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**INTERNATIONAL ORGANISATION OF EMPLOYERS**

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**ORGANISATION INTERNATIONALE DES EMPLOYEURS**

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**ORGANIZACIÓN INTERNACIONAL DE EMPLEADORES**

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## OUR AIMS

### BUSINESS LEADERSHIP

Provide leadership for the employer community and represent and promote its interests in all areas of social and labour policy at the international level

### POLICY DEVELOPMENT

Contribute to international policy development which creates a framework that underpins enterprise creation and development

### GLOBAL NETWORK

Provide an international forum of national employers' organizations and their members from around the world

### INFORMATION HUB

Facilitate and promote the exchange and transfer of information, experience and good practice amongst employers globally

### PROMOTION

Inform public opinion and relevant stakeholders of the views and perspectives of employers

## MISSION STATEMENT

***The IOE is the membership organization that promotes the interests of employers and their organizations at the international level through representation, information and advice***

# THE IOE – MOVING FORWARD

The traditional role of the IOE – namely in the social and labour policy domains – remains as relevant today as it was when the Organisation was established. These are still key policy areas for employers' organizations throughout the globe, although increasingly employers' organizations – and consequently the IOE – are broadening their mandates to cover wider policy areas of importance to the business community.

What has changed however is that the International Labour Organization is no longer the unique forum for these debates. A whole range of organizations and actors, inter-governmental and non-governmental, are now involved. This has put increased pressure on the IOE's traditional structures and its means of engagement. Coupled with this change has been the increased expectancy on the IOE to deliver more and better services to its membership, as member organizations themselves come under increasing pressure to respond to *their* members' needs.

Over the last eighteen months the IOE has thus undergone a serious reflection on how to better respond to members' needs in this rapidly changing environment.

A major process of consultation with members culminated in the proposal "*The Way Forward*" which was endorsed by the General Council. This proposal is now the blueprint for how the Organisation will evolve in the coming years. Underpinning the strategy is the need for the IOE to be an organization effectively representing its members in policy debates, no matter where they occur, and offering appropriate, relevant and demand-driven services.

Indeed, changes are already well underway. A new communications plan for the Organisation will be developed for implementation in 2007. In terms of the ILO, a clearer and more defined employers' agenda has been developed, which will help guide the Employers' Group in policy debates. Outside of the ILO, a strategy has been developed to increase the IOE's work with other relevant organizations. Existing partnerships with organizations such as the UNDP, the World Bank and the World Trade Organization are being reinforced, while newer partnerships with other organizations – for example, the International Organization for Migration – are being developed. Perhaps most importantly, the IOE is now developing a real partnership with the World Health Organization.



An important element in all of this is the development of more demand-driven services and products. 2007 will see the launch of the IOE's Global Industrial Relations Network – a body that will bring together key industrial relations practitioners from around the world to exchange views and information on global industrial relations practices. The inaugural IOE *International Labour and Social Policy Review* will also be released in 2007. The Review draws on key current industrial relations and human resources developments from an employer perspective from amongst the global membership.

In 2006 the Secretariat initiated three surveys – on minimum wages; collective bargaining; and labour law and its impact on SMEs. Such surveys serve two functions: first, to assist employer representatives in policy debates at the international level; and, second, to provide national members with a global view, along with data, on a given issue from an employer perspective. A more comprehensive annual survey will be developed in 2007.

Unquestionably, the IOE has emerged stronger from this review process. Outgoing IOE President François Perigot instigated and drove this process and it was his personal vision and energy that helped ensure a successful roadmap for the future. He leaves behind him an Organisation which is an increasingly more self confident and proactive one that is capable of meeting the needs of its members – *in all areas*.

*Daniel Funes de Rioja*  
Executive Vice-President

*Abraham Katz*  
President

*Antonio Peñalosa*  
Secretary-General

# THE BUSINESS AGENDA

## THE RESPONSIBILITIES OF BUSINESS :

### A Moving Paradigm

The debate on the role of business in society has somewhat stabilized. While companies of all sizes continue to reach out to the societies in which they operate in all manners of way, the 'voluntary' nature of that engagement is now fairly well established.

However, in parallel with these developments there has been an increased focus on placing requirements on business, particularly in terms of conditionality. For example, the International Finance Corporation (World Bank Group) has adopted new environmental and social standards which require lending companies to have in place effective management systems that enable them to handle social and environmental risks.

This raises a number of questions . What impact will this have on private lending institutions as well as regional and national development banks? How will the application of these standards be interpreted, particularly those related to labour provisions? Many NGOs and trade unions now see this move as a precedent for lending conditionality in both the private and public sectors. The IOE will intensify its collaboration with the International Finance Corporation and other actors in 2007 to address these questions.

## Many Debates, Many Actors

As Corporate Social Responsibility continues to grow and evolve, so too must business' engagement. A whole host of organizations and actors are now involved. For example, the International Organization for Standardization (ISO) created a *Social Responsibility Working Group* to develop a single guidance standard on social responsibility. The UNHCHR is leading on the human rights debate, the ILO on the labour and social side, and the Global Compact across all the related issues. At regional level, the European Commission has been especially active. And so it goes on.

Unquestionably, a joint and unified business approach is vitally important to ensuring the most effective engagement on these issues.

For instance, the Special Representative of the UN Secretary-General on the issue of human rights and transnational corporations requested the IOE to examine *the role of enterprises in weak governance zones*. Consequently, the IOE formed a working group comprised of members of the International Chamber of Commerce (ICC) and the Business and Industry Advisory Committee to the OECD (BIAC) to develop a paper on the business perspectives of the issue, which was submitted to the Special Representative.



## Companies and International Labour Standards

Enterprises themselves are looking to international organizations for clarity and answers. This is the case with international labour standards. Perhaps this is so because of the visibility of core labour standards, and because these core labour standards appear to squarely address the very difficult labour and employment issues with which companies are confronted on a daily basis.

Regardless of the motivation, the underlying question is generally how businesses can use labour standards to manage their labour and employment challenges. Until now, the answer to this question has been that standards are drafted for and directed exclusively at governments and that, by virtue of the action they require, these standards cannot be directly relevant to companies. However, as the prominence of CSR increases, so too does the pressure on companies to answer stakeholders who frequently challenge companies on their “compliance” with international instruments.

The Secretariat has stepped up efforts in this domain and it is envisaged that a guide for businesses wishing to use ILO standards as a reference in managing their labour and employment related issues will be developed in the coming period. The ongoing work is focused on the Conventions and principles related to the following: child labour; discrimination; freedom of association and collective bargaining; and forced labour. The ultimate aim is to attempt to answer the questions that confront business in relation to these four areas in terms of their day-to-day operations.



### *The MNE Declaration – shaping ILO work*

*Within the ILO an “In Focus Initiative” on Corporate Social Responsibility (CSR) has gotten underway. The promotion of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy as the foundation for good CSR policy and practice will underpin this work.*

*Renate Hornung-Draus, MNE Employers' Spokesperson*

# TRADE AND LABOUR STANDARDS:

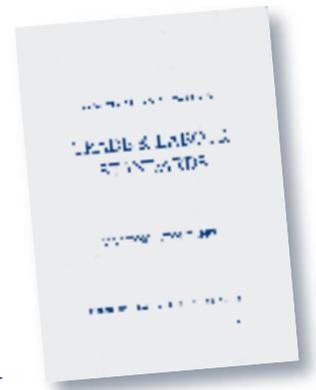
## An Evolving Debate

The debate on linking trade and labour standards, particularly through multilateral trade agreements, has been an emotive one over the last decade, raising strong views on all sides. While the 1998 *ILO Declaration on Fundamental Principles and Rights at Work* to a certain extent resolved some of the issues, others remain outstanding.

6 Globalization has made markets global while political authorities remain national. This has created a tension between the economic and legal rules companies have to follow. Increased globalization has raised the visibility of global capital and commerce. Supply chains have become more elaborate and more visible. Additionally, appropriate regulation is not being implemented by some governments, due in many cases to lack of capacity. This has led NGOs and politicians to put pressure on companies to make it *their* social responsibility to make up for governments' deficiencies.

The debate is a moving dynamic and there are changing and new elements developing, such as the inclusion of labour provisions in bilateral and regional trade agreements. Additionally, there are other, more subtle, areas such as issues around supply chains and codes of conduct that are changing the nature of this debate. The IOE, working closely with the Australian Chamber of Commerce and Industry (ACCI), captured some of these changing elements in a guide on Trade and Labour Standards published in 2006.

The role of employers' organizations in this debate, particularly as it changes and moves focus, will continue to be crucial. To date, the employer position has been steadfastly against such linkages. As the debate continues, the IOE will collaborate closely with relevant international partner organizations in elaborating the business position.



*“Labour standards are not on the Agenda of the Doha Development Round. The situation remains what it was in 1996, which is ten years ago, when WTO members decided that this was not a topic to be negotiated in WTO and that the ILO is and remains the competent body to set and deal with these standards.”*

*Pascal Lamy, WTO Director-General  
IOE General Council, May 2006*

# The ILO Declaration

The evolution of the trade and labour debate underlines the importance of the *ILO Declaration on Fundamental Principles and Rights at Work*. Adopted in 1998, the Declaration requires ILO member States to respect, promote and realize the four fundamental principles:

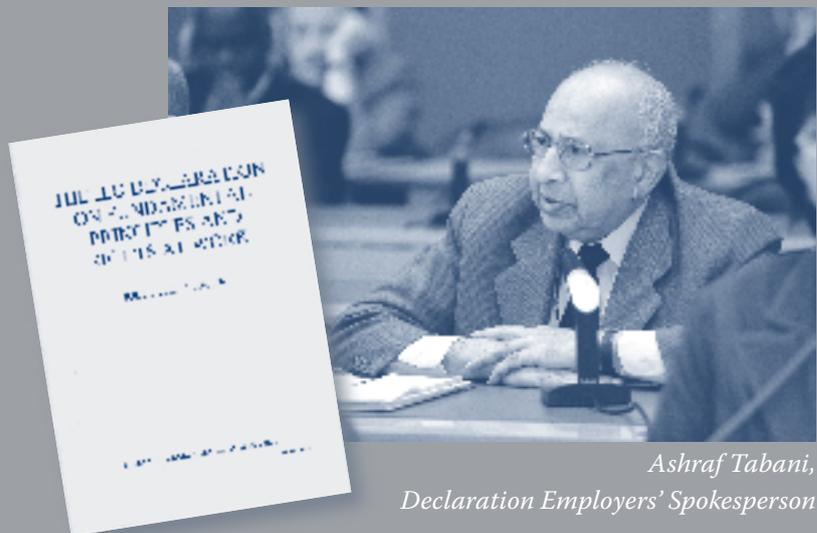
- Freedom of association and the effective recognition of the right to collective bargaining;
- Elimination of all forms of forced or compulsory labour;
- Effective abolition of child labour; and
- Elimination of discrimination in respect of employment and occupation.

The ILO Declaration must continue to be an effective tool through which fundamental workers' rights and principles are protected.

The Declaration has two Follow-up mechanisms to ensure that it is viewed as a meaningful and credible tool: the Annual Review and the Global Report.

The Global Report submitted to the International Labour Conference in 2006 focused on Child Labour. The dramatic progress in combating Child Labour in recent years underlines the value of the Declaration, which has acted to raise awareness within the international community of the underlying principles as well as act as a delivery vehicle for technical work at country level.

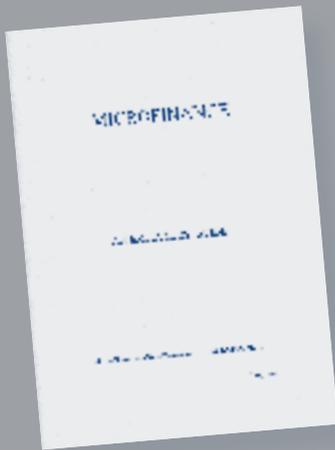
The IOE will continue its efforts to raise further the profile and the utility of the Declaration. The IOE Position Paper on the Declaration, adopted in 2006, will guide work in this respect. At the international level, the IOE will encourage members at national level to link activities with the principles of the Declaration and provide it with profile where opportunities arise.



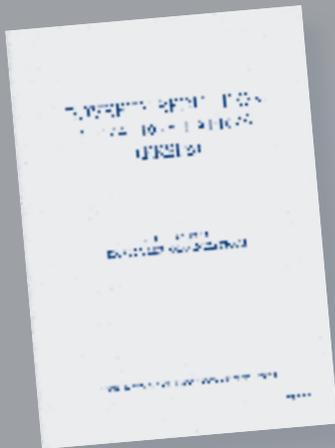
Ashraf Tabani,  
Declaration Employers' Spokesperson

# RESPONDING TO THE GLOBAL EMPLOYMENT CHALLENGE

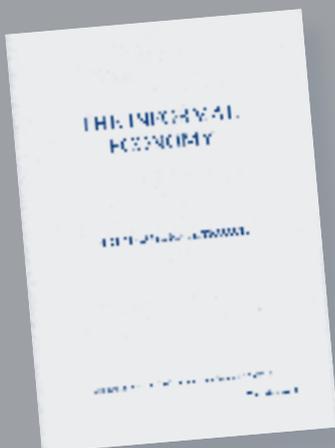
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The essential role of the private sector in creating productive employment and promoting 'employment' as the most important route out of poverty has been constantly promoted by the IOE. The importance of that message is now broadly recognized by the international community.



The IOE continues to underline this message and to advocate for stronger partnerships between the international community and the private sector and its organizations. In July, the IOE and the ICC focussed on this in a joint statement to the United Nations Economic and Social Committee (ECOSOC) High Level Segment. The G-8 Labour Ministers Meeting in Moscow in November was another high profile occasion to reinforce this message.



At a technical level, work continued with member federations in helping to build their capacity to advocate for a conducive enterprise development environment. Training workshops with the ILO Turin Centre and with ACT/EMP were conducted and a more focused training component on advocacy will be developed in 2007. Two IOE publications were produced in 2006 - a guide for employers to the *Poverty Reduction Strategy Papers* which are led by the IMF/World Bank and an updated Guide to the Informal Economy.



## Financing Enterprise Development

Access to finance is, in many countries, a major obstacle to enterprise development. Consequently, employers' organizations play a wide and varied role in this respect. That role can vary from being one of advocacy to deeper partnership approaches with microfinance institutions. The IOE developed a Guide for employers' organizations outlining the different approaches they can take and providing some examples. In February, the IOE, ILO and the European Bank for Reconstruction and Development participated at an international Conference on Microfinance hosted by the Montenegrin Union of Employers. A subsequent technical event to explore the establishment of a guarantee fund took place in late 2006. The launch of this initiative is scheduled in 2007.

IOE members have also been able to facilitate linkages between the ILO and their members in the financial services sector. The Dutch employers VNO-NCW will host a major conference in early 2007 in this connection.

## Entrepreneurship: Making Society Thrive

Working with associations of women's entrepreneurs is a major area of activity for many members. South, western and eastern African Employers' organizations met in Lusaka to strategize on ways and means of enhancing their role in promoting the development of women's entrepreneurship in Africa. In Asia, the Chinese Enterprise Confederation (CEC) launched a Women Entrepreneurs' Resource Centre. This initiative will draw on the experiences and network resources of talented and successful women entrepreneurs to provide training consultancy and information for women wishing to run their own businesses. The Turkish employers' federation, TISK,



organized a *Women's Employment Summit* in Istanbul to raise the profile of the issues faced by women in Turkey's employment market. Networks of young entrepreneurs are being established by a number of federations. Such a network was launched by the Jamaica Employers' Federation (JEF) in 2005 and efforts are underway in El Salvador and Honduras. One of the key recommendations of the 2005 International Labour Conference discussion on Youth Employment was the need to develop resources for employers' organizations. This is now underway and a joint IOE-ILO resource for the business community in support of youth employment is expected in 2007. Such a resource will profile existing practices by the business community and serve as a "bank of ideas" for others to adapt and emulate.

## Representing SMEs

The roll-out of the joint IOE-ILO SME Toolkit for employers' organizations continued with training workshops taking place in all regions. The ILO Turin Centre has become a key partner and it is anticipated that a deeper set of training modules will emerge next year.

*"Enterprise and job creation is the crucial ingredient for functioning and developing societies. When it is hampered, emasculated or not properly cultivated, major economic and social pressures can emerge. Furthermore, political systems can be compromised and instability can result."*

*Daniel Funes de Rioja, IOE Executive Vice-President  
ECOSOC High Level Segment, July 2006*

*"We need to encourage governments to listen to the voices of women entrepreneurs and to incorporate a women's entrepreneurial dimension in the formation of SME-related policies. To do this effectively, we need to improve the factual and analytic underpinnings of our understanding of the role of women entrepreneurs in the economy."*

*Ronnie Goldberg, USCIB Executive Vice-President  
Forum for Executive Women, JEF, September 2006*

## SOCIAL DIALOGUE: A NEW PARTNERSHIP

2006 saw the emergence of the new global trade union organization, the International Trade Union Confederation (ITUC). This new organization brings together the International Confederation of Free Trade Unions (ICFTU) and the World Congress of Labour (WCL) under one global umbrella. The IOE was formally represented at the launch of the new organization.

The IOE welcomes this new Confederation as it consolidates the voice of the international trade union movement and provides the IOE with a single interlocutor at the global level. Relationships with the (now former) ICFTU had become stronger in recent years and the two organizations have collaborated and developed joint global positions in areas such as HIV/AIDS and youth employment. The IOE has also worked closely with ICFTU in various international fora – for example, the International Organization for Standardization (ISO) – and on initiatives such as the Global Compact. It is strongly hoped that such engagement not only continues but indeed intensifies.

The ITUC has outlined a clear strategy for the future. This strategy seeks to better connect the ‘national’ trade union agenda to the ‘international’. In its view, globalization has made international trade unionism more relevant, decisions taken at the international level can have speedy re-

percussions on the factory floor, and supply chains which traverse the globe and crosscut through different jurisdictions require a more integrated trade union response.

In this connection, the last few years have seen much more concerted activity at the international level by the trade union movement across a whole range of policy areas. Sustainable development and the environment are now high on the trade union agenda. Trade union engagement with the International Financial Institutions has also been conducted in a more intense manner. After lobbying from the ICFTU (amongst others), the International Finance Corporation (World Bank Group) adopted new environmental and social standards for lenders.

International mechanisms such as international framework agreements and campaigns to gain influence, mainly within multinational enterprises, have intensified. New forms of activism through, for example, pension funds or by shareholder initiatives are increasingly being explored by trade unions.

Over the coming period, the implications of the merger will become clearer and the IOE will have a better idea of how it can engage with the ITUC in a meaningful way.

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## WORKING TO ERADICATE HIV/AIDS

The IOE is a well recognized global partner in the battle against HIV/AIDS. Nowhere was this more evident than at the Toronto 2006 International AIDS Conference, where the IOE played a prominent role.

In partnership with the ICFTU, the ILO, the Global Business Coalition on HIV/AIDS and the International AIDS Society, the IOE organized a session on the workplace response to HIV/AIDS. Robert Haas, Chairman of Levi Strauss, and Thabo Makeka, Executive Director of the Association of Lesotho Employers and Business, represented the IOE in this session. The IOE also participated in a panel discussion organized by the World Economic Forum on scaling up the business response to HIV/AIDS, particularly amongst SMEs.

The IOE continued to develop partnerships with other business groups. It took part in conferences organized by the Global Business Coalition on HIV/AIDS on developing further the business response to HIV/AIDS.

The IOE and the ICFTU jointly called on the G-8 leaders to establish a permanent high level working group of the G-8 on HIV/AIDS and to join the IOE and ICFTU in a tripartite strategy to mobilize resources.

The implementation of the IOE/ICFTU Statement on HIV/AIDS is now being developed with the ILO Turin Centre and a workshop for workers and employers was held in Kampala, Uganda. Organized jointly by the IOE, the ICFTU-Africa Regional Organization and the ILO, the event addressed means to strengthen partnerships between workers and employers in the participating countries.

*“At the international level the IOE has placed the issue of HIV/AIDS as one of critical importance - it is having a devastating impact on the workplace throughout the world. Employers can and are making a considerable contribution towards the fight against HIV/AIDS, but such is the magnitude of the problem, a collective and concerted approach is required. In this respect the IOE will in particular continue to work closely with the international unions in delivering workplace initiatives to fight the pandemic.”*

*Antonio Peñalosa,  
IOE Secretary-General  
Joint ILO/UNAIDS  
Special Session, Brasilia,  
May 2006*





## THE GLOBAL EMPLOYER NETWORK IN ACTION

A number of IOE members provide technical assistance to employers in developing and transition economy countries. This assistance can take a variety of forms – from direct assistance and guidance, to providing resources to run programmes.

The Dutch Employers (VNO-NCW) established the Dutch Employers Cooperation Programme (DECP) in 2006 to provide direct assistance to employers' organizations. The IOE has and will continue to work closely with the DECP in the delivery of its objectives.

The Japan Business Federation, through its Nippon-Keidanren International Cooperation Center (NIIC), has developed a strong technical cooperation programme to assist employers' organizations in Asia.

The Spanish Confederation of Employers' Organizations (CEOE) likewise is active in this field, and 2006 saw the CEOE and a number of its member companies launch a youth employment initiative with the ILO in Latin America.

The Confederation of Mexican Chambers of Industry (COPARMEX) has a well developed and highly successful youth entrepreneurship network throughout the country and this successful model is now being exported to other countries in the region, with COPARMEX directly playing the facilitation role.

The longest running and most successful ILO/IOE 'intra-employer' development programme continues to be the Latin American Institute for the Management of Employers' Organizations (ILGO) training course which takes place in Costa Rica every year. The ILGO course has provided

highly specialized training to senior management from employers' organizations for over twenty-one years. Developing this course for other regions is currently being explored.

Scandinavian employers have also launched a "twinning" cooperation programme with employers' organizations in Sub-Saharan Africa to share experiences, to promote opportunities for trade and investment and also to build the capacity of employers' organizations in Africa.

These structured engagements have a strong record of producing good results. Joining up all the components of the employer network – individual members, the ILO Bureau for Employers' Activities and the IOE – more targeted and effective technical cooperation can be delivered.

# THE IOE IN THE REGIONS



## AFRICA

In recent years there has been increased recognition in the region of the need for employers' organizations to move away from a uniquely social and labour focus to a broader 'business agenda'. A number of initiatives are under way regionally to help strengthen the voice of national business – ranging from mergers to better strategic engagement between organizations representing the business community.

### Creating an Enabling Environment for African Business

Employers' organizations have been at the forefront in advocating for an enabling environment for business creation and development as one of the ways of jumpstarting African economies. This advocacy role is increasingly being recognized by the donor community. Two key occasions in 2007 will provide a platform to underline this agenda. The first will be the ILO African regional meeting, which will focus on the Decent Work Agenda for Africa (2007-2015). The second will be a major regional Conference on the 'business environment' to be hosted by the Donor Committee for Small Enterprise Development at the end of the year. The IOE will work closely with the Pan-African Employers' Confederation (PEC) in preparing the employer agenda for both these events.

### Promoting Good Corporate Governance Practices

The role of employers' organizations in promoting good governance in general and corporate governance in particular remains an important focus. Promoting good governance was the main theme of the annual East, Central and Southern Africa Employers' Conference hosted by the Association of Tanzania Employers in 2006.

Debate has intensified in Africa since the *New Partnership for Africa's Development* (NEPAD) was launched in 2001 as the development framework for the continent. This framework has recognized the lack of good governance as one of the key problems facing Africa. The PEC, which developed a Code of Good Governance as an advocacy tool, worked extensively in the region in 2006 to promote this tool to both companies and governments.

### Building Capacity to Face Change

In terms of capacity building, the PEC, with the support of the European Union (EU) programme PROINVEST, worked with members on strategic planning exercises in 2006. A number of member organizations have developed and submitted action plans to PROINVEST for further support. The theme of *'building capacity to face change'* was also addressed within the context of the EU-Africa Economic Partnership Agreements (EPAs) by employers' organizations in West and Central Africa. The impact of EPAs was also addressed during the EU-Africa Business Forum held in Brussels.



# AMERICAS

## The Right to Private Property - a Fundamental Right for Employers

Respect for property rights has become a key issue in the Americas region, and this was evident in the ILO regional meeting in Brasilia in May, where the notion was challenged by representatives of the trade unions and a number of governments.

The position taken there by the workers, coupled with the recent election of a number of populist, left-wing governments in the region, signals challenging times ahead for employers for all those conducting business in the countries concerned. This issue was the main focus of the meeting of Presidents of Ibero-American Employers' Organizations held in Brasilia and hosted by the National Confederation of Industry.

## Freedom of Association

The right of employers to freely associate has been a critical issue on numerous occasions. Over the last thirty years the ILO has offered considerable support to employers from Chile, Nicaragua, Panama, Guatemala and, currently, Venezuela who have suffered violations of these rights. In 2006 the IOE collaborated with the ILO in developing a Guide for employers' organizations on Freedom of Association. The Guide catalogues the employer cases that have come before the Committee on Freedom of Association over the years and provides information on the ILO supervisory machinery and how it works.

## Youth Employment - a Regional Priority

Latin America is the first region where the ILO has developed a public-private partnership – in this case, on youth employment. The PREJAL initiative was instigated by the Spanish Confederation of Employers' Organizations (CEOE) and its members and involves a number of major Spanish companies working on practical projects throughout the region. In 2007, the ILO will develop a public-private partnership policy framework, which will help shape these initiatives in other regions.

Youth employment was a key theme at the ILO *Tripartite Caribbean Employment Forum* as well as at the meeting of the Presidents of Ibero-American Employers' Organizations held in Uruguay in November. This meeting takes place within the framework of the business segment of the Summit of Heads of State and Government of Ibero-America.

*“Strong efforts have been made to eradicate the worst forms of child labour in the region. but more needs to be done. The IOE and its members stand ready to play their part to tackle this problem.”*

*Dagoberto Lima Godoy, IOE Regional Vice-President  
ILO American Regional Meeting, Brasilia, May 2006*



## ASIA

The ILO Asian Regional Meeting took place in Korea in September. Discussions focused on competitiveness, productivity and job creation. The dynamism of Asian countries was illustrated in the descriptions of the progress that many countries in the region had made in achieving impressive and sustained growth, and in tackling poverty and unemployment. However, much needs to be done, particularly in making it easier for enterprise creation and development.

Employers' organizations are leading these efforts but need assistance in order to make them stronger and more effective advocates for the environment business needs in order to thrive. In this respect, a number of capacity-building training programmes got under way in 2006. The new Dutch Employers' Cooperation Programme commenced its *'Strengthening Employers' Organizations'* programme in Indonesia, with assistance from the IOE, the ILO Bureau for Employers' Activities and the Turin Training Centre. Training on advocacy, developing services, membership development and retention also took place with employers from Cambodia, China, the Lao PDR, Mongolia and Vietnam.

### Reforming Labour Markets

An IOE survey on the impact of labour legislation on micro and small enterprises showed the damaging impact rigid labour law can have on micro and small enterprises. The issue of reforming labour law is on the agenda in a number of countries in the region, ranging from China and Cambodia through to Indonesia and Korea. Many organizations are looking at how to balance rights with

the needs of modern business, often in the face of government inertia. Technical work continued in a range of countries where labour codes are currently the subject of reform.

At a political level, the ILO/IOE/CAPE Asia-Pacific Regional Meeting, hosted by the Chinese Enterprise Confederation, focused on this issue. Reform methodologies from South Africa, Botswana and Namibia were presented along with analysis from the OECD. In its presentation, the OECD focused on how an enabling rather than a prescriptive labour law environment was beneficial to facilitating productivity and improving competitiveness. The issue of labour market reform was also high on the agenda of the Seventh Asia-Pacific High-Level Employers' Conference held in Ulaanbaatar in July under the auspices of the ILO Bureau for Employers' Activities, the IOE, the Confederation of Asia-Pacific Employers (CAPE) and the Japan Business Federation.

### IOE and the Arab Labour Organization

Following the Secretary-General's attendance at the Arab Labour Conference in February, the Arab Labour Organization (ALO) and the IOE signed a Memorandum of Understanding (MOU). Under the MOU both organizations agree to cooperate to implement activities; exchange data, information, reports, periodicals and publications on matters of common interest; and invite each other to be represented at relevant meetings and technical discussions.



# EUROPE

## Connecting the Region

2006 saw the establishment of the South and East European Network on Employment, which held its inaugural meeting in Zagreb. The Network, supported by the Belgian government, has proven a useful vehicle in monitoring the Bucharest process - a peer-review process of regional employment policies.

The other IOE Network of experts – in Labour Law – supported by the Swiss government, will continue in 2007 to focus on labour law reform, EU accession and partnerships among employer’ organizations within the Network. Beginning in 2008, a *Business Centre* in Zagreb (Croatia) will replace this IOE Network and will be the reference point for all activities for the Western Balkans.

The networks also facilitate cooperation between employers across a whole range of policy areas. A particular current focus is occupational safety and health (OSH), with an OSH tripartite project launched by the Stability Pact, to be jointly managed by the ILO/WHO with the support of the IOE.

## Flexicurity

Flexicurity, the model that combines flexible labour legislation with strong social security safety nets, continues to attract interest throughout the world. The annual IOE European Members’ meeting, which was hosted by the *Alliance of the Romanian Employers’ Confederations* (ACPR), invited the Danish employers to brief participants on the implementation of flexicurity and to open a dialogue on its suitability in other contexts. A joint session of the IOE Network of experts in Labour Law was also organized with the European Trade Union Council (ETUC) network in order to discuss the Danish ‘flexicurity’ model, with the Danish employers and trade unions providing specific perspectives.

## Business Environment

At the end of 2006, the IOE and the Bulgarian Industrial Association (BIA) organized a high level Conference on the theme of “*Advocating for a Better Business Environment in South Eastern Europe*”. The principal objective of the Conference was to: facilitate an exchange of dialogue and ‘best practice’ experiences on national reform efforts; create awareness of the availability of tools and methodologies to assist the business community in advocacy efforts; and develop strategies to further reform efforts. Presidents and senior figures from employers’ organizations throughout the region, along with experts from the International Finance Cooperation, participated. The IOE will work closer with the World Bank in the region in 2007 on this issue.

# THE IOE WORKING WITH ENTERPRISES

## IOE sectoral partners

- 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 Confederation of Temporary Work Organizations (CIETT)
- International Chemical Employers Labour Relations Committee (LRC)
- International Hotel and Restaurant Associations (IHRA)
- International Road Transport Union (IRU)
- International Shipping Federation (ISF)
- International Cocoa Initiative Foundation (ICI Foundation)
- International Council on Mining and Metals (ICMM)
- International Iron & Steel Institute (IISI)

Internationally, the industrial relations scene is changing, trade union structures are shifting and, through overseas operations and supply chains, business risks are constantly evolving. Information on how companies are responding to these challenges is however difficult to source. The IOE is uniquely placed to provide companies with an opportunity to better control the current and emerging industrial relations risks.

The IOE will launch the *IOE Global Industrial Relations Network* – a network of multinational enterprises invited by IOE members.

It will provide a unique space for companies to discuss amongst themselves global issues affecting their IR/HR strategies, to explore current trends and to exchange views. It will additionally provide an opportunity for them to be specifically briefed by the IOE on trends and issues arising in global IR/HR as they emerge from UN agencies, trade unions and NGOs. The *Network* will also benefit from access to key figures within the international trade union movement, the UN and other international organizations.

One of the more recent developments has been International Framework Agreements (IFAs). While a number of companies have signed these agreements, the overall number of IFAs in operation is fairly small. The IOE Guide on Framework Agreements continues to be a reference point for companies and this will be updated again in 2007. Additionally, the IOE will work with the ILO Turin Training Centre on developing a course for companies on IFAs in the coming year.

## An Interface to the World of Work

The IOE continues to strongly support the ILO's sectoral activities programme. The real value of this programme is that it brings together the specific actors from a given sector from across the world to debate real and current issues. 2007 will see international sectoral meetings on the impact of global food chains on employment; the future labour force requirements in IT industries; and attempts to develop a Policy Framework for Hazardous Substances.

# REPRESENTING EMPLOYERS AT ALL LEVELS

In terms of social and labour policy issues, the International Labour Organization remains the main interface for the IOE. The Secretariat maintains employer engagement across many and diverse policy areas and debates. Moreover, increasingly, at both a policy and technical level the Secretariat is working with a broad range of other international and regional inter-governmental organizations.

The IOE engages with specialized agencies such as UNAIDS, IOM, UNIDO, UNEP and UNDP. The IOE also collaborates with its key business partners – the International Chamber of Commerce and the Business and Industry Advisory Committee to OECD (BIAC).

At the European level, regional policy development processes are very advanced and the IOE works closely with *BusinessEurope* (formerly UNICE – the Confederation of European Business),

the key employer interlocutor with the European institutions. In Latin America, the IOE is the key representative of business in the Organization of the Americas (OAS) and in particular the Business Technical Advisory Committee on Labour Matters (CEATAL). Likewise in Africa, the IOE is now officially recognized as the representative business partner of the African Union Labour and Social Affairs Commission.

At inter-governmental level, the IOE engages with the G-8 process. Both the IOE President, Abraham Katz, and Secretary-General, Antonio Peñalosa, participated at the annual G-8 Labour and Employment Ministers Meeting in Moscow in October.

As policy areas overlap between international organizations and at regional levels, the demands on the Secretariat will no doubt increase and this will call for more active roles from mem-

bers. This is already well established practice, with a number of federations taking the lead on particular policy areas. The US Council for International Business represents the IOE on the International Organization for Standardization (ISO) *Social Responsibility Working Group*. In UNHCHR, the Confederation of British Industry (CBI) has taken a leadership role on the debate on business and human rights. On trade and labour issues, the Australian Chambers of Commerce and Industry (ACCI) provided the Secretariat with sound technical assistance.

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*“We need to move from job security to employment security, as this is the key to achieving the flexibility of our economies which is essential to respond to the inevitable inexorable forces of globalization and technological change.”*

*Abraham Katz, IOE President*  
Meeting of G-8 Labour and Employment Ministers, Moscow, October 2006

# INTERNATIONAL LABOUR ORGANIZATION (ILO)

The world has changed dramatically since the ILO was founded almost ninety years ago. Indeed, dramatic changes have transpired in the last twenty years since the end of the cold war.

Global economic integration has connected enterprises, workers and consumers in an unprecedented way. In many respects these changes have made the ILO even more relevant today than in the past – and, with it, the IOE's formal role as the Secretariat

of the Employers' Group within the Organization. *But times have changed* and now new opportunities and challenges confront the social partners and the ILO.

Indeed, business' relationship with the ILO is changing, albeit slowly. Where in the past the ideological backdrop of the cold war necessitated a more defensive environment in the Organization, today that is no longer the case, particularly for employers. New opportunities exist for the busi-

ness community – for example, working directly with the Office on public-private partnerships or utilizing the ILO's resources to tackle particular problems, such as child labour.

The IOE continues to work with governments and workers to make the International Labour Office a place that sees the business community as part of the solution and as an equal friend and valuable partner in achieving its objectives.

## THE ILO GOVERNING BODY: A REFORM AGENDA

The Employers' Group in the ILO and a great many governments have been pressing for a reform agenda in the ILO. Currently, a number of initiatives to reform various ILO bodies and processes are ongoing, with some tentative successes.

The *Committee on Freedom of Association*, which has been operating within a similar framework since its creation over 50 years ago, has started a dialogue to examine its operating procedures and bring it into line with modern realities. A process to examine improvements to the ILO standards-related activities is under way and efforts to make the Conference Committee on the *Application of Standards* more transparent is also under way.

Within Committees of the Governing Body, efforts increased to ensure that, at the end of each debate, the key decision points are clearly addressed in the Committee reports to the Governing Body. This has proven particularly effective in the work of the MNE Subcommittee and within the Employment and Social Policy Committee.

Reform of the International Labour Conference is being led by an "ILC Working Group". The employers' goal is to raise the profile of the ILC as the supreme policy-making body of the ILO, capable of producing high-impact well-supported instruments along with cutting-edge and

forward-looking policy debates. The 96<sup>th</sup> session in 2007 will see the first of these changes. Additionally, a major Conference debate will examine how the ILO can better shape its message for the coming decades and ultimately become a more demand-driven constituent Organization.

The International Maritime Conference in February – which adopted a new Maritime Labour Convention – presents a number of reform lessons, most significantly the need for extensive preparatory work. *Doing less better* should become the new maxim.

### Continued Budget Constraints

2007 is programme and budget year and discussions are expected to be extremely difficult, with a number of governments likely to express their reluctance to support any increases to the level of the budget. Employers have advocated that ILO programmes be examined from a 'value for money perspective'. This means avoiding duplication; examining the effectiveness and long-term viability of programmes; and focusing on comparative advantage. Financial pressures can provide the catalyst for a proper analysis of the work and mission of the ILO and this can lead to a rationalization of its endeavours and result in a better and more focused Organization.

## Technical Work at the Country Level

“Decent Work Country Programmes” (DWCP) are now the main vehicle in delivering the ILO’s Decent Work Agenda. DWCPs are a framework for ILO technical cooperation which try to better connect the broad policy direction of the ILO with actual activity on the ground. DWCPs provide an opportunity for IOE members to work with the ILO and to harness the ILO’s competencies in terms of *employer* priorities.

## The ILO in the Regions

ILO regional meetings took place in both Asia and the Americas in 2006, while the African regional meeting will take place in Addis Ababa in 2007. These occasions provide the constituents with a vital opportunity to define their regional priorities for the following four years. Additionally, regional meetings provide a platform for national employers’ organizations, supported by the international presence of the IOE, to raise individual national issues or concerns.

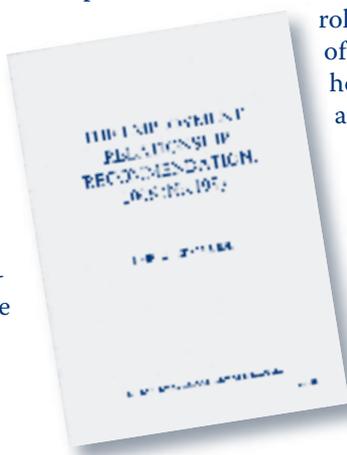
# 95<sup>th</sup> INTERNATIONAL LABOUR CONFERENCE

There is much that is positive that can be taken from the 2006 Conference. In the second year discussion on a *Promotional Framework Convention on Occupational Safety and Health*, the employers were able to retain a text which should be an international reference as a framework Convention and capable of broad and rapid ratification.

The discussion on the ILO’s role in technical cooperation was timely, given continuing resource constraints within the Office and the UN reform agenda. The discussion allowed the Employers’ Group to clearly express its expectations of what ILO technical cooperation activities should deliver for employers’ organizations and how private companies would be better integrated in the future work of the ILO. The final conclusions reflected this, noting that *“Public-private partnerships have potential as a source of funding. The ILO should make use of the expertise and contributions of private enterprises”*. Guidelines on public-private partnerships to enhance the role of companies in the ILO’s technical cooperation programme will now be developed.

The *Employment Relationship* topic was always going to be difficult. However, in preparing the draft instrument, the Office moved radically away from the mandate given to it by the ILC in 2003. This, coupled with a lack of substantive government engagement, made failure almost inevitable. While the employers succeeded in including many positive elements into the proposed Recommendation, the fact that they could not support the final instrument is a real missed opportunity and one that could have been avoided.

It is not in the ILO’s interest to persist in producing outcomes which do not enjoy tripartite support. Bipartite outcomes weaken tripartism and the unique role of the ILO in reflecting the consensus views of employers, workers and governments. The hope is that ILC reform may go some way to addressing these problems.



*“Social dialogue is at the heart of the ILO. However it can occasionally break down, as it has done at this Conference in one of the debates. For me this illustrates the need for better and more comprehensive preparation in advance of Conference discussions. The outcome of our work must reflect a tripartite outlook. Bipartite agreements only strengthen the hands of those who question our relevance.”*

Jorge de Regil, Employer Vice-President  
International Labour Conference, June 2006



# WORLD HEALTH ORGANIZATION (WHO)



For over two decades the IOE has been collaborating with the World Health Organization, mainly in matters of occupational health and HIV/AIDS. During 2006, considerable effort was put in to developing this important relationship and exploring how the business community can collaborate with the WHO.



In October 2006, the IOE was officially invited to present its views during the discussion of the WHO *“Global Plan of Action on Workers’ Health”*. Subsequently, the IOE agreed to work with the WHO in the implementation of the new framework that was unveiled at this meeting. In April, the IOE was a participant at a WHO HIV/AIDS stakeholders meeting, which discussed the WHO framework for universal access to HIV/AIDS prevention, care, treatment and support in the health sector. Discussions are also ongoing on how the IOE and the WHO can collaborate more in the area of HIV/AIDS, particularly in implementing concrete projects in the field.



A first ever WHO/IOE Roundtable on the *business community and public health* took place in November, attended by IOE members and a number of their affiliated companies, along with officials from the WHO. The event addressed the crucial role of public health in industrial and economic development and how the business community could advance this cause. The dialogue also addressed the role of innovation and how dialogue with business can help in the development of efficient technological solutions to priority public health problems. Also discussed was how the IOE can provide the business input into the work of the *WHO Commission on Social Determinants of Health*.



It appears there is a willingness from the WHO to establish a deeper relationship with the IOE and tentative plans are in place to establish an IOE/WHO permanent working group where issues of concern can be addressed. This will further enhance the IOE’s recognition by the WHO as *the* business partner on health issues.



## INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

Labour migration is an issue of increasingly critical importance to IOE members. As an issue, the labour market impact on receiving and sending countries is different.

A High-Level Dialogue on International Migration and Development (HLD) at the United Nations General Assembly in September 2006 provided the international community with a historic opportunity to identify and support concrete measures to maximize the development benefits of migration and minimize its negative impacts. The IOE participated directly in both the High Level Dialogue preparations and its proceedings.

The International Organization for Migration (IOM) held a side-event on the fringes of the HLD to raise support for its *International Migration and Development Initiative* (IMDI) at which the IOE participated and gave support to the IMDI. The IOE Secretary-General also participated in a high level panel on the IMDI held in Geneva during the IOM Council meeting. Additionally, at the IOE European Regional meeting in Romania, experts from IOM presented their perspectives on the international debate.

The IOE is looking forward to working closer with the IOM to ensure not only IOE members' representation in its governance structure – namely through its Business Advisory Board – but also in terms of training on migration issues, information on migration data and best practices on migration management.

*“Migration policies that are arrived at after consultations with the key stakeholders, such as employers’ organizations, are more likely to receive the support of the wider public and hence be easier to implement.”*

*Jacqueline Mugo, Executive Director, Federation of Kenya Employers  
UN High-Level Dialogue on International Migration  
and Development, New York, September 2006*



## WORLD BANK

The IMF/World Bank led *Poverty Reduction Strategy Papers* (PRSPs) continue to be the key international development framework in most developing countries. IOE members participate in them with differing levels of engagement and certainly many employers' organizations have found them important vehicles in pursuing the national business agenda. To this end, the IOE developed a Guide for employers' organizations wanting to engage in this process.

The IOE has developed a good partnership with the World Bank's International Finance Corporation (IFC) and this was strengthened during the year. The IFC develops yearly *'Doing Business'* Reports, which measure just how easy or difficult it is to do business across the 175 countries surveyed. These reports are an invaluable resource for employers' organizations, enabling them to directly compare the 'business environment' in their country with that of their competitors and neighbours. The IOE continues to work closely with IFC in promoting this work.

The IFC has participated directly in some of the SME training workshops that the IOE and ILO Turin Training Centre have been rolling out. At the end of 2006, the IFC participated at a major IOE regional conference in Bulgaria and further collaborative work is envisaged for 2007. The World Bank will be key guest speaker at a special session of the IOE General Council in 2007 devoted to the theme *'Creating an enabling environment for business'*. At the technical level, the IFC has continued to work with IOE members, with some pilot work getting under way in East Africa in 2006. Further efforts will be made to upscale the level of this work in all regions.

*"The World Bank can be a key partner for employer organizations in advocating for the kind of environment that guarantees and protects property rights and reduces inappropriate red tape and other emasculating burdens which discourage foreign and local investments."*

*Bojidar Danev, Chairman,  
Bulgarian Industrial Association  
IOE Conference, Sofia,  
December 2006*



## WORLD TRADE ORGANIZATION

A high level IOE delegation met with WTO Director-General, Pascal Lamy, in early 2006. The meeting in the main served as a stock-taking exercise and to examine areas of future partnership between the IOE and WTO. The WTO is an organization with which the IOE will seek to strengthen its relationship in 2007. The ILO and WTO are collaborating on joint research and the WTO has been engaged in the ILO's ongoing *'Policy Coherence Initiative'*.

The issue of the social clause in trade agreements was more prominent in debates in 2006 than perhaps has been the case in recent years. In addressing the IOE General Council in May, Pascal Lamy specifically raised the issue, noting that the current Doha trade round had no mandate to include this issue. Moreover, in providing an update to the Council on the latest developments in the current round of negotiations, he also underlined the importance of the involvement of both the public and private sectors in the negotiations.

To date the IOE has tracked WTO developments, particularly those with a social or labour angle, through the WTO's consultative process, where regular briefings are given (on occasion by the Director-General himself). This will continue in 2007.



# UNITED NATIONS

## Global Compact

United Nations Secretary-General Kofi Annan appointed IOE Secretary-General Antonio Peñalosa, along with IOE Chinese member representative, Chen Ying, Deputy Director General, China Enterprise Confederation (CEC) as two of the twenty business, labour and civil society leaders from around the world to serve on the Board of the UN Global Compact. The Board held its inaugural meeting in July and it will now provide strategic advice and make related recommendations to the UN Global Compact Office, participants and other stakeholders.

The GC Board has launched five working groups dealing with: Local Networks; SMEs; Human Rights; Communications on Progress; and Corruption. The IOE will work in particular on a newly established SME Working Group where UNIDO has been tasked with developing an operational guide for SMEs. The IOE is a member of the international expert team mandated to develop this Guide, which is expected in mid-2007.

## ECOSOC: High Level Segment

The annual UN Economic and Social Committee (ECOSOC) High Level Segment (HLS) chose as its theme *“Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development”*.

The IOE worked with the International Chamber of Commerce (ICC) in preparing a joint Statement that was presented to the Council. The IOE was represented by Executive Vice-President, Daniel Funes de Rioja, who participated in the panel on *“Creating Decent Work opportunities with productivity growth”* and by Shanti Chadha, Executive Member of the Federation of Nepalese Chambers of Commerce and Industry (FNCCI), who participated in the panel on women entrepreneurship and gender equality.



## UNHCHR

The decision by the UN Commission on Human Rights to appoint a Special Representative, John Ruggie, on the issue of human rights and transnational corporations helped ensure that this issue continues to be a focus for the IOE.

The decision by the Commission to appoint the Special Representative and not to proceed with the proposed “draft” norms was a most welcome one. Thus far, the IOE has been successful in promoting the concerns of business. For instance, the idea of a legal imposition of international human rights obligations on business is now not under consideration, as it once was. In all of this, the IOE has worked closely with the International Chamber of Commerce (ICC) and the Business and Industry Advisory Committee to the OECD (BIAC).

The Special Representative will now present a further report to the Commission at its 63<sup>rd</sup> session in 2007 containing views and recommendations for consideration by the Commission on a number of issues regarding transnational corporations and human rights.

*“Business plays an extremely positive role in society, it creates wealth and jobs.... But we must draw a clear line between what is the responsibility of the State and that of the enterprise. To try and shift responsibility from States on to enterprises, in an area such as human rights, would be a potentially very dangerous precedent for society.”*

*Gary Campkin, International Director,  
Confederation of British Industry*

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## UNDP

The IOE President and the Secretary-General met with senior figures from UNDP in early 2006 to discuss deeper collaboration. The UN Development Programme (UNDP) is the main delivery arm for technical cooperation within the UN system. UNDP works with many IOE member organizations, but this work depends on the local relationship between the IOE member and the UNDP country Office. In recent years, the IOE has tried hard to formalize its engagement with the Programme.

The UN system as a whole is undergoing reform and a special commission tasked with making recommendations issued its final report, *“Delivering as One”*, at the end of 2006. The final outcome of all these deliberations may indeed have dramatic consequences for the UN and its specialized agencies – including the ILO. The UN’s ‘delivery arm’ – namely UNDP – may well be strengthened even further and will remain an increasingly important partner for the IOE in the coming years.

# IOE BODIES

## IOE GENERAL COUNCIL

Eighty-three member federations, together with a number of guests, attended the annual meeting of the General Council, held under the chairmanship of the IOE President, François Perigot. The Director-General of the World Trade Organization, Pascal Lamy, was guest speaker.

The Council endorsed a series of recommendations made by the Management Board to make the IOE more visible and relevant to member federations and to the business community; adopted a Work Plan for 2006 based on the IOE's Strategic Framework 2004-2009; approved the Accounts for the 2005 financial year and the draft Budget for 2007; adopted an IOE Position Paper on the ILO Declaration on Fundamental Principles and Rights at Work; and welcomed the Ethiopian Employers' Federation back into the IOE, after an absence of 25 years.

The Council also unanimously elected Ambassador Abraham Katz (United States) as IOE President for the 2006-2008 term.

## MANAGEMENT BOARD

The IOE Management Board held two regular sessions, in March and November, as well as a special session in May. In addition to dealing with a number of standing items on its agenda, the Board finalized its recommendations to the General Council concerning the future of the IOE; carried out an evaluation of specific activities undertaken during 2005; examined a number of avenues for increasing the provision of services to IOE members and their affiliated companies; decided to set up a Global Industrial Relations Network; and provisionally welcomed the Cambodian Federation of Employers and Business Associations into IOE membership.

With the advent of the Ethiopian Employers' Federation, the Cambodian Federation of Employers and Business Associations and, due to a change in the political situation, the Montenegrin Union of Employers and the Union of Employers of Serbia, IOE membership as of 31 December 2006 stands at 143 federations in 137 countries.

## *MEMBERS OF THE MANAGEMENT BOARD*

*(31 December 2006)*

### President

Abraham Katz (United States)

### 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)

Oleg Ereemeev (Russian Federation)

Jorge de Regil (Mexico)

Renate Hornung-Draus (Germany)

Birahima Nacoulma (Burkina Faso)

Según Oshinowo (Nigeria)

Pavel Prior (Czech Republic)

Ashraf Tabani (Pakistan)

Göran Trogen (Sweden)

Luis Carlos Villegas (Colombia)

# IOE MEMBER FEDERATIONS

(31 December 2006)

## 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 (**Cape-Verde**) / 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 de **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**

## 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 (29)

**Australian** Chamber of Commerce and Industry / **Bahrain** Chamber of Commerce and Industry / **Bangladesh** Employers' Federation / **Cambodia** Federation of Employers & Business Associations / **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** / **Latvian** Employers Confederation / Confederation of **Lithuanian** Industrialists / Fédération des Industriels **Luxembourgeois** / **Malta** Employers' Association / National Confederation of **Moldova** Employers / **Montenegrin** Union of 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** / Union of Employers of **Serbia** / 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**

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**Management Assistants**

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**Secretaries**

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Cecilia BONIFAZ

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