain tried to represent in the best possible way the positions of the different stakeholders and to find a right balance between them.
41. These proposals were based to a large extent on the ILO's programme documents for the same period, which had been adopted a few months ago. Following the example of the ILO, the Centre's Strategic Plan for 2026–29 set out a vision for the future: it positions the Centre as a global hub for training and capacity development for social justice through decent work, primarily in support of the ILO's tripartite constituents but also in support of other development partners. This ambition was based on the four thematic priorities of the ILO's Strategic Plan for 2026–29: inclusive and effective governance of work; full and productive employment and sustainable enterprises for decent work; equality and protection at work; and policy coherence for just transitions.
42. The Programme and Budget proposals for 2026–27 also drew closely on the ILO's eight policy outcomes and three enabling outcomes. During this period, the Centre would continue to organize its services around three areas of training and capacity-building: for individuals, for institutions and at the systemic level. Where possible, these training and capacity-building interventions would be implemented as part of cross-cutting ILO initiatives to ensure policy coherence between the Centre and the Organization.
43. The Director of the Centre stated that in a rather unpredictable operational environment, and while keeping in mind the core of its mandate, namely support for the ILO's tripartite constituents, the Centre was committed, for the period 2026–27, to: deepen its ongoing digital transformation by exploiting emerging technologies for learning purposes, but also by continuing to digitize its internal processes, while ensuring digital inclusion and leaving no one behind; leverage its internal expertise through close partnerships with the ILO, of course, but also with other United Nations agencies and the broader multilateral system, academic institutions and training organizations, and other actors such as foundations and the private sector; and maintain a prudent financial approach, while developing its activities through innovation and collaboration.
44. If the Centre's current situation was indeed robust, it remained fragile in absolute terms and could deteriorate very quickly due to its specific budgetary and operational model. In this regard, he assured the Board that the Centre's Management was monitoring the budgetary and programmatic situation closely, both within the multilateral system as a whole and, of course, within the ILO, of which the Centre was an integral part and with which joint activities represented approximately 55 per cent of the total portfolio of activities.

³ CC 89/2/1 and CC 89/2/2.

45. The Director of the Centre concluded by saying that the adoption of the Strategic Plan for 2026–29 and the Programme and Budget proposals for 2026–27 would allow the Centre to maintain the necessary planning to be able to start the new biennium in January 2026 at full speed.
46. **The Employer Vice-Chairperson** acknowledged the submitted documents came at a time of deep reflection on the role of the United Nations, and in a particularly difficult moment for the multilateral system. Global progress on many Sustainable Development Goals remained uneven and sometimes disappointingly slow. This was especially true for Goal 8 for which the ILO is custodian, and where progress on social protection, informality, child labour and the gender income gap remained far from satisfactory. The period ahead was therefore complicated but it might also bring the Centre new opportunities to renew its operational model, to contribute even more effectively to the highest goals of the United Nations, while remaining faithful to its mandate and to the unique, specific value that it brings. This mandate should continue to be the compass guiding every decision or action of the Centre.
47. The speaker recognized the real and pressing need for financial sustainability, but in pursuing sustainability, the Centre should not compromise on its mandate or its constituency. In addition, the Centre should not detach itself from the call on the ILO to return to its core mandate. It would need to monitor closely how the ILO defines this “core” and to adapt accordingly. Moving in a different direction would mean losing the Centre’s identity. This moment should instead be seen as an opportunity to rebalance the role of the Centre vis-à-vis the ILO. In this spirit, the Employer Vice-Chairperson urged particular care in protecting the activities that serve the ILO constituency.
48. On outcome 1, achieving a higher outreach, the Employer Vice-Chairperson noted the plan to increase the outreach by 30 per cent over the next biennium, but at the same time, the number of participants from the ILO core constituents would remain stable, and its share drop to 11 per cent. The speaker saw a problem there and proposed either to moderate the overall growth rather than risk reducing the participation of core constituents or, if the overall growth target was maintained, to at least commit to a 5 per cent increase in ILO constituents. Targets should not be aspirational, but rather strategic and SMART. The Employer spokesperson made three concrete proposals to achieve the objective:
- by allocating more resources to the programmes that directly serve ILO constituents;
 - by revising pricing policies, and introducing a differentiated pricing policy for ILO constituents especially for online courses; and
 - by setting clear participation core constituency targets for technical departments — beyond ACT/EMP and ACTRAV.
49. On outcome 2, enhancing the impact of the capacity development activities, the speaker noted that the new focus on knowledge uptake and organizational change responded directly to past requests of the group. She recognized that it is not easy, nor inexpensive, to demonstrate the causal link between training and organizational transformation and appreciated the Centre’s efforts and ambition to do so. At the same time, she called for a refinement of the outputs, indicators and targets as they do not seem to serve the set objectives.
50. On outcome 3, enhanced governance, oversight and financial results, the Employer Vice-Chairperson had some concerns about resource mobilization. With the likely reduction of ILO contributions and of official development assistance, the current approach might no longer suffice. The Centre needed a resource mobilization and partnership strategy to support its mandate and sustain its operations. The strategy should reflect the tripartite nature of the Centre and ensure that partnerships and funding efforts are aligned with its mandate and with

the interests of the ILO constituency. Additionally, efforts could be made to mobilize the constituency to extend the outreach and partnerships. In this regard, the speaker pointed out one opportunity, the European Union (EU) pillar assessment. This might be a demanding process, but the time had come to move forward decisively. Therefore, the Employer Vice-Chairperson recommended including under output 3.2 a specific target aiming at becoming an EU pillar assessed institution.

51. On outcome 4, a resilient, agile and responsive operating model, the Employer Vice-Chairperson commended the efforts made to build an agile, diverse, and impactful workforce, with a strong focus on geographic diversification and, where appropriate, the reprofiling of certain positions. She also commended the progress achieved in the renovation of the campus facilities and understood that the Centre had been considered as a possible hub for the relocation of ILO staff. As this matter would be discussed at the ILO Governing Body next week, the Employer Vice-Chairperson wondered if it would not be prudent to postpone any final decision on the design of the pavilions under renovation until more clarity is received from the ILO regarding the number and type of officials who might be relocated to Turin.
52. On the institutional funds, the group welcomed the decision of Management to increase the Fellowship Fund from €1.2 to €1.6 million. This was a concrete and much-appreciated signal of commitment to ILO constituents, even in a context of potential austerity. A second, equally important step would be to ensure that the Innovation Fund is used primarily for projects that serve ILO constituents, and for initiatives of clear relevance and practical utility to them.
53. Underscoring that the uncertainties linked to the ILO's financial situation and reform process would have profound implications for the Centre, the Employer Vice-Chairperson urged Management to continue developing potential scenarios in case the ILO's voluntary contribution could not be maintained, or if there was a reduction in the ILO's purchase of Centre's services, which currently amounts to €12 million. She asked to what extent the Centre could absorb such a financial shock, and what contingency measures should be taken to mitigate its effects.
54. With these considerations, the Employers' group endorsed the Strategic Plan for 2026–29 and approved the Programme and Budget proposals for 2026–27; noted that as per the Financial Regulations the Director is responsible to adapt expenditure to changes in income levels; requested the Director to timely inform about any proposed necessary adjustment; and requested the Board to authorize the Officers of the Board to endorse such necessary adjustments or decisions.
55. **The Worker Vice-Chairperson** expressed the group's overall support for the Strategic Plan for 2026–29, noting the considerable effort made to align the Centre's objectives with the ILO's wider global priorities. She also acknowledged the Director's ongoing commitment to fostering social dialogue and maintaining tripartism within the Centre's governance structures. This leadership had preserved an essential space for open exchange at a time when both the ILO and the broader multilateral system are under severe strain. She stressed, however, that the Strategic Plan must go further by explicitly reinforcing the capacity of ILO constituents – particularly workers – and by adding this objective as a stand-alone fifth thematic priority.
56. She described the context surrounding the Strategic Plan as one of the most turbulent in the ILO's history. The Organization was grappling with a profound financial crisis characterized by declining contributions, rising operational pressures and increasing demands for meaningful action in a global environment marked by widening inequality and weakening trust in multilateral institutions. Against this backdrop, the Centre was expected to be both innovative and cautious, combining efficiency with a continued commitment to social transformation.

While such dual expectations were not new, the Workers' group stressed that the stakes were significantly higher today. The Strategic Plan could only succeed if it remains firmly rooted in the ITCILO's core mandate: serving all ILO constituents fairly and equitably. Success should not be measured primarily through income generation, digital expansion or market performance, but rather through the Centre's contribution to empowering workers, employers and governments in their pursuit of social justice and decent work.

57. The group was concerned by the growing imbalance between financial sustainability and the Centre's social mandate. The Plan's focus on "earned income" and "fee-based services" risked reinforcing a market-oriented approach in which access to ITCILO programmes depends largely on the ability to pay. Such an approach could marginalize those constituents who most need the Centre's support. The Workers' group called for clear mechanisms to guarantee equitable participation, particularly for workers from developing countries. She urged the Centre to ensure that new technologies serve accessibility, and reaffirmed the need to maintain low-tech and face-to-face training models as well. She stressed that ACTRAV must be given the autonomy, resources and institutional visibility needed to mainstream workers' perspectives across all strategic priorities, not only within its own programme.
58. The Worker Vice-Chairperson also welcomed the Programme and Budget proposals for 2026–27 but expressed concern that the document deviates from the Centre's founding mandate: serving all ILO constituents equally. She argued that the Centre was drifting toward a self-financing, market-oriented model that privileges those who can purchase services instead of reinforcing its role as a tripartite institution dedicated to social justice through learning. She also noted that the programme and budget placed disproportionate emphasis on services, consultancies, and revenue-generating activities, rather than reinforcing the Centre's core role in constituent capacity development.
59. A major structural concern related to resource allocation. Constituent-driven programmes like ACTRAV were seen as financially misaligned with the Centre's business model and therefore treated as cost burdens. The group proposed that the Centre itself assume full responsibility for ACTRAV-Turin staff costs, allowing the Programme's income to be used entirely for workers' training. She warned that the Centre subsidised more than 80 per cent of its participants – yet only a very small proportion were ILO constituents, with workers representing fewer than 4,000 beneficiaries out of 100,000 enrolments. This raised fundamental questions about who the Centre was financing, and why non-constituents were systematically prioritized over the ILO's own tripartite actors. She emphasized that even though workers could not generate significant earned income for the Centre, they remained the largest potential for expanding outreach.
60. While acknowledging the need for financial prudence due to global instability, the Worker Vice-Chairperson warned that growth should not come at the expense of constituent participation. If the Centre maintained its projected 20 per cent overall growth, it should guarantee at least a 5 per cent increase in constituent participation, as already requested by the Employers' group. The speaker also raised concerns about the imbalanced distribution of institutional funds during operational years, particularly insufficient increases to the Fellowship Fund, which is the only mechanism directly enabling workers' participation. Accordingly, she called for a constituent-driven reorientation of the programme and budget and demanded a rebalancing of institutional funds, a clear framework linking budget allocations to expanded outreach for workers and other constituents, and a pricing policy that ensures affordability, particularly for participants from the Global South. She firmly opposed the proposal to allocate Fellowship Fund resources to the Turin School of Development.

61. The Worker Vice-Chairperson highlighted the absence of clarity regarding the potential relocation of ILO staff to Turin, raising institutional, legal, and operational questions about mandates, infrastructure, and governance. She requested detailed information on the Centre's capacity, the implications for autonomy and identity, and the legal permissibility of such a move.
62. On the revenue and expenditure budget, the Workers' group supported prudence, but not austerity, and stressed that the budget should visibly shift support toward constituents. Institutional investments should follow a balanced, constituent-driven approach, preserving the primacy of the Fellowship Fund.
63. She reiterated the need for structural, institutionalized collaboration among all programmes of the Centre, with an overarching role for ACTRAV and ACT/EMP. With these considerations, and joining the Employers' group's observation on the necessity for the Centre to be prepared to address any financial shock linked with a reduction in the ILO's contribution or purchase of services, and asking that the Director convene at least one additional governance meeting in the first quarter of 2026 that would be mandated to review the programme and budget and validate any subsequent adjustments, the Workers' group endorsed the Strategic Plan for 2026–29 and the Programme and Budget proposals for 2026–27.
64. **The Government Vice-Chairperson** commended the Centre's forward-looking strategic vision, which aimed at reinforcing its position as a global provider of innovative training and capacity development services in support of social justice. She welcomed the clear alignment between the Centre's objectives and the ILO's overarching mission to advance social justice for decent work, as well as its contribution to the broader Sustainable Development Goals.
65. The group supported the Centre's efforts to leverage digital transformation, strategic partnerships, and innovative learning methodologies as essential tools for expanding outreach, especially in the context of the Centre's unique business model.
66. The Government Vice-Chairperson appreciated strategic partnerships with universities, research institutions, and international organizations, as they would expand access to cutting-edge knowledge, enhance training methodologies, and improve the capacities of trainers. The group also valued the focus on innovative learning approaches, noting that such innovations were timely and necessary in the face of budgetary constraints and the reflections generated by the UN80 process. The expansion of the virtual campus was also especially welcomed for its potential to scale up immersive and collaborative digital learning in ways that promote inclusion. However, the group emphasized that digital transformation should not deepen inequalities. The speaker stressed the importance of ensuring equitable access for learners from remote or under-represented regions, who face technological or infrastructural barriers.
67. At the same time, the Government Vice-Chairperson highlighted the enduring importance of in-person training. She encouraged the Centre to consider the needs of participants from areas with limited digital connectivity, particularly in developing countries. Achieving the right balance between digital and in-person modalities was a complex challenge, but the group expressed confidence in the Centre's ability to strike this balance effectively, ensuring that innovation enhanced access for all.
68. Turning to the programme and budget proposals, the Government Vice-Chairperson made the following observations.
69. On outcome 1, the group expressed support for the Centre's emphasis on digital innovation. It encouraged the Centre to offer affordable, inclusive, and human-centred learning services, ensuring a balanced combination of online and face-to-face training to help bridge the digital

divide within and between countries. All ILO trainings should be organized in collaboration with the Centre to guarantee consistent access for all constituents. The speaker welcomed the inclusion of clear implementation timelines and cost estimates for initiatives such as virtual reality classrooms and AI tutors.

70. Regarding outcome 2, the group commended the Centre's integrated capacity development initiatives, including CATALYST and similar formats, and appreciated the clarity provided on coordination mechanisms and linkages with existing programmes.
71. Under outcome 3, the Government Vice-Chairperson welcomed the Centre's commitment to zero tolerance for misconduct and the emphasis on staff training to maintain a healthy institutional culture. She also endorsed efforts to diversify funding partnerships, particularly through new collaborations with private sector actors, foundations, and philanthropies, while maintaining strong ties with traditional development cooperation partners, especially for least developed countries. She noted the importance of strengthened risk management, due diligence, and more agile internal procedures, encouraging continued progress on the EU pillar assessment. She also called for swift action to modernize the participant enrolment and management system, in line with internal audit recommendations.
72. For outcome 4, the group welcomed the renovation of campus pavilions to high environmental and occupational safety and health standards, as well as improvements in cybersecurity and data management.
73. The Government Vice-Chairperson also welcomed the emphasis on three cross-cutting strategic drivers.
74. In conclusion, the Government group reiterated its full support for the strategic direction and implementation plans of the Centre and looked forward to continued collaboration in advancing the Centre's mission.
75. **The representative of the Islamic Republic of Iran** expressed appreciation to the ILO Director-General, the Director of the Centre and their teams for effectively fulfilling the Centre's mandate and preparing the Strategic Plan for 2026–29 and the Programme and Budget for 2026–27. These documents presented a strong, forward-looking vision for advancing social justice through innovative capacity development. However, the speaker highlighted a major concern: high tuition fees, including for online courses, continue to restrict access for participants from developing countries. Such costs limited participation from those most in need and even exceeded prices offered by some private institutions. Lower fees could attract more participants while maintaining or increasing total revenue. While acknowledging the Centre's financial constraints, the speaker urged reconsidering the revenue model and proposed several strategies.
76. **The Director of the Centre** thanked the members of the Board for the rich discussion adding that the discussion on certain subjects might also be pursued in a more informal framework.
77. Starting with resource mobilization, the Director recognized this was a high-stake challenge for the Centre in the current context of crisis. The Centre would actively explore new possibilities of partnership in the coming years. The EU pillar assessment was an important opportunity, and the Centre would do its best to obtain this very demanding certification.
78. Reacting to the Employers' group's suggestion to suspend the renovation works until a final decision has been made at the ILO level on the relocation of staff from Geneva to Turin, the Director explained that the process had already started, with the Centre being the manager of the campus, as stated in the 1964 Host Agreement and confirmed by the Board at its

84th Session in 2021, endorsing a vision of the campus as an international hub for training and innovation with the possibility of new resident organizations from within the United Nations and multilateral system, while confirming the Centre as manager of the UN campus and agreeing to rightsize the Centre's presence on campus across a limited set of pavilions. In this framework, the Centre enjoyed the generous support from the Italian Government and had already received more than €15 million for the renovation of three pavilions, two of which are ongoing.

79. With regard to the different possible financial scenarios, the Centre was closely following the developments at the ILO, and also within the United Nations system as a whole. Beyond the potential risks, new opportunities were emerging for the Centre that would be further considered in light of the results of the forthcoming ILO Governing Body. The Director made clear that the Officers of the Board would be consulted in possible adjustments of the programme and budget, should this become necessary.
80. On the institutional funds, the Director reminded the Board members about the efforts made during the last few years, particularly with regard to the Fellowship Fund. He added that the figures were estimates and that, as was customary, the amounts would be modified according to possibilities and actual needs, it being understood that the Fellowship Fund would remain an important focus.
81. **The Director of Training** gave some detailed information on how to increase outreach to core constituents. He stressed that the programme and budget was the result of a year-long consultation with all stakeholders. The resulting compromise might not meet the ambitions of all of them, but the document was firmly anchored around the thematic priorities of the ILO. He took note of the request to increase by 5 per cent the number of participants from the core constituents and would look for ways not to overload the Employers' and Workers' Activities programmes, for example by assigning some of these beneficiaries to courses offered by other technical programmes.
82. **The Deputy Director of the Centre** confirmed that the possible relocation of ILO staff to Turin was one of the priorities of the corporate services, and the absorption capacities of the campus exceeded by far what was currently proposed in the document that would be submitted to the forthcoming Governing Body. She confirmed the priorities around automation and digital transformation but cautioned against an expectation that these would necessarily lead to reducing the number of staff in corporate services. They would first help repurpose roles away from repetitive tasks and focus on value creation. In that regard, she presented the data on the share of staff in corporate services which is currently at 27 per cent, down from 37 per cent in 2020–21, and well aligned with the Board target of 25 per cent.
83. **The Chairperson** proposed, in the light of the discussions, that the Board of the Centre: (a) endorse the Strategic Plan for 2026–29 and approve the Programme and Budget proposals for 2026–27; (b) note that under article 7 of the Financial Regulations, the Director is responsible to adapt expenditure to changes in income levels; and (c) authorize the Officers of the Board to endorse any necessary adjustments that would be proposed by the Director in light of developments, including the decisions taken by the ILO Governing Body in response or as a follow-up to document GB.355/INS/7.
84. **The Board approved the Chairperson's proposal.**

► External evaluation of the training activities of the Social Protection, Governance and Tripartism Programme

85. **The Chairperson, Mr Hao Bin**, Assistant Director-General of the ILO, stated that the document ⁴ was submitted for information and requested the Board to take note of it after hearing the groups' comments.
86. **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.
87. **The Worker Vice-Chairperson** expressed disappointment with the evaluation report, citing a failure to address the tripartite mandate and international labour standards. The evaluation focused narrowly on social protection, neglecting governance and tripartism and overlooking the participation and perspectives of workers' and employers' organizations. While she acknowledged the Social Protection, Governance and Tripartism (SPGT) Programme's policy relevance and impact, the Worker Vice-Chairperson emphasized the need to strengthen tripartite engagement and normative foundations, particularly in gender integration and international labour standards alignment.
88. The group welcomed Management's commitment to improvement but urged structured consultation with workers, employers, and governments to ensure inclusive policy design and implementation. She reiterated that the Fellowship Fund resources should not be allocated to SPGT activities given the Programme's strong financing base. Clarification and further action were needed to address these gaps and fully align the Programme with the ILO's tripartite principles.
89. **The Employer Vice-Chairperson** also expressed disappointment with the evaluation report, arguing that it did not sufficiently reflect the ILO's tripartite mandate or the centrality of international labour standards. According to the group, the evaluation concentrated too narrowly on social protection outcomes while overlooking key dimensions of the ILO's distinctive approach, particularly governance structures, social dialogue, and the role of tripartism in shaping sustainable policy outcomes. These omissions were viewed as significant, since effective engagement of workers, employers, and governments is fundamental to ensuring that programmes are legitimate, inclusive, and aligned with the ILO's normative framework.
90. While the group recognized that the SPGT Programme had demonstrated policy relevance and produced notable impacts, it stressed that these strengths should be complemented by deeper integration of tripartite processes and stronger adherence to international labour standards. Particular concern was raised regarding insufficient attention to gender equality and the need to reinforce normative underpinnings across all components of the Programme.
91. The Employer Vice-Chairperson welcomed Management's stated commitment to improvement but called for more structured, transparent, and consistent consultation with all tripartite constituents. She noted a contradiction between the Management's response on the Fellowship Fund and the provisions established in the recently approved circular governing fellowship mechanisms. She concluded that the conditions determined in the circular should prevail. Meaningful engagement and clear corrective actions were essential to closing the

⁴ CC 89/3.

identified gaps and ensuring that future initiatives faithfully uphold the ILO's tripartite principles.

92. **The Government Vice-Chairperson** acknowledged the external evaluation report, which confirmed the SPGT Programme's strategic relevance, technical robustness, and high value among constituents and partners. It highlighted tangible contributions to capacity development at individual, institutional, and policy levels, particularly in advancing universal social protection. The speaker welcomed the Programme's alignment with the ILO's Strategic Plan and budget, noting its collaboration with the Social Protection Department of the ILO and efforts to integrate social dialogue and tripartism. However, she recognized the evaluators' call to further strengthen gender mainstreaming and the integration of international labour standards in training activities.
93. The group commended Management's commitment to implementing all recommendations, including formalizing needs assessments, enhancing gender and international labour standards integration, expanding AI-powered tools, and improving post-training follow-up through alumni networks. It also applauded the Centre's forward-looking approach to automation, digitalization, and performance tracking, as well as its Fellowship Fund to support participation from developing countries, reflecting a dedication to inclusivity and sustainability.
94. In conclusion, the Government group supported the evaluators' findings and proposed actions, expressing confidence that these measures will enhance the quality, reach, and impact of the ITCILO's training activities. It encouraged the Centre to report progress at the next Board session.
95. **The Director of Training** took note of the suggestions and recommendations made by the groups and would take them into account for the future.
96. **The Chairperson** invited the Director of the Centre to take into account the groups' comments in the follow-up of this evaluation.
97. **The Board took note of the document.**

► Report of the meeting of the Officers of the Board (May 2025)

98. **The Chairperson** stated that the document ⁵ was submitted for information.
99. **The Board took note of the document.**

► Financial statements and External Auditor's report for the financial year ended 31 December 2024

100. **The Chairperson** recalled that the document ⁶ had already been formally adopted by the Officers of the Board in May 2025 and was submitted for information.

⁵ CC 89/4.

⁶ CC 89/5/1.

101. The Board paid tribute to Ms Christine Boulanger, former Treasurer of the Centre, who had passed away last Spring, and welcomed Mr Robele, who had taken up the role of Treasurer and Chief of Financial Services.

102. The Board took note of the document.

► Plan for the audit of the 2025 financial statements

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

104. The representative of the External Auditor, Mr Patwardhan, presented the audit plan ⁷ and methodology. The financial audit would focus on compliance with the International Public Sector Accounting Standards accounting policies and financial rules; on the adequacy of the existing framework of treasury management; and on possible measures aiming at improving procedures. The compliance audit would focus on internal policies, plans and targets.

105. The Employer Vice-Chairperson welcomed the focus areas of the External Auditor for 2025, and looked forward to analysing the results. Additionally, regarding the expenditure table in the Financial Statements, the Employer Vice-Chairperson kindly requested, for next year, a more granular view of staff expenditures, which represent by far the largest category, including a more detailed breakdown of staff envelope costs across corporate services, the Training Department, and the Directorship.

106. The Worker Vice-Chairperson had no particular comment to make.

107. The Government Vice-Chairperson fully endorsed the focus areas of the audit plan for 2025.

108. The Board took note of the document.

► Report of the Chief Internal Auditor for the year ended 31 December 2024

109. The Chairperson stated that this document contained a point for decision in paragraph 36.

110. The representative of the Office of Internal Audit and Oversight (IAO), Ms Bouaka, presented the audit report ⁸ for the year ended 31 December 2024 and gave an update on the work done so far in 2025.

111. The Employer Vice-Chairperson took note of the report and sought confirmation from the Director regarding the plans to conduct an audit of the contribution-to-fixed-costs model and targets in early 2026 – to be done by the ILO Office of the IAO.

112. The Worker Vice-Chairperson did not offer comment.

113. The Government Vice-Chairperson welcomed the IAO's overall positive results, noting no major risks or control issues. She acknowledged the four 2024 reports and highlighted staff's

⁷ CC 89/5/2.

⁸ CC 89/5/3.

insufficient awareness of conflict-of-interest reporting procedures, requesting details on current sensitization measures and encouraging regular training. The Government group appreciated the procurement audit, stressing that its recommendations were essential for efficiency, transparency and accountability. It strongly encouraged the Centre to actively engage in implementing the recommendations of this audit, especially in establishing a procurement manual; that was also a recommendation stressed by the External Auditor. It also commended the enrolment review, emphasizing the need to modernize enrolment procedures and seeking clarification on prioritized reforms, timelines, differentiated approaches, and potential long-term restructuring.

- 114. The Director of the Centre** ensured the Board that audit was a central part of the governance policy of the Centre.
- 115. The Deputy Director of the Centre** stated that a staff training of ethics and conflict of interests had taken place with the participation of the IAO and the Ethics Officer. She further confirmed that the Centre is reviewing its policies, moving towards a zero tolerance policy on misconduct, including harassment, sexual harassment, protection from sexual exploitation and abuse, and fraud. On the review of enrolment process, she highlighted that the findings of the review were the basis for the digital transformation priorities on participants enrolment and admissions presented in the Programme and Budget proposals for 2026–27.
- 116. The Treasurer** commented on the Procurement manual, which had been finalized and would be implemented in 2026.
- 117. The Board adopted the point for decision.**

► Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2024

- 118. The Chairperson** stated that the document ⁹ was submitted for information and requested to Board to take note of it.
- 119. The Government Vice-Chairperson** noted that the measures taken to address the three high priority recommendations were closely linked and that the Management of the Centre kept working on their implementation.
- 120. The Board took note of the document.**

► Human resources questions

- 121. The Chairperson** stated that the document was submitted for decision and welcomed the new Chief of Human Resources Services, Ms Jinah Lee.
- 122. The Chief of Human Resources Services, Ms Lee,** introduced the document. ¹⁰ This document reported on the recommendations of the International Civil Service Commission applicable to the organizations belonging to the UN common system; on a broadened scope of application

⁹ CC 89/5/4.

¹⁰ CC 89/6/REV.

for project-specific contracts in order to cover all projects; on the revised Standards of Conduct for the International Civil Service; and on the subsequent amendments to the Staff Regulations.

- 123. The Worker Vice-Chairperson** recalled that all decisions regarding human resources should align with the Centre's tripartite nature and mandate, ensuring that the Centre continued to attract, retain, and motivate competent and committed staff. On the broadened scope for application of project-specific contracts, the speaker understood the need for flexibility in hiring specialized technical expertise for time-bound projects but insisted that this flexibility should not lead to an increase in precarious employment or the replacement of regular positions by project-based contracts. The Workers' group therefore requested that the Centre make a clear distinction between regular and project-linked positions.
- 124. The Employer Vice-Chairperson** had no particular comment to make.
- 125. The Government Vice-Chairperson** wished to know: about the delegation of authority to the Director under article 0.3 of the Staff Regulations as proposed in 2024, if the topic was still relevant or ongoing; how the 1.6 per cent salary increase and consequential adjustments to separation payments and pay protection points would impact the Centre's budget, especially if approval by the UN General Assembly was delayed or denied. On fixed-term contracts, she sought clarification on how the Centre would mitigate risks of inadequate project planning or misuse, given the limited vacancy projection, and what legal and financial safeguards would protect staff and the Centre if projects extended beyond timelines or were abruptly terminated.
- 126. The Chief of Human Resources Services** indicated that, considering the comments at the last session of the Board, the Centre did not pursue the 2024 proposal concerning delegation of authority which had been made in the interest of effectiveness of the Board's work and in further alignment with ILO practices. On the salary increase, she reminded that, as it would be applied according to the "no gain no loss" principle, the impact would be minimal and that, in case of non-approval by the UN General Assembly, it would not be applied at all. On fixed-term contracts for projects, she insisted on the fact that those contracts were time-bound and that, like all employment contracts at the Centre, they were regulated by the Staff Regulations.
- 127. The Deputy Director of the Centre** further clarified that fixed-term contracts for projects would focus on specialized technical expertise at implementation level, while managerial accountabilities would remain with existing management functions. In this regard, a Steering Committee is in place for renovation projects, providing overall oversight, accountability and risk management.
- 128. The Board approved the point for decision.**

► Administrative questions

- 129. The Chairperson** stated that the document ¹¹ was submitted for information and requested the Board to take note of it.
- 130. The Deputy Director of the Centre** commented on the infrastructure projects, the health and safety matters, the security on campus and the greening of the operations.

¹¹ CC 89/7.

- 131. The Employer Vice-Chairperson and the Worker Vice-Chairperson** took note of the report and thanked the Management of the Centre for the updates.
- 132. The Government Vice-Chairperson** commended efforts to improve internal services, noting that procurement for accommodation had balanced cost savings and quality. She supported digitalization of workflows, emphasizing accessibility for people with disabilities and less tech-savvy users. Progress on renovations (pavilions Americas 2 and Italy) and the new Africa 10 Data Centre were welcomed, alongside actions promoting staff health and safety. The group appreciated no major security incidents in 2024 but urged continued vigilance, especially on cybersecurity.
- 133.** The Government group strongly backed sustainability initiatives, including maintaining the Green Flag status and pursuing LEED certification for renovations. Local partnerships were praised for enriching training and ensuring cost-efficiency, while reinforcing UN and ILO values. The group requested an update on the MOUs signed with Italy, particularly on funding, infrastructure, and collaborative projects, to assess progress on key commitments.
- 134. The Deputy Director of the Centre** highlighted that for the MOUs signed for the renovation of pavilions Americas 2 and Italy, the Steering Committee reported twice a year to the Italian Government, and she assured the Board that these projects were in line with project timelines, in terms of both expenditures and milestones.
- 135. The Board took note of the document.**

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

- 136. The Worker Vice-Chairperson** introduced the report of the Trade Union Training Committee.¹²
- 137. The Employer Vice-Chairperson** introduced the report of the Employers' Training Committee.¹³
- 138. The Government Vice-Chairperson** had no comments to make.
- 139. The Board took note of the documents.**

► Date and place of the next Session

- 140. The Government Vice-Chairperson** emphasized that holding the Board meeting in the week preceding the ILO's Governing Body session significantly hindered the participation of the governments represented on the Board. The near coincidence of dates was detrimental not only to the necessary preparation of governments to both meetings, but also to the in-person participation by Government representatives in Turin. Moreover, it weakened the tripartite constitution that forms the foundation of the entire ILO system. She asked that necessary measures be taken to ensure that the Board meeting in 2026 would be held on a date that

¹² CC 89/8/a.

¹³ CC 89/8/b.

enables the effective and equitable participation of all its members, and suggested that the next session of the Board be convened right after the 358th Session of the Governing Body.

- 141. The Worker Vice-Chairperson** endorsed the proposal of the Government group in principle.
- 142. The Employer Vice-Chairperson** had no objection but raised concerns on the logistical side.
- 143. The Director of the Centre** reminded that the Board had been convened before the October–November session of the Governing Body since 1994. There was no legal obstacle to scheduling the Board session after the Governing Body. Nevertheless, this would further delay the presentation of information about the Centre’s activities to the Board, while such delay had been somehow criticized in the past. He proposed to make a detailed analysis of the overall sequence of dates, considering also the implications for the meetings of both training committees.
- 144. The Chairperson** took note of these observations and stated that a Statute of the Centre stipulates that “the Board [] shall be convened by the Chairman of the Board” (Article III.6). As indicated during the discussions, a number of factors should be examined carefully before considering holding the Board session on another date. He therefore proposed that the Director of the Centre examine these various factors and communicate them to the Chairperson so that he can address this matter, in consultation with the other Officers with a view to taking a final decision regarding the date of the 90th Session of the Board.
- 145. The Board approved the Chairperson’s proposal.**
- 146. 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 355th 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.
- 147. The Board approved the Chairperson’s proposal.**
- 148. The Chairperson closed the 89th Session of the Board.**

► Appendix

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

89th Session of the Board of the Turin Centre, 13 November 2025

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 Chairperson of the ITCILO Staff Union Committee.

We warmly greet Mr Christophe Perrin, our Director, and extend a warm welcome to our new Chief of Human Resources Services, Ms Jinah Lee, and to our new Treasurer, Mr Ephrem Zewdie Robele.

We wish to extend our deepest gratitude to the City of Turin, the Piedmont Region and the Italian Government for their unwavering support. Grazie.

This year, we faced a profound loss with the passing of two remarkable colleagues, Elena and Christine. Their dedication, kindness, and unwavering spirit left an indelible mark on all of us. They were more than professionals – they were friends who inspired us with their courage and generosity. Though cancer took them far too soon, their legacy of compassion and excellence will continue to guide our work and our hearts. Today, we honour their memory, grateful for the time we shared and committed to carrying forward the values they embodied.

During this Board meeting, the Management of the ITCILO has presented the Centre's achievements over the past year. These remarkable results reflect the dedication, professionalism and resilience of our 176 committed colleagues, as highlighted in the documents in front of you. While these accomplishments deserve full recognition, they also remind us of the importance of sustaining excellence amid increasing financial pressures and ensuring that growth does not come at the expense of staff well-being. The concept of "delivering more with less" remains a genuine concern for our staff. Our workforce has overcome numerous challenges with resilience, consistently demonstrating excellence and commitment, underscoring that staff is our greatest asset and worthy of investments, rather than being seen solely as a cost.

Aligned with the Board's Human Resources agenda, the Staff Union remains committed to working with Management to enhance staff well-being and performance. In this regard, we welcome the progress made in collaboration with the administration and the signing of the collective agreement in December 2024, which constitutes an important milestone in the consolidation of labour relations based on trust and shared responsibility.

We encourage a more structured and planned approach to addressing the precariousness faced by some of our staff.

Our focus should include fostering adaptive working methods, promoting work-life balance, ensuring diversity and inclusion, advancing a workplace free from violence and harassment, engaging in constructive negotiations and collective agreements, and using new HR tools to recognize and support staff while maintaining accountability and high standards.

The staff well understand the financial pressures the Centre is facing and the implications these have. Yet, even in this uncertain situation, our commitment to the Centre's mission has not wavered. Our strong financial and organizational position rests on a foundation of motivated, secure, and valued staff – because resilience begins with fairness, accountability and trust. Respect for staff rights and job security, aligned with the principles of international civil service, is not a cost; it is a precondition for sustained quality and credibility. After all, an organization cannot be strong if its people are undervalued.

And as we look to the future, we must also remember who we are. The Centre is not just another actor in the training system, nor a consulting firm – we are the capacity development and training arm of the International Labour Organization. This connection defines our identity and our strength. Our values, our mandate to advance social justice through decent work, and the legitimacy that comes with it, stem directly from that link. We should never lose sight of it, nor hesitate to draw upon it.

In 2025, the Turin Staff Union Committee has been an internal member of the Board of the ILO Staff Union, closely following the developments of the situation faced by the ILO. We express our solidarity with those who have lost their jobs recently and share the concerns of colleagues currently facing uncertain circumstances. We stand together and call for ongoing dialogue and consultation with staff representatives as we navigate these challenging times.

The future of the International Training Centre is closely linked to the decisions taken in the context of the ILO Governing body in Geneva. Currently, the ILO contributes a significant amount of the ITCILO's total income. These contributions not only ensure the continuity of our training activities but also act as a lever to attract additional external resources, strengthening the Centre's role as the ILO's operational arm in the field of learning and technical cooperation. Any decision that could reduce or reorient this support would have significant consequences for the sustainability and scope of our and the ILO's institutional mandate in the field of learning and technical cooperation.

We therefore wish to emphasize that any possible relocation of functions or staff to the Centre, or decisions that may affect its structure and functioning should happen in consultation with the ITCILO Staff Union. Transparency, early and complete communication are essential to ensure that the implications of these decisions – both in financial and organizational terms – are fully understood. Only through a genuine spirit of cooperation can we successfully address the challenges arising from the decisions taken in Geneva, ensuring that the Centre remains a solid pillar consistent with the founding values of the ILO.

As the Staff Union Committee, we remain deeply committed to defending and valuing the Centre's staff – whose professionalism and adaptability enable the success of the ITCILO – and we stand ready to contribute actively to meeting the challenges ahead.

Thank you