

INTERNATIONAL ORGANISATION OF EMPLOYERS
ORGANISATION INTERNATIONALE DES EMPLOYEURS
ORGANIZACIÓN INTERNACIONAL DE EMPLEADORES

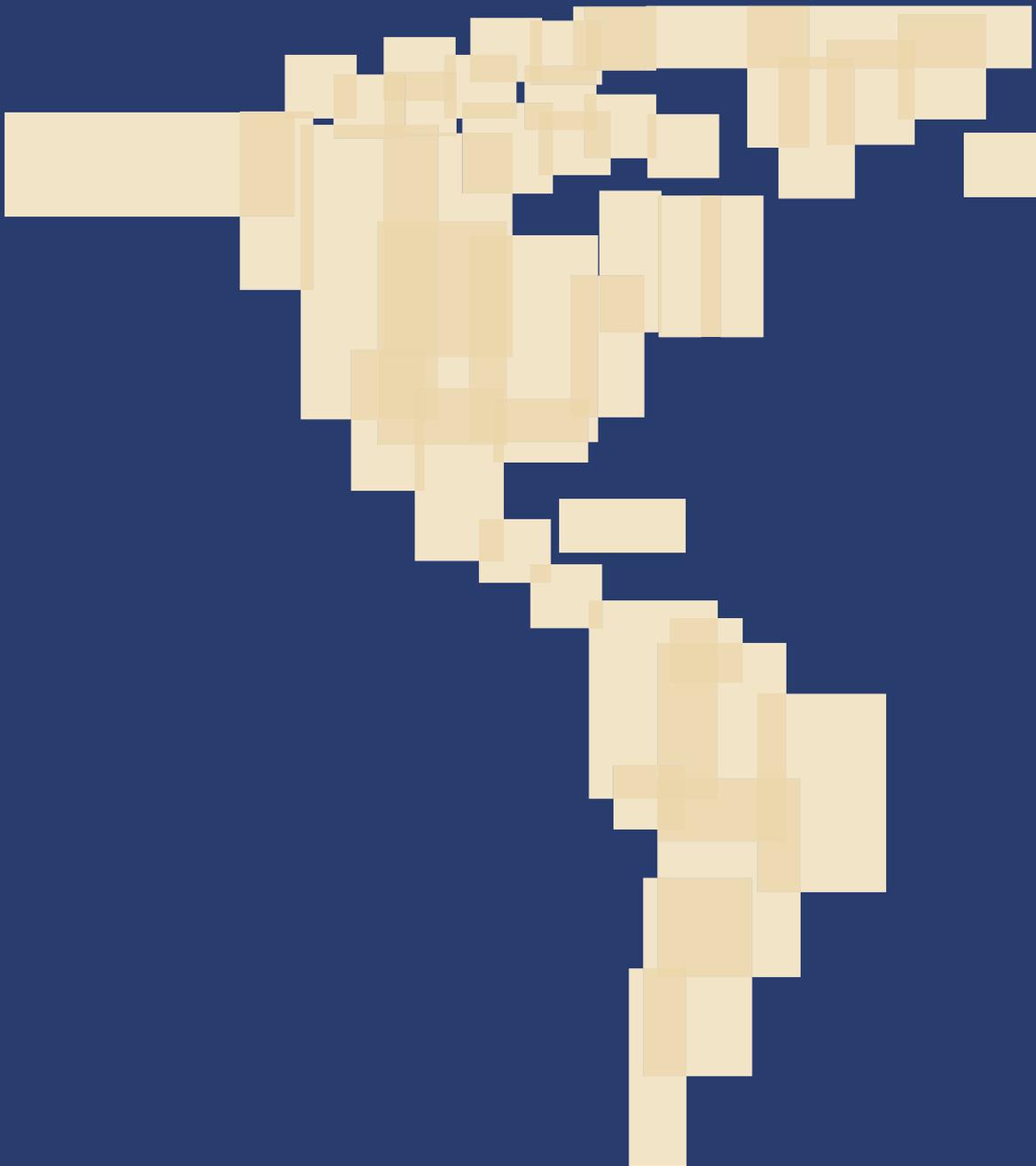
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ANNUAL REPORT 2005

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The nine priority areas for IOE action 2004-2009

GLOBAL ISSUES

1. Corporate Social Responsibility
2. Globalization
3. UN Agencies and International Financial Institutions
4. International Organizations

ILO-RELATED

5. Employment and Entrepreneurship
6. International Labour Standards
7. Social Protection
8. Employers in the ILO

IOE MEMBERS

9. Promotion and Strengthening of Member Federations

OUR VISION

THE IOE IS THE ORGANIZATION THAT PROMOTES AND DEFENDS THE INTERESTS OF EMPLOYERS AND THEIR ORGANIZATIONS AT THE INTERNATIONAL LEVEL THROUGH REPRESENTATION, INFORMATION AND ADVICE

THE INTERNATIONAL ORGANISATION OF EMPLOYERS IN CHANGING TIMES

With an 85-year history of serving members, the IOE has a proud tradition of leading the international debates on labour and social policy within the ILO. Today, it is increasingly leading those debates beyond its historical borders.

Efforts over the last twelve months have continued in key areas such as the human rights and business debate in the UNHCHR, migration discussions within the IOM, different health related matters in the WHO, increasing coordination with UNDP, World Bank and others, and naturally promoting the employers' agenda within the ILO in an attempt to make the work of the ILO relevant to the needs of employers in the globalized economy. *In major international debates, the IOE has consistently provided the voice of employers.* IOE efforts have been heavily strengthened by the generous and firm support received throughout the year by the ILO's Bureau for Employers' Activities (ACT/EMP) and its regional specialists.

The IOE continues to work on how best to position itself so as to continue to respond to the current and future needs of its members. To this end the IOE Management Board has started a process of reflection so as to ensure that, in the coming years, the increasing expectations of its members are fully met. This reflection will see changes to the ways in which the Secretariat seeks to serve and strengthen members as well as the adoption of a clear strategy linked to a proactive agenda for employers' interests in the ILO.

The ILO continues to be a vital component for the global community. Employment creation, enterprise development, women's entrepreneurship and employability through training, amongst other areas, are beginning to resonate at the heart of the ILO's work, these being the most sustainable means by which wider issues of poverty reduction and social protection can be addressed.



A lot has already been done to advance these issues. At a time of declining ILO resources, it is in the business interest to ensure those priorities continue to receive the attention of the Office and the support of donors.

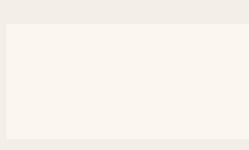
It is important also for members in weaker conditions to know what the IOE can do to help them. Recent work in different regions on SME development, HIV/AIDS, CSR and legislative review are further evidence that the IOE can contribute positively to the real challenges faced at the national level.

The IOE is the unified global voice of business, nationally and internationally. Through its 142 national employers' organizations the IOE provides a network unparalleled in the world. *Who better knows the business challenges within a country than our members?* Using that network provides a unique value-added service to all members and their companies, which is unavailable elsewhere.

2006 will be a challenging year as we look to further strengthen our support for and involvement of members. It is by ensuring this partnership that we can continue to provide a clear and consistent employer input into the widening debates surrounding business in the globalized world.



Daniel Funes de Rioja
Executive Vice-President



François Perigot
President



Antonio Peñalosa
Secretary-General

Role of Business in Society



Business today faces testing questions from various groups in society about the impact of its operations. Demands continue to grow for companies to fulfil a range of social responsibilities. Within this debate business itself needs to identify what *'the role of business in society'* is. Where do its responsibilities start and end? Where is the line between what business can do and what is (and should remain) the responsibility of governments and other social actors?

An IOE Position Paper sets out for the first time how business sees itself in the CSR debate. This paper formed the background to a Special Session of the IOE General Council devoted to this issue, where invited panellists, including the Chairmen of *Renault* and *Toshiba* and the General Manager of *Telefonica*, joined some 200 members in debating the issue.

An ILO/IOE employer symposium on corporate social responsibility also attempted to put things in perspective and demarcate what is properly the role of business and what it is legitimate to say 'no' to. Representatives from academia, NGOs and trade unions were invited to come and explain their objectives with respect to CSR, the rationale behind those objectives and how they expect to achieve them. The results of this symposium reinforced the positions that the IOE has adopted to date and will be used to underline to the ILO how it should develop its CSR activities going forward.

CSR will therefore remain an important topic in 2006. Both within the ILO, through the Governing Body MNE Subcommittee, and through the work of the IOE CSR Working Group, the IOE will continue to promote the voluntary nature of CSR action. The IOE will continue to engage with members and their companies so as to ensure the IOE's positions on CSR protect and enhance the ability of enterprises to operate in the global economy.



“In understanding companies and their role in society there is often a huge gap between people involved in business and those not involved.

It is often forgotten that a company’s primary aim is to provide products and services and by consequence social progress and development through employment and wealth creation.”

*Taizo Nishimuro
Chairman of the Board, Toshiba Corporation*



“Companies have a major role to play in CSR because ethics and efficiency are intricately linked; unethical behaviour may have a short-term gain, but ultimately in the long-term it is destructive.”

*Louis Schweitzer
President, Renault Group*

MNE DECLARATION



The Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy is the ILO’s key reference in the CSR debate. The Declaration is a voluntary instrument that provides suggested means of action for enterprises looking to engage in CSR and remains vitally important to employers.

Its unique tripartite character promotes roles and accountabilities, not just for enterprises, but also for governments and workers. To this end employers continued in the year to promote the Declaration and useful symposia were held in a number of regions to develop action plans at national level to promote the Declaration principles.

Shaping the Global Employment Response

Without enterprise creation and development, the challenges of unemployment and underemployment will persist to the detriment of economic and social development. In a globalized world, those unable to participate in its benefits can only view globalization negatively, with all the risks that such exclusion entails.

The phrase ‘creating an environment conducive to enterprise creation and development’ is becoming more and more used in the ILO. But what exactly does it mean? What is a ‘conducive environment’?

Increasingly, others are asking these same questions and it is now also a key feature of the work of a number of development agencies. The World Bank in particular has been to the fore in these efforts and has created an annual ‘Doing Business’ database which effectively asks the question – how easy do governments make it to start, operate or close a business?

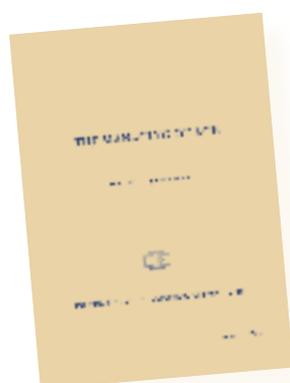
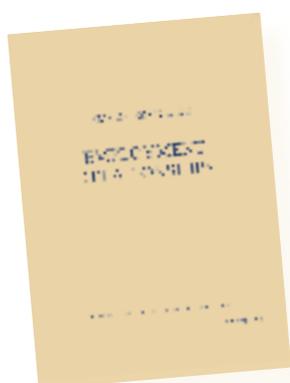
This issue is now firmly in the international spotlight. At the end of the year the IOE was the business voice at a major international conference on *Reforming the Business Environment* in Cairo. The participants at the Conference were primarily donor governments and donor agencies led by the World Bank and the ILO. The IOE is truly engaged

in this work and has been developing an important partnership with World Bank/IFC to this end. In 2006 the IOE will develop a guide/handbook on the role of employers’ organizations in reforming the business environment.

Opportunities for Young People

Youth employment was one of the central themes at both the ILO European Meeting and International Labour Conference (ILC) debates. The discussions produced conclusions that will be helpful in shaping the ILO’s response to this key social and economic issue. Crucial themes for employers, such as the importance of equipping young people with the necessary skills to thrive in the labour market; the key role of entrepreneurship in creating opportunities; and personal responsibility were all emphasized clearly in the final outcomes.

The IOE continued to be actively engaged in the inter-agency Youth Employment Network (YEN) and participated at its High Level Panel meeting in Beijing in May. During the year, a number of countries became YEN lead countries, including Jamaica where the initiative was spearheaded by the Jamaica Employers’ Federation (JEF).



The Demographic Challenge

Many countries face major demographic challenges over the short, medium or long term. Key issues arise, such as changes to retirement ages, re-examining pension systems, changing patterns of work, etc. Such issues can evoke strong reactions. The G8 Labour Ministers meeting in London also took demographic change as one of its themes. The IOE developed two publications - on 'Managing Age' and on 'Youth Employment' - to assist members with the complex issue of demographic change, as well as to provide a clear IOE perspective to the debates within the ILO and elsewhere.

Outsourcing – A Win-win Solution

Globalization has resulted in enormous opportunities throughout the world but also brings challenges. The social consequences of the restructuring of companies and the outsourcing of jobs are complex issues, with no black-and-white answers. Outsourcing was a key theme of the IOE European Meeting in Madrid, where the OECD provided analysis for the debate. One theme from the OECD paper presented was that outsourcing was not a 'zero-sum game'. Everybody could gain. There is a role for international business in explaining the benefits of outsourcing and 2006 will see further work by the Secretariat in this area.

SME Development – A Key Priority for Members

Future employment and entrepreneurial opportunity rests in SME development. In recognizing this, the IOE has increased its partnership with the ILO in the area of SME and entrepreneurship development. Work culminated in 2005 with the launch of an SME development Toolkit which has been developed specifically for employers' organizations. The Toolkit is designed to be a holistic approach to SME development for employers' organizations from concept to implementation and is structured under three broad inter-linked headings identified as core functions of employers' organizations – **Representation, Advocacy and Services**. Training workshops on SME development were held for employers' organizations in the Balkan countries, South Asia and Southern and East African countries.

The Toolkit is a useful pillar on which to focus IOE-ILO work in this area. In 2006 it will be strengthened and further technical work will continue throughout the regions. Collaboration with the ILO Turin Training Centre will also help broaden the engagement of members with the Toolkit.



"Employers, as the bedrock institution for the provision of work and opportunity for millions in our societies, have a considerable role to play in shaping and in delivering youth employment strategies."

*Peter Anderson (Australia)
Employer Youth Employment Spokesperson 2005 ILC*

Making Labour Law Matter

Many voices today look to companies to give effect to societal calls for the elimination of child labour, respect for human rights, protection of the environment and a myriad number of other expectations and concerns. CSR initiatives show that companies' voluntary actions can respond to some of what society expects, but their initiatives should not negate, undermine or replace the role of the State.

In today's debate on expectations, it is not a lack of labour law that is the primary problem. The problem is more one of enforcement of national laws. Here the government has the key role to play, as it is the government that is responsible for the preparation, implementation, coordination, supervision and evaluation of national labour administration, including labour inspection. In many instances the calls to companies to act are better answered by governments fulfilling their enforcement role.

For national companies proper labour inspection and administration help ensure a level playing field for all, whilst for multinationals it brings confidence that the national law, rather than solely voluntary CSR initiatives, will ensure that their concerns and their consumer expectations are met.

To this end, an IOE information paper on Labour Administration was produced to help members engage, with their governments, in promoting a modern, effective and coordinated national labour administration.



Creating a Safety and Health Culture at Work

Properly functioning safety and health workplace systems are not only ethically right, they also makes business sense in terms of productivity and competitiveness gains. But the responsibility for a safe working environment and a safety and health culture must be shared between employers, workers and governments.

Numerous ILO instruments touch on the issue of occupational safety and health in various sectors and industries. Some relate to specific risks or substances while others have a more general application. Despite their diversity, OSH Conventions enjoy very low ratification rates relative to other instruments. This is likely due to the fact that safety is not a one-size-fits-all issue. As a consequence, employers during the International Labour Conference debate in June advocated an overarching instrument that governments could adopt and put into practice without delay. In the second discussion in 2006 employers will continue to argue that what is required is a simple, flexible structural approach to improving OSH.

2005 also saw the revision of the ILO Code of Practice on Safety and Health in the Iron and Steel Industry, which was first adopted in 1981. The new Code reflects the many changes in the industry and its workforce, as well as the development of numerous new ILO instruments on OSH over the past twenty years. In 2006, the 1985 Code of Practice on Safety and Health in Underground Coal Mines will be revised.

“A discussion on occupational safety and health is not merely a discussion about the quality of life, but about the preservation of life itself. The policy challenge is to think outside of the conventional, to be open to a new way of doing things, and to let go of narrow interests.”

*Casper Lötter (South Africa)
Employers OSH Spokesperson 2005 ILC*

Labour Migration – A Global Issue

In today's increasingly globalized world labour migration is an issue which impacts on most countries in one form or another. It is also an issue where the debate is often shaped by the perception of winning or losing from the enhanced ability for skills to move globally.

The IOE was closely involved in shaping the ILO Multi-lateral Framework on Labour Migration which is to guide the implementation of more effective integrated policies on labour migration, employment and protection of migrant workers.

The *United Nations Global Commission on International Migration* was the major international initiative on migration during 2005. The Commission's Report stressed the need for greater coherence, cooperation and capacity to achieve a more effective governance of international migration. The IOE contributed directly to the Commission's work, as did individual member federations in a number of countries.

Relationships were strengthened with the International Organization on Migration (IOM), with the IOE providing the IOM with analysis during the year on related issues such as the impact of remittances on donor countries. The IOE also contributed perspectives to the World Bank in its work in this area.

For IOE member federations migration cuts across a number of policy areas, from discrimination in the workplace to addressing skills shortages and the brain drain. The IOE's added value is the global view it can offer members. Consequently, the IOE will set up a Working Group on Migration in 2006 to tap the expertise of members in this area and develop policy thinking.



Removing Child Labour from the Workplace

Child labour persists. The impact of child labour on business is a negative one which employers continue to address. Within the ILO, employers have been promoting realistic responses to removing children from work with the support of other social actors. This effort continued into 2005.

Much work was also done in close collaboration with the ILO Bureau for Employers' Activities (ACT/EMP) in preparing a Toolkit for employers wishing to address child labour within their workplaces or their supply chain. The Toolkit will be launched in 2006.

The IOE published a guide in 2005 on the *“Challenges in addressing Child Labour”* which attempts to provide focus and clarity in establishing the areas for priority action in the elimination of child labour. The guide helpfully creates a clear distinction between the roles of governments and employers.

The IOE actively worked with different sectoral employers' organizations, particularly the International Council on Mining and Metals (ICMM), which signed a memorandum of understanding with the unions to eliminate child labour from mining and quarrying worksites.



Building Partnerships against HIV/ AIDS

Increasing global attention is being given to HIV/AIDS both in terms of prevention and treatment. Within the ILO focus has been at the enterprise level to help employers and workers combat the disease that is destroying families, communities and enterprises.

The IOE continues to build partnerships in fighting HIV/AIDS. In particular in 2005, the IOE collaborated with the **Global Business Coalition on HIV/AIDS** (a New York based grouping of companies) to ensure that business speaks with one voice at the international level. The IOE was fully involved in a simulation event on the global response to the HIV/AIDS crisis held in Washington, the outcome of which was presented to the US Senate.

Partnerships are also being forged at regional level. In Brussels a joint IOE/ICFTU delegation met with the President of the European Economic and Social Committee (EESC) and the Head of the Development Directorate-General of the European Commission to explore closer collaboration. One concrete outcome from these encounters has been the commitment to include HIV/AIDS on the agenda of ACP-EU sub-regional meetings for non-State actors.

The IOE continues to work closely with the ICFTU. Both organizations worked on “north-south” assistance programmes - for example through the Swedish Development Agency, which ran an HIV/AIDS assistance programme for African employers’ organizations and trade unions.

A key message during the year was the necessity of a partnership approach by companies in order to scale up efforts. In this connection the IOE collaborated with *SIDA-Entreprises* which was formed by a number of French companies with operations in Africa.

Work was also accelerated in other regions, notably Asia and Eastern Europe, building on experiences garnered in Africa.

“HIV/AIDS is destroying the prospects for economic stability, sustainable global economic growth and decent work. Employers and trade unions have made a compact to work together to address this global crisis.”

Joint IOE-ICFTU statement to G8 Summit

Gender at Work – Closing the Gaps

Gender equality at work, both in terms of opportunity and equal pay, continues to elude many. Efforts by employers to address these issues have seen considerable progress in many areas. The key is to build on these successes through the exchange of good practice and experience.

To help provide a resource where the successes are captured the IOE, together with the ILO, elaborated a series of case studies aimed at highlighting replicable responses to continue to address gender issues at work.

Women’s entrepreneurship is another major area of IOE attention. With the support of the IOE, the ILO is now working with over 16 member federations on women’s

entrepreneurship issues. Approaches differ, from simply supporting women’s entrepreneurship networks and advocating for policy change to specific initiatives such as activities to support laid-off women workers. The IOE has been exploring partnering with the World Bank in this important area, as well as with individual regional banks such as the African Development Bank, which launched a programme to support small scale businesswomen in Africa during the latter half of the year.

THE IOE WORKING IN THE REGIONS

Africa

As a follow up to the 2004 Ouagadougou Summit on employment and poverty alleviation, the role of employers' organizations in national economic and social development was the main focus in 2005. The IOE continues to work closely with the Pan African Employers Confederation (PEC) in the follow-up to the Summit. The main areas of IOE work in the region were the following:

Creating a better environment for enterprises

Strategies and technical programmes to deal with the informal economy, which can represent as much as 70% of some African economies, continued in 2005. The Federation of Kenya Employers (FKE) has been working on a very successful project on product improvement and inter-firm linkages between micro and formal enterprises. Employers in Tanzania and Cameroon in particular have been heavily engaged with an emphasis on improving the regulatory environment.

The important role that employers' organizations play in monitoring the effectiveness of reforms (acting as a watchdog), in disseminating legislation and explaining the same is increasingly being recognized. Developing and improving the effectiveness of this role was a key focus of discussions at the East, Central and Southern Africa Employers' Organizations annual conference held in Zimbabwe.

EU-ACP Cooperation

The Cotonou Agreement, a framework that defines cooperation between the European Union and ACP countries (Africa, Caribbean and Pacific) provides for non-State actors (especially employers' and workers' organizations) to participate and be fully consulted in their country's cooperation strategies with the EU. In Southern Africa for example, the EU-SADC (Southern African Development Community) *Investment Promotion Programme* is actively promoting business-to-business meetings between Southern African countries and the European Union. The SADC Employers' Group is actively promoting involvement of its members in this programme.

Developing 'Employer Thinking' in the Region

A Pan African think tank, the *Pan-African Convention on Investment and Partnerships* (PACIP) - an initiative of the Pan African Employers Confederation (PEC) supported by the African Development Bank (ADB) - was launched at the end of the year in Tunisia. PACIP will carry out thematic studies, share information and knowledge on business and the investment climate, hold show case events to promote the enterprise and engage in advocacy.



The Americas

Globalization in the Americas has highlighted the increased need for a more dynamic involvement of key societal stakeholders in molding regional policies. This not only relates to relationships amongst countries in the Americas, but also includes other relationships, such as those with Spain and Portugal. Consequently, during 2005 the IOE was involved in two major processes: the ongoing Americas Summit Process and the consolidation of the permanent Secretariat of Ibero-American Summits.

The Business Technical Advisory Committee on Labor Matters (CEATAL)

Within the Americas Summit Process, the IOE - through CEATAL - actively participated in the debates regarding the follow-up to the *Salvador Plan of Action*. The IOE also participated in the preparatory meetings for the fifteenth Inter-American Conference of Ministers of Labor as well as the Conference itself, which took place in Mexico in September. The workers' and employers' representatives jointly adopted a Declaration, addressed to governments, highlighting the importance of involving the social partners in the social and labour debates emanating from the integration processes. After several years of negotiations, CEATAL - and thus the IOE member organizations - were officially recognized by the Conference as a permanent advisory body and as the business voice within the Summit of the Americas Process.

Permanent Ibero-American Secretariat

In order to prepare the business response to the 2005 Ibero-American Summit, the Presidents of the IOE member organizations in Latin America, Spain and Portugal met in Madrid to discuss changes in the political landscape in the region and their impact on business (in particular the case of Venezuela) and adopted two declarations - one covering the business community's concerns and priorities, and the other which was jointly issued with their workers' counterparts. Both documents highlighted the key role enterprises have in social and economic development. The establishment of a permanent Secretariat will require increased engagement from IOE members as a Social and Economic Council may be created under its auspices.

Strengthening employers' organizations in the region

This year, the IOE and the ILO Bureau for Employers' Activities celebrated the 20th anniversary of the highly-successful Latin American Institute for Management of Employers' Organizations (ILGO). The ILGO, which is an IOE/ILO one-week programme specifically designed for managers from employers' organizations, is the most successful training programme in the region. IOE support to FEDECAMARAS (Venezuela) remained strong throughout the year.



THE IOE WORKING IN THE REGIONS

Asia

The year began on a sombre note in the region, with the devastation caused by the 26 December tsunami. Employers' organizations in the affected countries, with the support of the ILO Bureau for Employers' Activities and the international community, have been assisting local communities through, amongst other things, the provision of training to set up micro-businesses. The Confederation of Asian Pacific Employers (CAPE) and the IOE continued to work closely during the year.

Reforming the business environment

The negative impact that labour legislation can have on economic growth and enterprise creation is starting to gain some resonance in the region. Considerable work, in close collaboration with CAPE, has been underway on this issue over the last few years and this will be accelerated in 2006. In 2004, labour legislation in ten countries was examined. This process is now being refined and extended. It is foreseen that in 2006 it will help members identify legislative obstacles to economic growth and will also look to provide tools to help members develop advocacy skills for the promotion of policy and regulatory change. It is envisaged to work closely with the World Bank in these endeavours in 2006.



Strengthening members

It is now recognized that reforming the business environment is a political process and that it needs local actors - namely organizations representing the private sector - to lead it. The more representative the organization (of both big and small enterprises) the stronger its ability to convince governments to reform legislation. This is now a key area of IOE work in the region.

The international profile of the IOE can help provide direct political assistance through public support for the national employers' organization's efforts to reform the environment for enterprises. In this connection a special mission to Iran was organized to underscore the IOE's support for the Iran Confederation of Employers' Associations and in particular its reform efforts.



Europe

The ILO European Regional meeting held in Budapest in February was an opportunity for the IOE to focus on the work of the Office in the region and, more importantly, to direct its future priorities. The key themes for the meeting - ageing, youth employment, flexicurity and migration - will now form the basis for the Office's technical work in the region over the next four years.

IOE Members in Madrid

September 2005 brought together 47 representatives from amongst the European membership to address key concerns facing the region. Discussions focussing on outsourcing, as assessed by the OECD and International Framework Agreements, through a dialogue with a global trade union, allowed members to exchange experience and guide the IOE in future engagement in these debates, both within the ILO and elsewhere.

Stability Pact for South Eastern Europe

The IOE network of experts in labour law, financed by the Swiss Government, continued in 2005 with activities organized in different countries, including twinning partnerships between employers' organizations within the region. This led to the sharing of experiences, with participants able to learn from the recent experiences of the Czech Republic and Estonian employers' federations. The network has also connected the work of the Belgian, Dutch and Swiss employers with other employer organizations in the region.

New members and CIS countries

With new members in Georgia and Azerbaijan, work is now well underway with employers' organizations in the CIS countries in developing their ability to participate in collective bargaining and provide services to their members.

UNICE remains a key partner for the IOE, with its Social Affairs Committee being the main interface for IOE collaboration, where the IOE provides international perspectives to relevant debates. In recent years CSR has been a particular focus for IOE-UNICE work. The IOE feeds into the UNICE process concerning CSR developments in ISO, UNHCHR, UNCTAD as well as the ILO.



THE IOE WORKING WITH ENTERPRISES

16

Employers' organizations represent the 'totality' of national business interests and must therefore take a global view in policy debates. Companies on the other hand mainly have their own interests to consider. It is important, however, that both sides of the equation are incorporated into policy thinking. During the year member federations brought some of *their* member companies to a number of IOE and ILO events so as to contribute the 'individual company' view.

International Framework Agreements (IFA) for instance evoke different reactions from different companies, both positive and negative. During the meeting of the IOE European Members in Madrid, one company was invited to speak on why it would *not* sign an IFA, while a trade union (which is at the vanguard in promoting IFAs) spoke in favour of IFAs. This was a useful background for participant organizations and was very helpful in contributing to the IOE Guide on IFAs which was subsequently updated later in the year.

The IOE has been working closely with a number of federations in providing direct assistance to their member companies. The IOE can offer companies both specific technical expertise as well as a broader global view of an issue. Demand in particular is coming in the areas of CSR, codes of conduct, IFAs and international industrial relations issues, including reviews of national legislation.

Enterprise Advisory Group

In early June the IOE Enterprise Advisory Group (EAG) held an informal session with Guy Ryder, General Secretary of the ICFTU, who spoke of the challenges facing the international trade union movement in a globalized economy. Guy Ryder outlined his view that trade unions are supportive of an open global economy and want to work with business to set terms under which globalization is managed. It was a useful and frank opportunity for business to engage with the head of the international trade union movement in a thought provoking and open manner and underlined the value of the EAG as a mechanism for this kind of dialogue.



During 2005 the IOE worked with the following international sectoral bodies

- Airline Personnel Directors Conference (APDC)
- Assembly of Employers' Organizations in the European Food and Drink Industry (AEFD)
- Confederation of International Contractors Association (CICA)
- Council of European Employers of the Metal, Engineering and Technology-Based Industries (CEEMET)
- EuroCommerce
- Food Manufacturers' Industrial Group (FMIG)
- International Chemical Employers Labour Relations Committee (LRC)
- International Cocoa Initiative Foundation (ICI Foundation)
- International Confederation of Temporary Work Organizations (CIETT)
- International Council on Mining and Metals (ICMM)
- International Hotel and Restaurant Associations (IHRA)
- International Iron and Steel Institute (IISI)
- International Road Transport Union (IRU)
- International Shipping Federation (ISF)

Connecting Companies to the ILO

The sectoral programme of the ILO is of great importance for the IOE in that it is a key opportunity for enterprises to engage *directly* with the ILO. It plays a vital role in providing real experiences from the 'factory floor' to the body charged with international labour and social affairs.

The sectoral programme also affords an opportunity to assist the ILO in developing its policy thinking based on such 'live' experiences. For instance, the meeting on the impact of the end of the Multi-Fibre Agreement in the clothing and textile sectors at the end of October helped point the way in terms of possible future work by the ILO.

The sectoral activities programme has evolved in recent years and includes now a national component with six national action programmes. These are in the: agriculture; construction; education; hotel, catering and tourism; and textile, clothing and footwear sectors. There is also a cross-sectoral action programme on HIV/AIDS which will be continued in 2006-2007, in addition to three new action programmes in the health services, public service and telecommunication sectors. These national programmes are developed with IOE support by IOE members.

Working with other Sectoral Organizations

The IOE continues to work closely with and bring together international sectoral employers' associations across a variety of issues, in particular in relation to the ILO's sectoral programme.



EMPLOYERS AT THE INTERNATIONAL LEVEL

International Labour Organization (ILO)

Governing Body

For some time now the present trends of the globalization debates have been pushing the ILO away from its core mandate of the world of work. The employers and numerous governments have alerted the ILO of its true role and this came through in a number of the committees of the Governing Body, notably the *Working Party on the Social Dimension of Globalization*.

During the discussion on the programme and budget for 2006-2007, the Governing Body reaffirmed the core mandate areas of the Organization. However, the future of the ILO's impact will remain heavily conditioned by its current tight financial situation.

Governance remained a priority for the IOE and efforts to transform the Governing Body into a truly *governance board* and to move the debates within technical committees from abstract discussions to ones which focus on real governance issues continued. This effort saw some results in two committees, notably in the Employment and Social Policy (ESP) Committee and the MNE Subcommittee. The ESP Committee in particular at last saw some practical application of the Global Employment Agenda - the ILO's main policy response to employment. However, more generally, efforts during the year to reform the workings of both the Governing Body and the Conference showed little progress.

As agreed under the Programme and Budget, Decent Work Country Programmes (DWCP) will become the main vehicle for ILO technical assistance at national level. Employers supported this move and succeeded in placing employment as the main focus of these programmes. However, more attention still needs to be given to building the capacity of national employers' organizations to ensure their ability to participate fully in working with their governments and workers in identifying relevant policy options.

Throughout the year, employers also reiterated the need for the ILO to strengthen and focus on its technical cooperation programmes. In particular a key theme was that the ILO needs to refocus its responses to the direct needs of its constituents, look to strengthen them in their work at national level and to help them in developing flexible solutions to structural labour problems. The ILO is expected to play a leading role in supporting countries looking to integrate better into an increasingly globalized world.



International Labour Conference (ILC)

Despite the fact that the ILC appeared largely uncontroversial, an overtly prescriptive Convention for the fishing sector failed to garner enough support to be adopted. As employers and many governments abstained from voting, the necessary quorum was not reached and, as a consequence, the Convention fell.

The ILO's main response to the world of work - international labour standards (ILS) - needs further reflection. ILS, when unanimously adopted, are a universally recognized reference for the world of work. They need to be realistic and adapted to existing conditions in the developed and developing worlds, but need also to take into consideration that a majority of the world's workers in the develop-

ing world today work in the informal economy. For most, labour legislation does not apply equally. So, for those who work outside the law, is the answer to their problems 'more law'? Hardly. Furthermore, for those working within the law the outcomes may also be irrelevant if governments do not implement standards. A key theme pursued by employers and a number of governments in the one 'employment' debate during this year's Conference (youth employment) was that *'legislation does not create jobs'*.

Within the other technical committees results were generally positive. In the first discussion on a promotional framework on occupational safety and health the Conference adopted conclusions with a view to the adoption in 2006 of a framework Convention supplemented by a Recommendation. The employers were satisfied by the fact that governments supported their calls to ensure that the

content of the instrument remained true to the call for a promotional rather than prescriptive text. On the political side, the issues that the Conference continued to address were the on-going situation of forced labour in Myanmar and the continued hostility to the social partners in Venezuela.

Also in 2005, the IOE worked closely with the Office in the research for and drafting of a guide for employers' organizations on the ILO's supervisory machinery, which is used to assess the application of international labour standards. The guide explains the different aspects of the ILO's supervision and highlights the cases involving employers to illustrate the relevance of the machinery to them. Training based on the guide is expected to be rolled out to employers' organizations in selected regions in 2006.



EMPLOYERS AT THE INTERNATIONAL LEVEL

World Bank

2005 was an important year in the relationship between the IOE and the World Bank, particularly with the International Finance Corporation (IFC).

Work began in linking the activities of IFC with IOE members – in particular utilizing IFC's *Doing Business* database which provides comparative measurements of the business environment across 155 countries. This, in the first instance, has been done by linking the Doing Business database to the IOE-ILO SME toolkit for employers' organizations.

IFC Country Officers have subsequently participated in the training workshops of the Toolkit, notably in Tirana and Johannesburg, providing an overview of the Doing Business project in those regions. As further training workshops are rolled out this collaboration will continue. These occasions are also a useful occasion to facilitate relationship building between IFC and IOE members regionally.

In more concrete terms a pilot project will get underway in early 2006 with a number of employers' organizations in Southern and Eastern Africa. The project will be centred on utilizing the Doing Business Indicators to develop

reform priorities and will form the basis of dialogue with governments in the region. If successful, it is hoped to scale this work in other regions.

In other areas of collaboration, the World Bank Regional Programme Coordinator for Latin America and the Caribbean gave a presentation (at the specific request of and facilitation by the IOE) at a Technical Preparatory Meeting of the Inter-American Conference of Ministers of Labor (IACML) held in Mexico City in July. This meeting was extremely important as it laid the ground for the draft "Declaration" submitted to the IACML.



Poverty Reduction Strategy Papers (PRSPs) are the principal response of the international community in the development of national development strategies to fight poverty that are fully supported by the international donor community. The World Bank and the International Monetary Fund are the key agencies driving PRSPs. Consequently, both the IOE and the ILO Bureau for Employers' Activities have been active in supporting member federations engaged in their respective national Poverty Reduction Processes, with a number of projects aimed at strengthening their capacity to engage in the PRSP process. An IOE guide for employers' organizations considering engaging in their national PRSP will be available in early 2006.

World Trade Organization

Given the labour and social linkages developing in many bilateral trade agreements, the IOE continues to track developments at the WTO, particularly those with a focus on social and labour policies, and how the multilateral negotiations may develop, through the WTO's consultative process in which the IOE participates. The IOE's bi-monthly publication *TradeTalk* has been developed to act as a vehicle in disseminating this information to members.

The WTO, together with other international organizations, continues to participate in the ILO 'policy coherence initiative' which held its fourth meeting during the year. This initiative has ostensibly focused on the nexus between growth, investment and employment and appears to be a vehicle for the identification of research projects amongst and by participating organizations. In this respect, there have been moves in the year to develop some joint ILO-WTO research.

The debate on linking trade and labour standards, particularly through multilateral trade agreements, has been a constant feature of policy debates over the last ten years or so. While certain elements of the debate are to some extent resolved, others are not. What is also clear is that the debate is a moving dynamic and there are changing and new elements emerging, often in a more subtle way - for example, the inclusion of labour provisions in bilateral and regional trade agreements or issues surrounding the management of supply chains. This will be a key area of work for the IOE in 2006.

The **Informal Business Advisory Group** to the WTO Director-General, of which IOE President François Perigot is a member, continued to meet. A key issue raised at the Business Advisory meetings was the role of the business community in the promotion of trade. The WTO in recent times has been making increased efforts to engage with the business community, particularly with IOE federations in West Africa.

World Health Organization



The IOE has consistently worked with the World Health Organization over a number of years, mainly in the ILO/WHO Joint Committee on Occupational Health and in its work on HIV/AIDS. Discussions were held to see how this collaboration, particularly in the areas of treatment, care and support for HIV/AIDS sufferers, could be strengthened. The IOE was also intimately engaged in the drafting of joint ILO/WHO Guidelines on health services and HIV/AIDS in April. The purpose of the new Guidelines is to promote sound management of HIV/AIDS in health services, both in the public and private sectors.

The IOE is also exploring with the trade union movement areas of collaboration between the WHO, employers' organizations and workers' organizations at national level, particularly in terms of work with WHO Regional and Country offices, in building the capacity of IOE and ICFTU members to support their HIV/AIDS programmes.

The WHO and IOE are exploring ways to facilitate discussions with the pharmaceutical industry on how to provide more access to antiretroviral treatment. This request comes at a time when a number of companies from different sectors of economic activity are interested in the work of the WHO. The WHO sees strengthening collaboration with the IOE as an effective means to reach SMEs worldwide.

The IOE also worked closely with the WHO in South Eastern Europe on Occupational Safety and Health programmes. This will be intensified in 2006.

EMPLOYERS AT THE INTERNATIONAL LEVEL



United Nations (UN)

The Millennium Development Goals (MDGs) - the specific goals set and agreed by the international community subsequent to the 2000 UN Millennium Summit - were a major focus during the year. The Goals themselves were reaffirmed at the five year review during the UN General Assembly Summit in New York in September.

A series of four 'public hearings' were held in June. These were organized around the four clusters of UN Secretary-General Kofi Annan's report "**In larger freedom**" which was the cornerstone of discussions at the General Assembly in September. These hearings were *the* principal vehicle for the input of business into the MDG five-year review process. The IOE worked closely with the International Chamber of Commerce (ICC) in this process and prepared a joint statement which was submitted to and used at the public hearings.

The IOE and ICC also jointly participated at the 43rd session of the UN Commission for Social Development in New York in February, where they presented a joint statement. This was another useful opportunity to underline the crucial role of the private sector in poverty alleviation strategies.

At the five year review in New York itself, the role of business in achieving the Goals was much to the forefront. A statement on behalf of the private sector, including the IOE, was delivered to the Summit world leaders.



Global Compact

The IOE continued to be actively involved with this initiative through the Secretary General's Office and maintained efforts throughout the year to keep the "business" dimension to the fore. Structurally the Global Compact underwent considerable changes in 2005 with an increased emphasis on country level Global Compact networks. These networks will undertake outreach activities, act as a platform for the sharing of learning and dialogue amidst companies with the implementation of the principles and help develop partnership projects.

The IOE continues to support member engagement with the Compact thereby helping to ensure that it continues to be a voluntary mechanism for companies. The Secretariat continued to provide direct assistance to members throughout the year, particularly to those which played leading roles in Global Compact national launches, as was the case in Mexico, Peru and Pakistan.

UN High Commission on Human Rights (UNHCHR)

The UN High Commission on Human Rights has become an extremely important Organization for business in recent years, particularly with initiatives such as the 'Draft Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises with Regard to Human Rights' coming before it. The IOE has consequently been intently engaged with the UNHCHR as well as the Commission's individual member governments in communicating the perspectives and concerns of business.

These efforts have yielded significant results and, as the year closed, what could have been an extremely problematic issue was averted. Rather than taking a rushed, prescriptive and ill-defined approach, the Commission has decided to appoint a special representative to undertake a two-year mandate to help in clarifying "the scope and legal status of existing initiatives and standards relating to the responsibilities of transnational corporations and related business enterprises with regard to human rights". This is most welcome.

Following the appointment of the Special Representative, Professor John Ruggie, the IOE held a first consultation in September with representatives of member federations and companies to understand the mandate and place the view of business before him. Subsequently, the Special Representative asked the IOE to undertake work in the first half of 2006 indicating effective ways for companies to deal with dilemma situations encountered in 'weak governance zones'.

Next Steps: The suggested Human Rights approach by Business

- Business is committed to operating in a responsible manner. This means, amongst many other elements, a respect of and for human rights. Much is already being done by business. It is important that this is acknowledged and recognized.
- An ongoing dialogue will be vital over the period of the mandate. As the mandate focuses on business, the major input should be drawn from business, remembering that States create the framework within which business operates.
- It is the State that is the duty-bearer in protecting and promoting human rights. The law sets a framework of standards and business complies with the law or, quite rightly, faces appropriate action and sanction.
- Business does not believe there is a need for a new international framework. There are issues that should be addressed and many of them have been identified in the mandate, not least of which is the focus on States discharging their responsibilities.
- Business wants to be forward-looking and to get beyond the somewhat sterile debate that has surrounded the draft of so-called norms. Business recognizes the value in effective partnership, clarity in the roles and accountabilities of all sectors in society, and the flexibility offered through existing frameworks, standards and codes. Best practice can and does help capacity-building.

EMPLOYERS AT THE INTERNATIONAL LEVEL

UNDP



Relationships between IOE members and the United Nations Development Programme (UNDP) Country Offices evidently differs throughout the world. In some countries collaboration between national employers' organizations and the UNDP resident representatives is well established and works well, in others it may not. In Pakistan, Peru and Mexico for instance, UNDP worked closely with IOE members on Global Compact launches during the year.

In this respect, the Memorandum of Understanding (MOU) signed between the IOE and UNDP in 2004 has served as a useful mechanism in ironing out problems that have arisen and in developing further relationships between IOE members and the UNDP. This MOU has now expired and will be renewed in early 2006.

UNCTAD

Given the United Nations Conference on Trade and Development (UNCTAD)'s potential impact on trade and development policies, the IOE continues to track those debates within UNCTAD.

UNCTAD is currently engaged in what it refers to as "*Guidance on Corporate Responsibility Indicators in Annual Reports*". Expected to be finalized in late 2006, the Guidance will consist of roughly 17 indicators in eight areas, including: contribution to economic development; human rights; labour practices; human resources development; health and safety; community support; value chain and corruption. The IOE is monitoring this process.

The IOE has also opened discussions with UNCTAD in relation to a closer role for IOE members in its trade assistance programmes. These discussions will continue in 2006.

UNAIDS



UNAIDS remains a key IOE partner, and in practically all IOE activities in the area of HIV/AIDS UNAIDS was involved. UNAIDS has agreed to provide support to a joint ICFTU/IOE meeting on capacity building and resource mobilization in the new year.

UNEP



United Nations Environment Program (UNEP) is an organization with which the IOE has dealt in recent years through the Global Compact. It is however becoming a more important fora for the IOE with key debates that impact on employment being discussed there. It is also an organization with which the trade union movement is more and more engaged. For instance, in 2006 UNEP will host the first trade union assembly on labour and the environment (the IOE will be the employers' voice in this important event). Throughout 2006 the IOE will look to increase its engagement with UNEP.

G8

The United Kingdom, as holders of the 2005 Presidency of the G8, placed tackling poverty as a key element of its agenda. The key role of the private sector in developing strategies to alleviate poverty was to the fore in the Summit outcomes. In correspondence with IOE President François Perigot, Prime Minister Tony Blair underlined his personal support for the role of the private sector in these endeavours.

At the main G8 Summit held in Gleneagles (Scotland) in July, the IOE, together with the International Confederation of Free Trade Unions (ICFTU), submitted a joint statement calling on G-8 leaders to: equally address the threat posed by HIV/AIDS in their efforts to fight poverty in the world; establish a permanent working group on HIV/AIDS to report and issue recommendations to the G-8 on an annual basis; and join the social partners in a tripartite strategy to mobilize the comprehensive response needed and resources to fight HIV and AIDS.

The G8 Labour Ministers meeting with the Social Partners in London in March focused on the challenges posed by demographic change. The IOE worked closely with OECD-BIAC in developing and subsequently presenting the business perspectives to the Ministerial meeting.

"I am convinced that, by working together, governments and the private sector can make a real difference to poor peoples lives across the developing world."

Letter from Tony Blair to François Perigot

"It is clear that policy responses to meet the challenges posed by demographic change will be both varied and cross-cutting, impacting on numerous areas. Flexible work arrangements; part-time work; temporary work; easing restrictions on business start-ups can be policy responses across these issues."

*Oleg Eremeev (Russia)
Employers' Spokesperson
G8 Labour Ministers Summit London*

EMPLOYERS AT THE INTERNATIONAL LEVEL

International Organization for Standardization (ISO)

The International Organization for Standardization (ISO) Working Group on Social Responsibility met twice in 2005 as part of its multi-year effort to develop an ISO guidance standard on social responsibility that would provide information on social responsibility relevant to all types of organizations, not just companies.

In September, final agreement was reached in Bangkok with regard to: (a) the design specifications; (b) the establishment of the task groups to write the guidance standard; and (c) the process to select leaders of the task groups.

The IOE has been involved in this process since it was first mooted by ISO in 2002. Having gained accreditation to the process, the IOE has helped shape the industry response to this initiative. It has helped move the debate from a management system standard on CSR to a non-verifiable guidance document on social responsibility and has, with the support of member federations, consolidated

an industry presence in the working party. The writing of the guidance document will now begin with a further meeting planned for May 2006. The United States Council for International Business has provided the IOE with major support in these endeavours and represented the IOE on the Working Group.

Attempts were also made during the year to embark upon the development of an ISO Occupational Safety and Health Management Systems standard. The issue was raised during the ISO General Assembly in Singapore. In 2001, an ILO tripartite meeting of experts drew up Guidelines on Occupational Safety and Health Management Systems (ILO-OSH 2001) and the IOE will continue monitoring these developments in 2006. The IOE strongly argued that having two international instruments covering Occupational Safety and Health Management Systems would be both confusing and counter-productive.

Organization of American States (OAS)

The OAS convened the Presidents and Heads of State of the Americas to the Fourth Summit of the Americas in November, to discuss: *“Creating Jobs to Fight Poverty and Strengthen Democratic Governance”*.

Within the Summit’s framework, IOE federations in the Americas - through CEATAL - were invited to participate in a dialogue with the Ministers of Foreign Affairs attending the Summit. The Ministerial

Declaration adopted at the Summit recognizes the fundamental and unique role employers’ and workers’ organizations have in shaping employment and labour policies, and commits national governments to promote and facilitate tripartite dialogue at national, sub-regional and hemispheric levels.

The Americas Summit process will continue to generate interest and will surely require more in-depth

engagement by the IOE in the coming years. The prospect of elaborating an “Americas’ Social Charter” (an initiative launched by the Venezuelan Government), the increased interaction between Labour and Trade Ministers concerning integration processes as well as the escalation in the tone taken by those opposing free trade agreements, for example, will require the business community to remain closely engaged.

Council of Europe

The IOE continues to be an active participant on the governmental Committee of the Council of Europe’s European Social Charter. This Committee deals with the application by European States of the Social Charter and of its revised version. The Social Charter promotes freedom of association and the Committee has been used by some IOE members in the same manner as the ILO Governing Body Committee on Freedom of Association.

Together with the ILO, the Council of Europe manages the Bucharest Process, which is a peer review process among South Eastern European countries on their national employment policy. The IOE continues to represent employers’ interests in this Process and participates actively in all debates.

IOE BODIES

IOE General Council

This year's annual meeting of the General Council was held on 30 May under the chairmanship of the IOE President, François Perigot.

The Council adopted a work plan for 2005 based on the IOE's strategic framework 2004-2009 (reflecting the nine priority areas); approved the accounts for the 2004 financial year and the budget for 2006; approved two new policy documents - *"An IOE approach to the challenges in addressing child labour"* and *"The role of business within society"*. A special session of the General Council was held on 8 June to debate this latter issue in greater detail.

Three new organizations were welcomed into the IOE family: the Vietnam Chamber of Commerce and Industry (VCCI), which returned to membership as a full member after an absence of 40 years; the National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan Republic (ASK) and the Georgian Employers' Association (GEA) as Associate Members (under the new procedure adopted by the General Council in 2003).

IOE membership as of 31 December 2005 stands at 142 federations in 136 countries.

Management Board

The IOE Management Board held two regular sessions, in March and November, in addition to a special session in May. Much of the sessions were taken up with discussions on the future of the IOE. Four working groups were set up to examine in depth the key issues of communications and finances; the role of the ILO; IOE Statutes; and Partnerships. The conclusions will be put to the IOE General Council in 2006. Thus in addition to the expansion of existing services the IOE will embark upon the activities to ensure the IOE continues to respond to members' needs and expectations.

Members

*of the Management Board
(31 December 2005)*

President

François Perigot (France)

Executive Vice-President

Daniel Funes de Rioja (Argentina)

Vice-President (Africa)

Ali M'Kaissi (Tunisia)

Vice-President (N. America)

Ronnie Goldberg (United States)

Vice-President (S. America)

Dagoberto Lima Godoy (Brazil)

Vice-President (Asia)

Toshio Suzuki (Japan)

Vice-President (Europe)

Michel Barde (Switzerland)

Treasurer

José María Lacasa (Spain)

Deputy Treasurer

Nam-Hong Cho (Korea)

Secretary-General

Antonio Peñalosa

Abdallah Sadiq Dahlan (Saudi Arabia)

Andrew Finlay (Canada)

Renate Hornung-Draus (Germany)

Birahima Nacoulma (Burkina Faso)

Segun Oshinowo (Nigeria)

Pavel Prior (Czech Republic)

Ashraf Tabani (Pakistan)

Göran Trogen (Sweden)

Luis Carlos Villegas (Colombia)

IOE MEMBER FEDERATIONS

(31 December 2005)

AFRICA (40)

Confédération Générale des Entreprises **Algériennes** / Organisation Nationale des Employeurs du **Bénin** / **Botswana** Confederation of Commerce, Industry and Manpower / Conseil National du Patronat **Burkinabé** / Association des Employeurs du **Burundi** / Groupement Inter-Patronal du **Cameroun** / Association Commerciale de Sotavento du **Cap-Vert** / Association Commerciale, Industrielle et Agricole de Barlavento (**Cap-Verte**) / Conseil National du Patronat **Tchadien** / Fédération des Entreprises du Congo (**DRC**) / Union Patronale et Interprofessionnelle du **Congo** / Conseil National du Patronat **Ivoirien** / Federation of **Egyptian** Industries / **Eritrean** Employers' Federation / **Ethiopian** Employers' Federation / Confédération Patronale **Gabonaise** / The **Ghana** Employers' Association / Conseil National du Patronat **Guinéen** / Federation of **Kenya** Employers / Association of **Lesotho** Employers and Business / Groupement des Entreprises de **Madagascar** / The Employers' Consultative Association of **Malawi** / Conseil national du Patronat du **Mali** / Confédération Nationale du Patronat **Mauritanie** / **Mauritius** Employers' Federation / Fédération des Chambres de Commerce, d'Industrie et de Services du **Maroc** / Confédération Générale des Entreprises du **Maroc** / **Namibian** Employers' Federation / Syndicat Patronal des Entreprises et Industries du **Niger** / **Nigeria** Employers' Consultative Association / Conseil National du Patronat du **Sénégal** / Federation of Employers' Associations of **Seychelles** / Business Unity **South Africa** / Federation of **Swaziland** Employers / Association of **Tanzania** Employers / Conseil National du Patronat (**Togo**) / Union **Tunisienne** de l'Industrie, du Commerce et de l'Artisanat / Federation of **Uganda** Employers / The **Zambia** Federation of Employers / Employers' Confederation of **Zimbabwe**

THE AMERICAS (31)

Antigua & Barbuda Employers' Federation / Unión Industrial **Argentina** / **Bahamas** Employers' Confederation / **Barbados** Employers' Confederation / **Bermuda** Employers' Council / Confederación de Empresarios Privados de **Bolivia** / Confederação Nacional da Industria (**Brazil**) / **Canadian** Employers' Council / Confederación de la Producción y del Comercio (**Chile**) / Asociación Nacional de Empresarios de **Colombia** - ANDI / Unión Costarricense de Cámaras y Asociaciones de la Empresa Privada / The **Dominica** Employers' Federation / Confederación Patronal de la **República Dominicana** / Federación Nacional de Cámaras de Industrias del **Ecuador** / Asociación Nacional de la Empresa Privada (**El Salvador**) / Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (**Guatemala**) / Association des Industries d'**Haïti** / Consejo **Hondureño** de la Empresa Privada / The **Jamaica** Employers' Federation / Confederación de Cámaras Industriales de los Estados Unidos **Mexicanos** / Confederación Patronal de la **República Mexicana** / Consejo Superior de la Empresa Privada (**Nicaragua**) / Consejo Nacional de la Empresa Privada (**Panama**) / Confederación Nacional de Instituciones Empresariales Privadas (**Peru**) / **St. Lucia** Employers' Federation / **Suriname** Trade and Industry Association / The Employers' Consultative Association of **Trinidad and Tobago** / **United States** Council for International Business / Cámara Nacional de Comercio y Servicios de **Uruguay** / Cámara de Industrias del **Uruguay** / Federación de Cámaras y Asociaciones de Comercio y Producción de **Venezuela**

ASIA (28)

Australian Chamber of Commerce and Industry / **Bahrain** Chamber of Commerce and Industry / **Bangladesh** Employers' Federation / **China** Enterprise Confederation / **Chinese Taipei** Federation of Industries / **Fiji** Employers' Federation / Council of **Indian** Employers / Employers' Association of **Indonesia** / **Iran** Confederation of Employers' Associations / **Japan** Business Federation / **Jordan** Chamber of Commerce / **Korea** Employers' Federation / **Kuwait** Chamber of Commerce and Industry / Association of **Lebanese** Industrialists / **Malaysian** Employers' Federation / **Mongolian** Employers' Association / Federation of **Nepalese** Chambers of Commerce and Industry / Business **New Zealand** / **Oman** Chamber of Commerce and Industry / Employers' Federation of **Pakistan** / The Employers' Federation of **Papua New Guinea** / Employers' Confederation of the **Philippines** / Council of **Saudi** Chambers of Commerce and Industry / The **Singapore** National Employers' Federation / The Employers' Federation of Ceylon (**Sri Lanka**) / Employers' Confederation of **Thailand** / Federation of **United Arab Emirates** Chambers of Commerce and Industry / **Vietnam** Chamber of Commerce and Industry

EUROPE (43)

Council of Employers' Organizations of **Albania** / Federation of **Austrian** Industry / National Confederation of Entrepreneurs (Employers') Organizations of **Azerbaijan Republic** / Fédération des Entreprises de **Belgique** / Association of the Organizations of **Bulgarian** Employers / **Croatian** Employers' Association / **Cyprus** Employers and Industrialists Federation / Confederation of Industry of the **Czech Republic** / **Danish** Employers' Confederation / **Estonian** Employers' Confederation / Confederation of **Finnish** Industries / Mouvement des Entreprises de **France** / Georgian Employers' Association / Confederation of **German** Employers' Associations / Federation of **Greek** Industries / Confederation of **Hungarian** Employers and Industrialists / National Association of Employers and Entrepreneurs (**Hungary**) / Confederation of **Icelandic** Employers / **Irish** Business and Employers' Confederation / Manufacturers' Association of **Israel** / Confederazione Generale dell'Industria **Italiana** / **Latvian** Employers Confederation / Confederation of **Lithuanian** Industrialists / Fédération des Industriels **Luxembourgeois** / **Malta** Employers' Association / National Confederation of **Moldova** Employers / Confederation of **Netherlands** Industry and Employers / Confederation of **Norwegian** Enterprise / Confederation of **Polish** Employers and Entrepreneurs / Confederação da Indústria **Portuguesa** / Alliance of the **Romanian** Employers' Confederations/ Coordinating Council of Employers' **Unions of Russia** / Associazione Nazionale dell'Industria **Sammarinese** / **Serbian and Montenegrin** Employers' Association / Federation of Employers' Unions and Associations of the **Slovak Republic** / Employers' Organisation of **Slovenia** / Association of Employers of **Slovenia** / Confederación **Española** de Organizaciones Empresariales / Confederation of **Swedish** Enterprise / Union Patronale **Suisse** / **Turkish** Confederation of Employer Associations / Federation of Employers of **Ukraine** / Confederation of **British** Industry

[THE SECRETARIAT]



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DEPUTY SECRETARY-GENERAL

Brent WILTON

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