

Fòrema

Company profile 2026



Transnational and international
cooperation activities



Fòrema, in a nutshell



Fòrema is the **training** and **consulting** company owned by **Confindustria Veneto Est**, the largest Italian industrial association (5.000 companies), based in Veneto Region (Padua).

Since 1983 Fòrema has been designing and delivering **training programmes, management consultancy** and **innovative services directly to the customers' venues**. Now counts on around **60 employees** supporting organizations and individuals, a growing network of around **1.500 trainers and consultants**, and an **effective ecosystem** involving public and private institutions, companies and stakeholders.

With an annual turnover of around 9.5 million €, in 2025 Fòrema has trained more than **30.000 people** and realized **45.000 service hours** involving more than **2.500 SMEs**, covering a wide range of key topics, with notable specializations in the field of:

- smart manufacturing
- organizational development and people management
- ESG sustainability strategies
- process digitalization and AI solution implementation
- labor market services for job seekers
- innovation of training models and professional profiles

As a **key player rooted in the socio-industrial system**, Fòrema aims to support the evolution of **productive clusters** and foster **social innovation** processes, providing value to companies, individuals, and public and private stakeholders, to facilitate **cooperation** and **learning**, to provide access to **support programmes**, and to develop **customized solutions that generate meaningful impacts**.



Fòrema headquarter in the heart of the «**Innovation Boulevard**» in Padua – Veneto Region



Accreditations, networks and affiliations



Fòrema is:

- since 1999, a certified training agency under international standards **UNI EN ISO 9001 – EA39**
- since 2010, it has adopted a transparent and certified organizational model following Italian national standard **Decreto Legislativo 231/2001**
- since 2022, it has held gender equality certification under the international standard **UNI/PdR 125:2022**

Official accreditations:

- since 2001, as **training agency at the Veneto Region Government** for the scopes **continuous training, higher education, professional guidance, labor market services, services for people with special needs** (ESF+ and regional funds)
- since 2015, as a **qualified training agency at Fondimpresa** (national funds for training).

Most relevant partners:

- Veneto Region Government
- University of Padua
- Veneto Lavoro – public agency for labor market policies
- Cà Foscari University of Venice
- Chamber of Commerce of Padua
- Galileo Visionary District – Business incubator and design school
- ITS Academy Veneto – tertiary level schools networks
- Social parts: employers' associations and trade unions
- Municipalities
- VET providers, training agencies and high schools
- social cooperatives and not-for-profit bodies
- Fondimpresa – national funding programs for training
- Fondirigenti – national funding programs for training (C-level)
- APAFORM – national trainers association
- EVBB - European Association of Institutes for Vocational Training





Our organization and business model



Skills mapping and need analysis

- 7 business partners dedicated to support companies (entrepreneurs, C-level, HR professionals) in anticipating needs and trends, implementing corporate strategies
- 1 research centre to study ongoing changes and feed innovation in the industrial ecosystem

Project designing

- 5 thematic experts (smart manufacturing, digitalization and AI, people management, HSE management, ESG transition) to support companies and individuals all along their transformative journey
- 5 training designers to translate needs into actions and facilitate the learning process

Faculty management

- a growing network of 1.500 accredited consultants and trainers that enables the choice of the right skills for each target

Project management and services delivery

- a team of 12 project managers focused on corporate training and services
- a team of 9 project managers specialized on health, safety and environmental issues
- a team of 10 psychologists, educationalists, training experts and project managers for job seekers services and labor market initiatives

Monitoring and evaluation activities, reporting to stakeholders

- projects KPI management embedded in delivering activities as a knowledge base to assess impact
- 3 certified revisers for reporting to funding bodies and business customers

Network building

- constant creation of opportunities to get in touch with relevant partners, stakeholders, public and private institutions to expand the learning ecosystem



Skills mapping and need analysis

Goal setting, co-designing of roadmaps for changes, aligning with development strategies and operating conditions, benchmarking for innovation



Project designing

Ideation and solution designing (courses, programs, consultancy, staff placements), activities setting, project sharing with the client, project ownership, construction and management of the dedicated working team



Project management and services delivery

Activities planning, tutoring and monitoring, faculty selection and management, dedicated helpdesk and special venues scouting



Monitoring and evaluation activities

Trainers and consultants qualification and accreditation system, periodical and final reporting to corporates and public authorities, administrative and financial management, certification of learning outcomes



Main working areas



SMART FACTORY AND DIGITALIZATION - training and consultancy services for manufacturing companies and operational managers in the field of:

- management and industrial costing, workload and workflow analysis
- process and product innovation
- project and agile management, lean office and lean manufacturing production
- layout and logistics
- supply chain management
- AI integration processes
- software solutions scouting and selection



PEOPLE MANAGEMENT - training and services for HR managers and people management processes:

- soft skills and experiential methodologies
- digital and AI transformation pathways, skills and mindset innovation
- change management and managerial skills
- diversity & inclusion management
- corporate academy
- employer branding, recruitment and staff selection, onboarding processes
- performance and talent management, compensation and benefits
- personnel administration and industrial relations
- corporate climate analysis





Main working areas



ESG SUSTAINABILITY AND GREEN TRANSITION - assessment, training and consultancy services dedicated to managers and corporate staff involved in business model innovation processes and ESG goals:

- life cycle assessment
- ecodesign and products sustainability
- waste management and environmental compliance
- enterprise performance management
- sustainability report and social accountability
- technological scouting



HEALTH AND SAFETY AT WORK, COMPLIANCE - assessment and consultancy services on international standards and legal compliance:

- ISO 9001: quality management, ISO 45001: health and safety, ISO 22000: food safety, ISO 28001: supply chain safety, ISO 22301: business continuity, ISO 50001: energy management, ISO 37001: anti-bribery management, SA 8000: social accountability, ISO 27001: information security management, ISO 14001: environment, GDPR, ISO/TS 16949: automotive, Mobility Manager
- management and regulatory compliance: environmental and legal practices and dossier, emissions, water cycle, asbestos management.





Main working areas

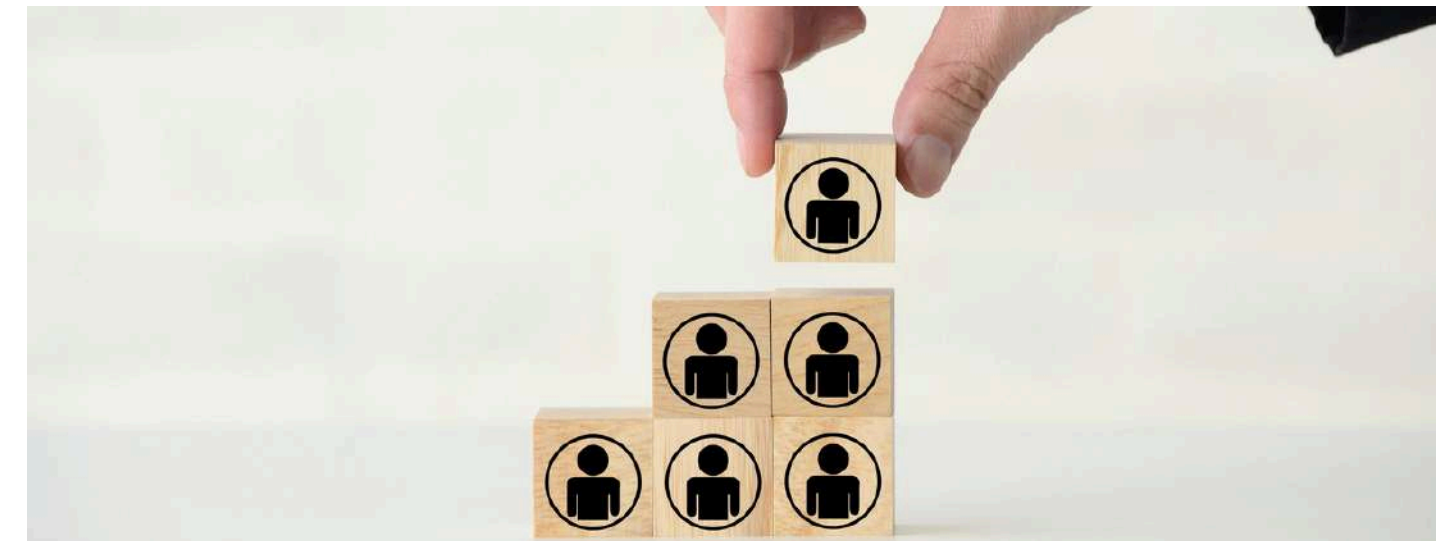


LABOR MARKET POLICIES

Since the very beginning, Fòrema has been closing the gap between the education system and the labor market, providing learning chances to job seekers and new staff to meet companies' needs. The internal division dedicated to Labor Market Policies offers professional guidance, training and professional placement free-to-use services to around 600 individuals each year, thanks to ESF+ and other public funding programmes.

Creating new professional profiles aligned with the industrial corporate system is part of the general strategy to support the transformative processes at the regional and European levels, tackling social exclusion and marginalization.

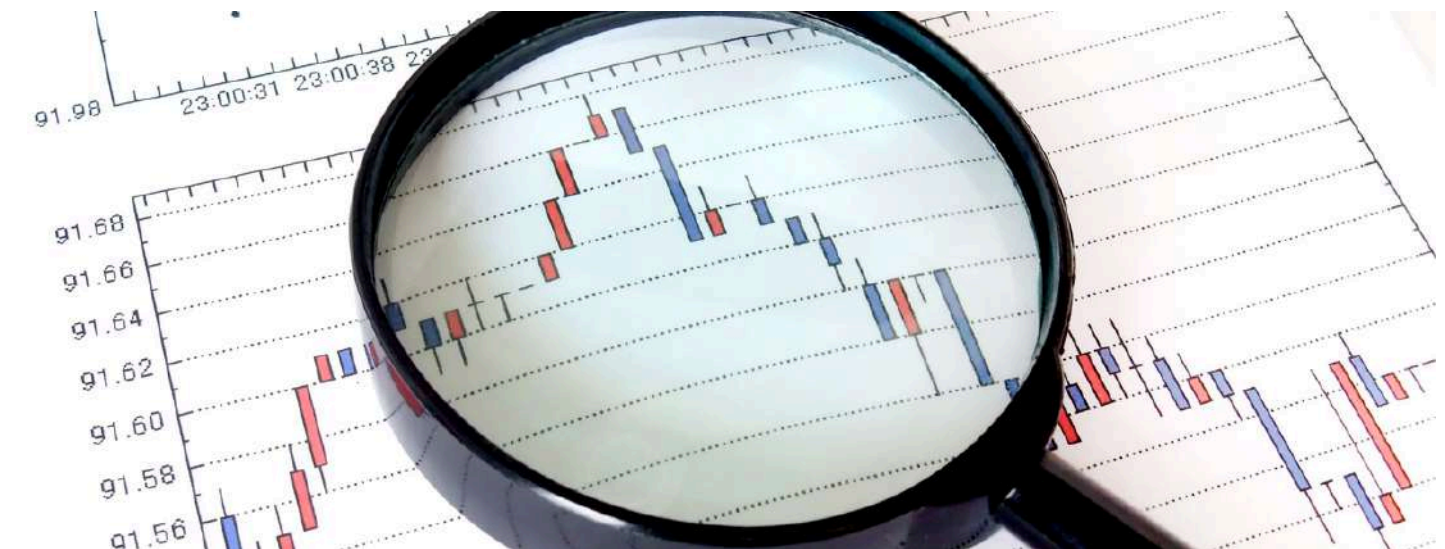
Our main target groups are young job seekers, unemployed individuals, people with special needs, students, NEETs and migrants.



CENTRO STUDI AND PUBLISHING HOUSE

As part of a growing learning ecosystem, Fòrema started in 2020 an internal research centre ([Centro Studi](#)) in order to investigate how skills demand on the labor market and within companies is changing. Each year, the Centro Studi carries out various surveys involving hundreds of companies and individuals at the regional level, publishing and making available results and recommendations to public and private policy makers, VET and training agencies, relevant stakeholder and the general public, to share the information and knowledge collected.

Starting in 2023, Fòrema has become a [publishing house](#), printing and issuing handbooks and original papers on relevant topics and trends every year.





European and international cooperation strategy



Veneto is a region with a strong commitment to **innovation** and is highly **interconnected with global supply chains**. Our stakeholders, the industrial system, and the citizens we work with directly experience the effects of trends typical of advanced economies (e.g. twin transition, impact of artificial intelligence, labor shortage, multiculturalism, and more).

Fòrema addresses these trends through **European and international cooperation processes**, focusing on three main drivers:

- **joint development and innovation transfer projects in training and consulting services** for businesses and individuals, comparatively capitalizing on the experiences of different regions and players, embedding results in our offering for a sustainable impact
- participation in **research and innovation actions** connecting companies needs to new solutions, providing access to local and european learning ecosystems
- implementation of **programs and services in response to complex needs from the industrial system** through territorial cooperation, technological and social innovation and the building of collaborative networks

Previous initiatives and international cooperation experiences:

As lead partner:

[HR+](#): Innovative competencies for HR managers among twin transition and social inclusion

[Restart@Work](#): a strategic pattern for outplacement - awarded as Italian best practice

As project partner:

[EMMA4EU](#): Innovation alliance for training programmes for deforestation-free supply chains in Europe

[GREENSTAR](#): Green skills for enterprises, sustainable training for automotive supplier clusters

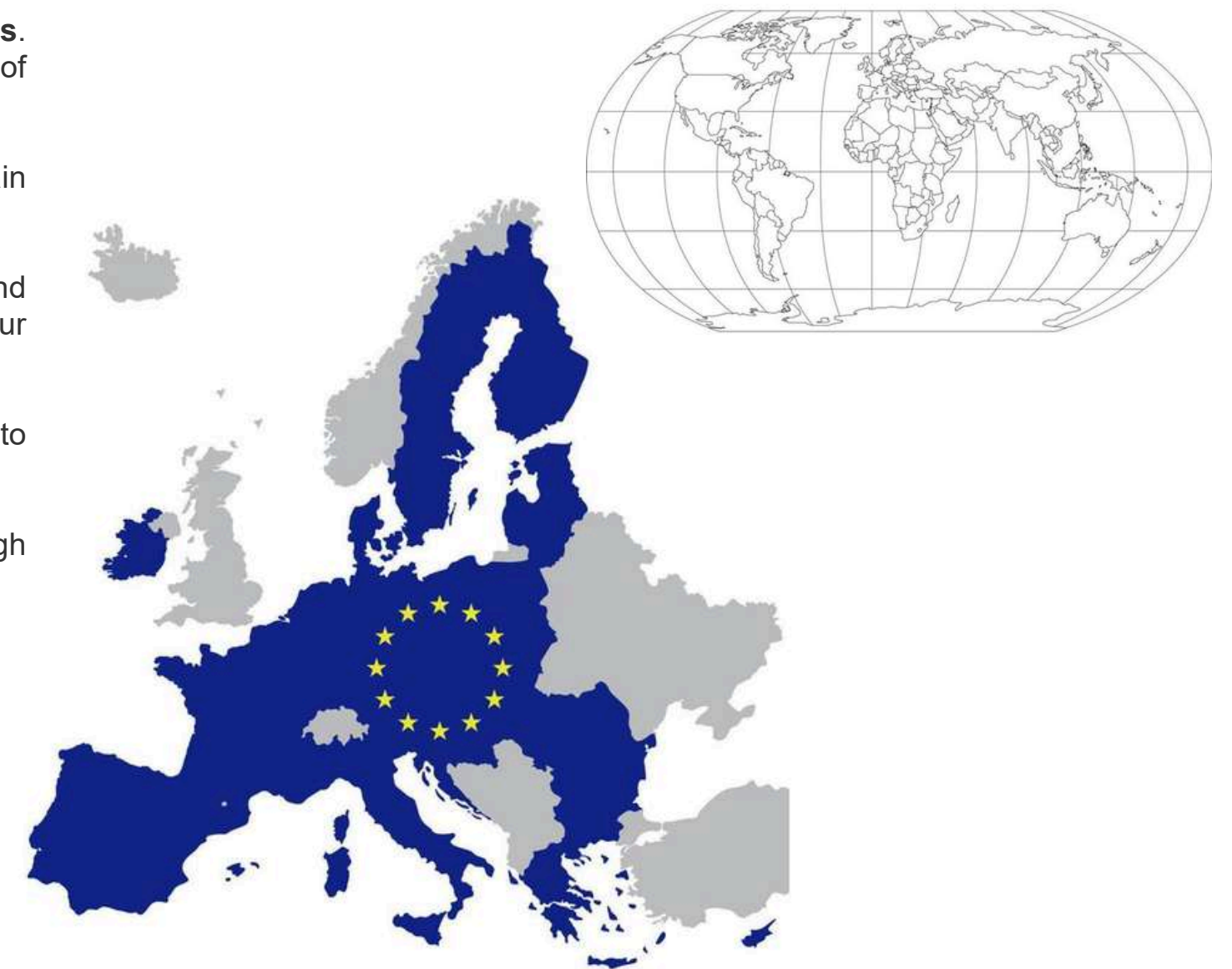
[ELVETE](#): Employer-led vocational education and training

[COMBA](#): Competence-based approach for business start up services

[Il lavoratore di filiera](#): integrated training offer in the metalwork industry

[S.A.L.T.O. – Sviluppo e Animazione locale del territorio per l'occupazione](#): training in Italy and Argentina

[IDA – Integration DurchAustausch](#): mobility action for jobseekers Berlin-Padua





Contacts

Roberto Baldo

Responsabile strategie di investimento e attività finanziata

e-mail: roberto.baldo@forema.it

t. +39 049 82 27 556 – m. +39 340 69 56 902

LinkedIn: [roberto-baldo-a3b3769](https://www.linkedin.com/in/roberto-baldo-a3b3769)

With a Master's degree in Political Science and Regional Development, Roberto is a member of Fòrema's Steering Committee, being responsible for all public-funded activities and training projects (around 100 training projects and 4 million euros per year), managing different teams from needs analysis and project design to service delivery and work plan implementation. He's a certified training manager (EQF 7) with more than 20 years of experience and more than 800 projects in funded programs such as ESF, Fondi Interprofessionali and LLP/Erasmus+ programs, developing innovative services for individuals and companies related to competitiveness, skills and competencies for the labor market, digital and green transition to support the development of industrial systems. He is also leading Centro Studi at Fòrema, a research center that aims to analyze and anticipate ongoing changes in training needs. Since 2024, he's been leading the training module on Social Innovation and SMEs at the University of Padua – Master in Integrazione Europea.



Gaia Galante

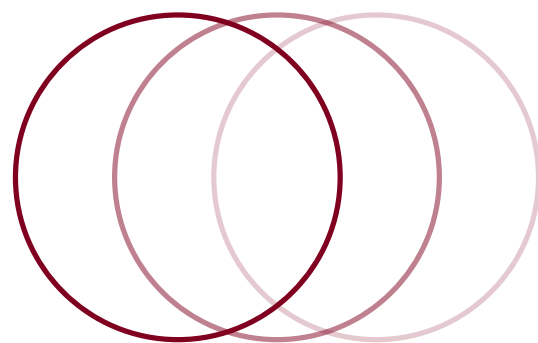
EU project manager and designer

e-mail: gaia.galante@forema.it

t. +39 049 8227519

Result-oriented training project manager and designer with over 17 years of experience in VET education, Gaia designs and manages complex training projects (ESF, Interprofessional Funds, Erasmus+), supporting companies and individuals in achieving expected results, with a strong focus on delivering targeted and tangible outcomes. Holding Bachelor's Degrees in Communication Sciences and Labor Consultancy, and a Master's Degree in Sociology from the University of Padua, she has extensive experience in planning and writing grant proposals. She supports businesses by developing, facilitating, and supervising training programs for companies and employees, and by helping organizations identify suitable funding opportunities tailored to their specific training needs. Since 2023, at Fòrema, she has been working on EU project design and management, overseeing the Erasmus+ projects EMMA4EU (Alliances for Innovation, partner, www.emma4eu.eu/) and HR+ (KA220, coordinator, www.hrplusacademy.eu/).





forema.it



fòrema
LEARNING ECOSYSTEM



CONFINDUSTRIA
VENETO EST
Area Metropolitana
Venezia Padova Rovigo Treviso