

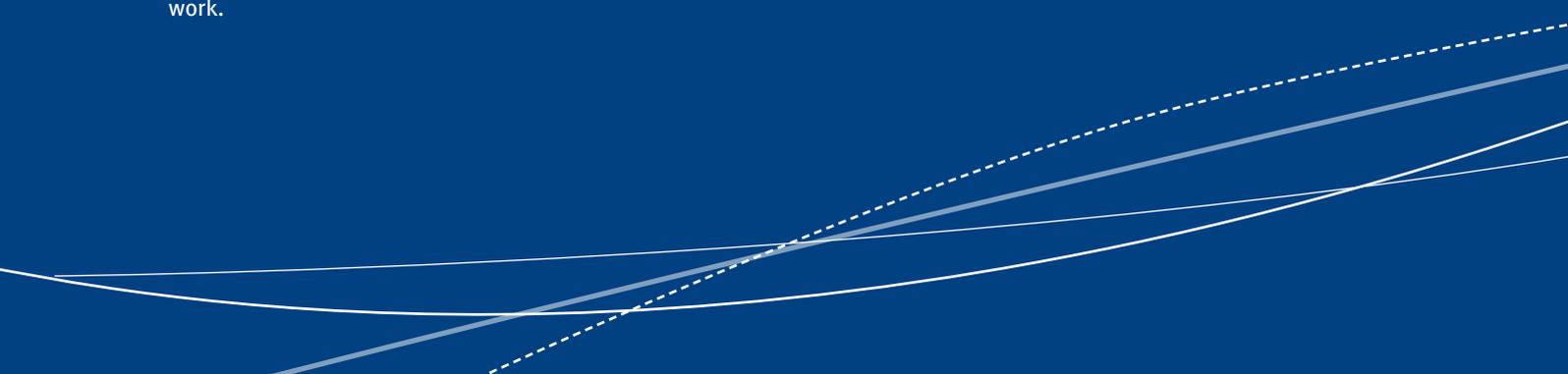
Annual Report | International
2012-2013 | Organisation
of Employers

MISSION

The IOE is the world's largest business network, with representative business and employers' organisation members in 143 countries around the globe. Its members represent millions of enterprises of all sizes and across all sectors of economic activity.

The IOE's core role is to enhance the global labour and social policy environment for business, thereby contributing to the creation and strengthening of private enterprise everywhere.

The IOE network provides access to a unique platform for the exchange and dissemination of information, experience and good practice amongst the global business community on all issues impacting on the real world of work.

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Message to members

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Supporting enterprises to operate successfully in a global environment

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In conjunction with member federations, contributing to business resilience and innovation through facilitating understanding of the trends and developments in labour and social policy impacting the global operating environment for business

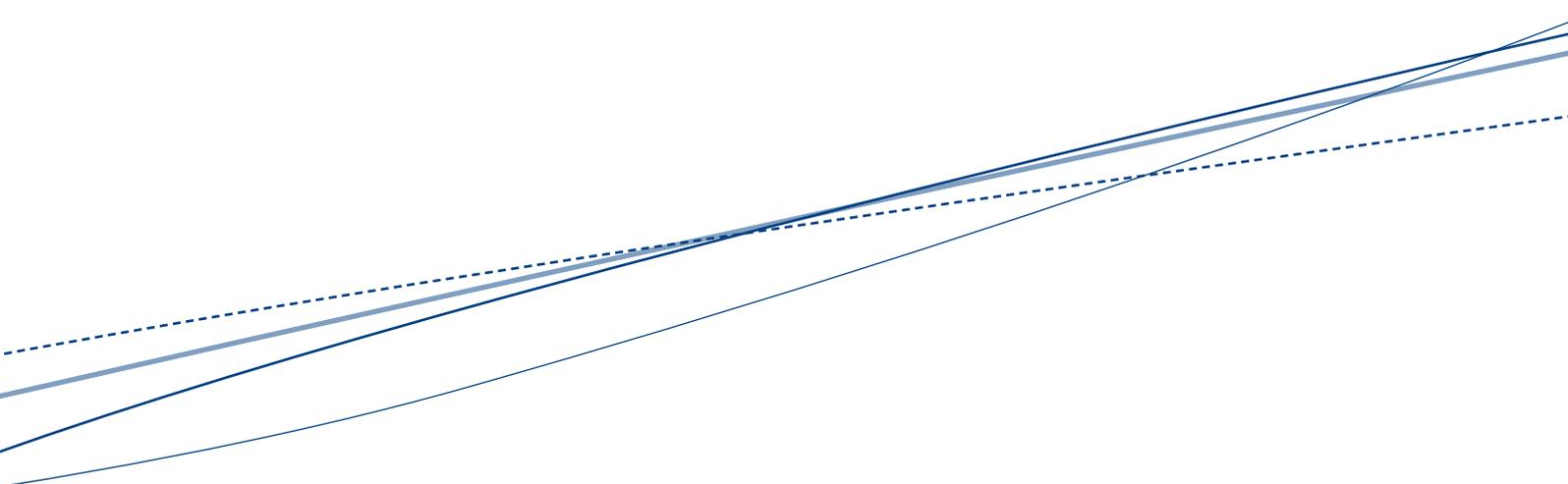
IOE Structure

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*General Council
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Delivering in key areas for maximum impact



Tan Sri Dato' Azman

When we came together last year at our General Council, the remainder of 2012 promised a dappled picture of global recovery.

This trend persists, but not without grounds for some optimism. The International Monetary Fund (IMF) World Economic Outlook Report (April 2013), points to a “three-speed recovery”. In emerging and developing economies, 5.3% growth is forecast in 2013, rising to 5.7% in 2014 (in 2013, China is set to grow 8%, India 5.7% and Brazil 3%). Advanced economics are divided growth-wise, with negative growth of -0.3% anticipated this year in the euro zone, rising to 1.1% in 2014. Good news recently out of the US has given rise to a 1.9% growth forecast this year, and 3% in 2014. Of the advanced economies, Japan also appears to be forging a path of its own, with the economy set to grow 1.4% this year.



Daniel Funes de Rioja

This outlook brought the IMF’s Olivier Blanchard to conclude that, given strong interconnectedness between countries, this was “not the time for policymakers to relax.” It also makes our work as employers’ organisations all the more vital in influencing governments, institutions, and national and international processes to bring about structural change through labour and social policy, and a regulatory environment, that promotes enabling conditions for sustainable business, fosters entrepreneurship, encourages growth, facilitates job creation, gets millions of people back into work and ensures a workforce that has the skills business needs, now and in the future.

In making the case on behalf of businesses large and small, wherever they may operate, we are mindful that reaching out to heads of state and government, policy makers, thought leaders, the media and civil society requires unfailing commitment and engagement, creative approaches, innovation and regular evaluation.



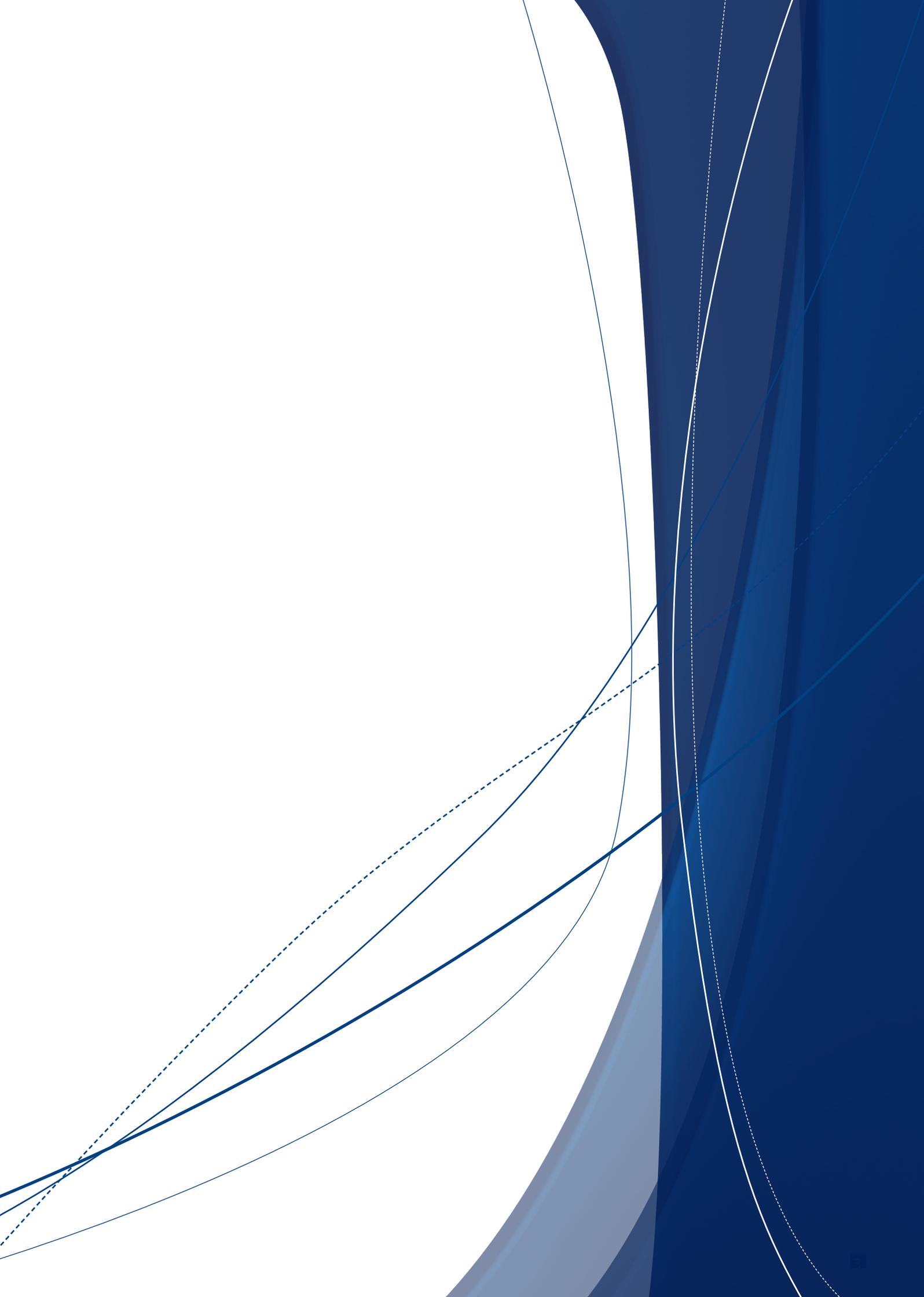
Brent H. Wilton

With near-daily reporting of our activities on our website, and via social media, we aim in these highlights to showcase those areas of our work on behalf of the global business community where we can have the biggest impact, and really make a difference.

Tan Sri Dato' Azman
President

Daniel Funes de Rioja
Executive Vice-President

Brent H. Wilton
Secretary-General



Advancing the IOE policy agenda internationally

Interaction and engagement with the ILO, other UN and multilateral agencies and other societal actor

International Labour Organization

The ILO remains a prime focus of IOE activity; supporting and guiding the employer message across the range of ILO activities in Geneva and in the field.

During this reporting period, the IOE Secretariat, together with ACT/EMP, supported the Employers in the ILO Governing Body (GB); in the 2012 International Labour Conference (ILC); in Sectoral Activities; in Tripartite Meetings of Experts; Regional Meetings; other themed ILO-Employer Organisation-hosted meetings and workshops; and in informal tripartite consultations.

The 2012 International Labour Conference (ILC)

Under the mandate of outgoing Director-General Juan Somavía, the Conference was characterised by transition, as well as timeliness and relevance, with discussions taking place on **Youth Employment, Fundamental Principles and Rights at Work and Social Protection**.

Youth Employment

Persistent **youth unemployment** in many countries made the delivery of conclusions, recommendations and a plan of action, a priority. Employers welcomed the policy options for national governments; the acknowledgement of the importance of an enabling environment for investment and job creation; the acceptance of the role of youth entrepreneurship in alleviating unemployment and the recognition of the role of employers' organisations in supporting youth employment. The Group urged for the rapid implementation of the better elements of the outcomes, and challenged governments, workers' organisations and the Office to act. The Employers committed to playing their part. They have been articulating a consistent message on this issue in the G20, B20 and C20 and are launching a Global Apprenticeships Alliance for companies in the near future to address the issue of youth employment.



International Labour Conference, Palais des Nations, Geneva

Fundamental Principles and Rights at Work

In the recurrent discussion, the Employers achieved their objectives of eschewing a general political debate, in favour of re-energising the attention, priority and focus on the **fundamental principles and rights at work** as set out in the 1998 Declaration. The exploration of successful experiences of various countries giving effect to the principles illustrated that ratification of Conventions alone is not the only way to realise workplace rights. The resulting Framework for Action stipulated that ILO support for constituents be based on an analysis of their established and expressed needs. The Framework noted too: that the universal realisation of these principles and rights should be accelerated through ILO awareness-raising campaigns; that they be accessible, including to workers in the informal economy; that independent enforcement mechanisms, labour inspectorates and administrative processes be essential pre-conditions to full implementation; that ILO action be coordinated and coherent, especially regarding resource allocation to all four categories of principles. Finally, the Employers supported the ILO pursuing synergies between the follow-up to the 1998 Declaration and the regular standards supervisory machinery.

Importantly for business, the Framework recognised that the fundamental principles and rights at work are being increasingly integrated into a wide range of initiatives outside the ILO. The ILO must therefore assert its unique role as the organisation with the legitimacy and competence to set and deal with international labour standards, and, in doing so, promote policy coherence and collaboration across the multilateral system with a focus on human rights and development assistance frameworks.



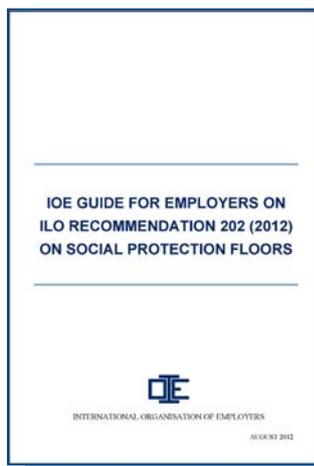
*Daniel Funes de Rioja, President of the Employers' Group,
2012 International Labour Conference*

“Successful and sustainable businesses that create jobs provide the essential platform for the realisation of fundamental principles and rights at work.”

Social Protection Floors

The 2012 ILC adopted an autonomous Recommendation on **Social Protection Floors**, which provides guidance to member States to put in place four basic elements of social protection relating to access to essential health care; security for children; income security for persons of working age who are unable to earn sufficient income; and income for persons in older age.

The Employers argued that social security systems should be based on the principle that scope, funding, resources and extension strategies be defined at national level. The IOE guide, available on the website, assists employers' organisations to participate in the development, monitoring and evaluation processes in their countries.



Committee on the Application of Standards (CAS)

The 2012 CAS also proved memorable, as the list of cases could not be discussed for lack of tripartite agreement. Members were kept apprised of developments arising in what became an increasingly controversial issue. (Please see the IOE website/International Labour Standards.) Importantly, Employers were united in objecting to the ILO Committee of Experts (CEACR) interpreting international labour standards, particularly with regard to Convention 87 - such activity largely exceeding the Committee's mandate and causing confusion, both inside the Organization and at the level of national law and regulation. Consistent employer advocacy ensured that this matter was further addressed in three rounds of informal tripartite consultations, as well as in the Governing Body as outlined below. Discussions are ongoing and the Employers have committed to continuing engagement.

Aung San Suu Kyi addresses the Employers

Employer delegates to the 2012 ILC enjoyed the opportunity of being addressed by Ms Aung San Suu Kyi, Chairperson of the National League for Democracy and Member of Parliament of Myanmar, who was warmly welcomed by Mr Daniel Funes de Rioja.



Ms Aung San Suu Kyi, addressing the Employers' Group at the 2012 ILC

“Investment in Burma should be democracy friendly and human rights friendly – this would help us to build Burma.”

Mr Funes pledged on behalf of employers to build solid relationships with workers in her country, with the respect of fundamental principles and rights at work providing the essence of such interaction. IOE Regional Vice-President for Asia, Mr Kamran Rahman, offered words of support, as did employers' spokespersons from Brazil, Saudi Arabia, South Africa and Venezuela.



Mr Ed Potter, Director of Global Workplace Rights, The Coca-Cola Company, addressing Ms Aung San Suu Kyi, at the 2012 International Labour Conference

“I would like to thank you for defining how businesses should enter your country ...very much in a human rights, workplace rights-focused environment.”

Governing Body

Reform and Transition

The March 2012 GB was the second to take place under the reformed format of a continuous plenary and the Employers' Group stepped up efforts to progress reform of the ILC, including a shorter, two-week Conference, with fewer, more relevant, discussions. Much time was allocated to the presentation of the nine candidates for the post of ILO Director-General, with the Employers having the opportunity to set out their expectations to most of the nominees.

28 May was election day, and, although Guy Ryder was not the Employers' first choice, the Group pledged support to the Director-General Elect.. In his first public engagement in his new capacity, Mr Ryder underlined at the IOE General Council on 29 May, that the future success of the ILO would be achieved only with the full engagement of the Employers, and in a spirit of cooperation.



ILO Director-General Elect, Mr Guy Ryder, addressing the 2012 IOE General Council

“It is incumbent on the ILO and its leadership to do everything possible to make sure that the ILO is relevant to business, is useful to business and reaches out to business.”

Committee on Freedom of Association (CFA)

Several cases of particular relevance to employers were heard in the CFA during this period, with the Government of Venezuela again in the spotlight for failing to implement ILO recommendations regarding the respect of private property rights, a situation which the employer members of the CFA continue to firmly oppose.

Important conclusions in November included that it was not within the scope of the CFA to pronounce on allegations involving restructuring programmes in an enterprise – even where these involve collective dismissals, unless these gave rise to acts of discrimination. In another case, the CFA concluded that governments had an obligation not to interfere in collective bargaining in a way that disturbed the autonomy of the bargaining parties, nor the agreements reached by private employers and trade unions. Collective bargaining had to have a voluntary character, and constraints applied to public authorities when intervening in the process, regardless of their intention.

In examining a complaint involving the impact of Greek government austerity measures on collective bargaining rights, it was underlined that the CFA's role was not to assess the merits of government economic policy. The CFA stated it was quite consistent with freedom of association for emergency economic stability measures to be taken by governments, as long as they were temporary, proportionate and necessary, and arrived at through meaningful social dialogue.



Mr Christopher Syder (UK), Employers' Spokesperson in the CAS, speaking at the 15 June 2012 session of the ILO Governing Body

“When the CEACR needs to give explanations of provisions of ILO Conventions, it has to do so on the basis of applicable methodsit cannot simply adopt the outcomes of the CFA and transform them into legal obligations under Convention 87.”

Matters arising from the 2012 ILC CAS

At the GB session in June, the Employers were compelled to make a firm statement on the need for clarity around the distinctive roles of the CAS, the CFA and the CEACR. With regard to Convention 87, the Employers underlined that, where a right to strike existed, it did so by virtue of national law.

At the March 2013 session, following the February round of informal consultations, the Employers again emphasised that the mandate of the CEACR had not been adjusted since its inception in 1947 when it had been established that “..its terms of reference do not enable it to give interpretations of Conventions, competence to do so being vested in the International Court of Justice by Article 37 of the Constitution of the ILO.”

The Employers’ request to have a text inserted into the Experts’ Report to clarify the status of the CEACR remains under negotiation, but the Employers reaffirmed their engagement to ensure a list of cases for the 2013 ILC.

ILO Programme and Budget

Two GB sessions provided for discussion of the Office's Programme & Budget Proposal for the 2014 – 2015 biennium and the Employers restated the need for the ILO to concentrate on **job creation** as a key crisis response.

The Employers requested fair allocation of resources to ACT/EMP, which resulted in the provision being made for an additional professional position in the Employers' Bureau which was hailed as a step in the right direction. The 2014 – 2015 Programme & Budget will be formally adopted at the 2013 ILC.

The ILO and Companies

Longstanding calls were again expressed in the March 2013 session for the ILO to contribute to an environment that enabled sustainable enterprises, and Guy Ryder reaffirmed his commitment to the ILO reaching out more to business. The Employers stressed that ACT/EMP be the entry point for companies in the ILO, in co-operation with representative employers' organisations.

International Training Centre (ITC-ILO, Turin)

Despite concerns over the future of the ITC in Turin, the board, which includes several Employers' Group members, was assured of ILO support in line with the Director-General's priority to enhance the capacity of constituents.

Nevertheless, the Employers asked that the centre develop a resource mobilisation strategy in order to fill any financing gaps. Calls were also made for synergies between ILO technical cooperation programmes and ITC activities and the Group welcomed the creation of an additional professional position in the Employers' training programme which would contribute to developing value-added capacity-building programmes for employers worldwide.

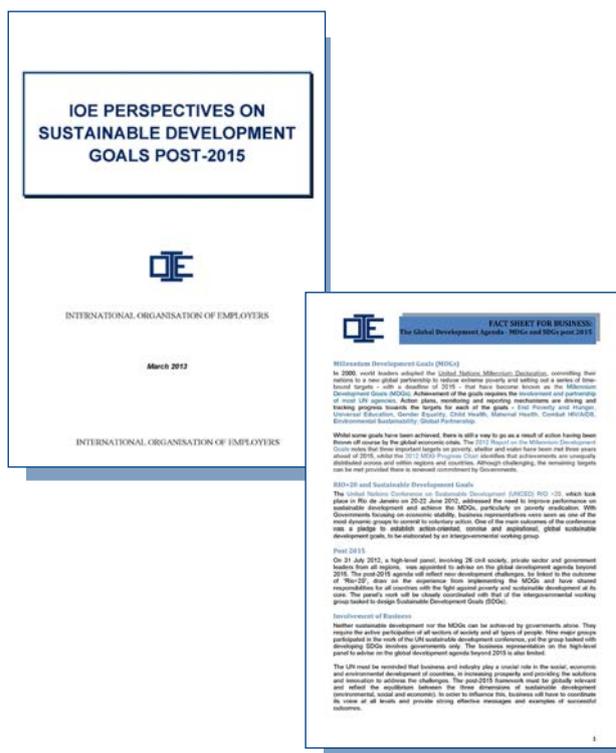
Agenda for the 2014 ILC

Employers and Workers supported a single discussion at the 2014 ILC on supplementing the ILO's **Forced Labour** Convention to address human trafficking. The second agreed item was for a Recommendation to facilitate **transition to the formal economy**. The Employers' Group will argue that the diversity of national realities needs to be borne in mind, and that there can be no "one-size-fits-all" solution. **Employment** will be the theme for the 2014 recurrent discussion.

Post-2015 Sustainable Development Goals (SDGs)

An emerging issue discussed in the GB, and a matter for IOE engagement in other forums, is what will succeed the Millennium Development Goals (MDGs) after 2015. The Employers urged the ILO be integral to any framework designed to address the SDGs, and asked that the constituents be involved in shaping the ILO message in the debate.

The Employers' SDG agenda emphasises that the goals need to be few, focused and simple; belong to all stakeholders and be structured to create the right regulatory environment for businesses to thrive, including a focus on education, skills and training as a key to future sustainable advancement. The IOE has produced several SDG information items which can be found on the website.



ILO Sectoral Activities

Sectoral activities have long been viewed as a principal means of bringing real world of work actors into the ILO, often to assess future skills and vocational and educational needs in particular industries. During this reporting period, the IOE coordinated and supported the participation of experts in forums for the **oil and gas**, the **civil aviation**, and the **fishing industries**.



Mr David Iakobachvili, Chair of the B20 Job Creation Task Force, speaking at the G20 Employment Task Force Meeting in February 2013

“Commitments are not enough.... if the G20 does not deliver, it will lose its credibility. Business will be monitoring delivery on commitments at national level. Only under the right conditions will business be able play its part and deliver jobs.”

The G20 Process under the Mexican and Russian Presidencies

In partnership with BIAC, and with host country member federations, the IOE is increasingly involved in the G20 process as the global voice of business on social and labour policy matters. This includes meetings with G20 labour ministers; participation in the task forces of the Business 20 (B20) – with Brent Wilton co-chairing the B20 Job Creation Task Force; B20/L20 collaboration in areas such as youth unemployment; and providing the business voice in the Civil Society Group of 20 (C20) - Daniel Funes is co-chairing the employment task force.

2012 saw the G20 presidency held first by Mexico. IOE recommendations to the G20 Employment Task Force focused on the pressing issue of youth unemployment and these recommendations were reflected in the G20 labour ministers’ statement to their heads of state and government, calling for the G20 to provide a platform for fostering the sharing of experience and best practice on designing and implementing apprenticeship programmes.



B20 Job Creation Task Force Group

When the presidency transferred to Russia in November 2012, the IOE maintained focus on youth employment. At the February 2012 meeting of the G20 Employment Task Force with the social partners, through the B20 and working closely with Russian member RSPP and with BIAC, the IOE urged the G20 to recognise the valuable contribution of the private sector to job creation and to address the issue of rigid labour law and make it easier for companies to hire. Above all, business urged the G20 to sustain its legitimacy and relevance by delivering on previous commitments.

Throughout its engagement, the IOE has emphasised the commitment of business to playing its part in getting the world back to work and has launched a Global Company Apprenticeship Alliance to facilitate the exchange of experience, and the development of joint action, through a company network designed to increase the involvement of business in vocational and educational training (VET), and to facilitate dialogue with policymakers and VET actors.



IOE Secretary-General, Brent Wilton, receiving the prestigious Vector Prize from Employers of Poland President, Andrej Malinowski in Warsaw, 12 January 2013

“Brent has opened the door for business organisations around the world to have their voices heard in global debates that influence the doing of business – we would like to recognise this achievement.” Mr Andrej Malinowski, President, Employers of Poland



The UN Global Compact

With Secretary-General Brent Wilton on the Global Compact Board, the IOE has a crucial role to play in influencing the future direction and priorities of the Compact and its local networks, many of which are co-ordinated by IOE member federations.

With this in mind, Brent Wilton responded to the Compact’s draft Strategy for 2014-2016, by drawing attention to the evolution that has shifted the initiative from its original mission of promoting the principles. Above all, Mr Wilton called for issues such as governance and accountability to be addressed as a priority, and for any adopted strategy to be clear on what the Compact should do, which is to help disseminate the ten principles around the world and work in true collaboration with other institutions such as the IOE to reach a larger business audience than it does today.

Strengthening and supporting member organisations in representing business interests and priorities

Enhancing the expertise and capacity of member federations to be effective interlocutors on labour and social policy priorities

Communications

At its March 2012 session, the Management Board adopted a Communications Strategy which resulted in the launch in January 2013 of an all-new website, and our subsequent foray into the world of social media. These channels are to provide the focal point of information delivery to members, complemented by direct mail and newsletters. They provide the means to disseminate the global business message more widely, as well as to increase the visibility of members, as seen in the recent IOE support to ACCI (Australia) in their “too big to ignore campaign” which recognises the importance of small businesses.

Between January 2012 and May 2013, the IOE sent more than 200 communications to members on matters affecting employers’ organisation and business, arising in the ILO; in other international organisations, the G20, the Global SDG debate, and ISO; relating to topics such as CSR, business and human rights, international labour standards, youth employment, occupational safety and health, private sector involvement in the SDGs, global union activity and more.

Members are thus kept apprised of trends, developments, events and outcomes of activities that affect employers’ organisations and the global operating environment for business, which equips them to engage in debate at all levels to ensure the best deal for business.

Networking opportunities

Regional and sub-regional meetings co-ordinated and supported by the presence of the IOE Secretariat ensure agenda items that respond to the needs of employers’ organisations and a rich exchange of views and experiences. During this reporting period, IOE member employer organisations from the Ibero-American region met in Madrid; European members met in Brussels and in Oslo; employers’ organisations from Central and Southern Africa met in Livingstone; and French-, Spanish- and Portuguese-speaking federations met in Douala. IOE members from all regions, including the Asia region, also had the opportunity to come together for G20 and B20-related activities in bringing the one voice of business to the debate.



Meeting of Ibero-American Employers’ Organisations in Madrid, 29 October 2012



36th East, Central and Southern Africa Employers’ Organisation Conference, hosted by the Zambia Federation of Employers, 21 – 22 February 2013



Launch of the Sustainable Enterprises Report (Latin America), at UIA headquarters, Buenos Aires, February 2013

Common themes of these meetings include how to achieve the right regulatory environment for sustainable enterprises; the role of the private sector and business in a global society, and employer and business involvement in the work of international organisations.



Representatives of European business and employers' organisations gather at the 9th ILO Regional Meeting held in Oslo, 8 – 11 April 2013

In March 2013, the IOE organised for the first time a forum which was live-streamed on the internet so that members could participate virtually. The forum brought together business leaders from Africa, as well as ILO and IOE officials, to discuss how to sustain growth and create jobs on the African continent. Interviews with the panelists were also made available on the internet.

Panelists at the Forum on Sustaining Growth and Job Creation in Africa



Mr Linus Gitahi, CEO of Nation Media Group and Deputy Chairman of the Federation of Kenya Employers



Mr Albert Yuma, IOE Regional Vice-President for Africa and Chairman of the Board of Gecamines



Mr Jamal Belhrach, President, Manpower, Maghreb and French Territories



IOE Deputy Secretary-General Roberto Suárez Santos making a presentation at the IBEC Annual Employment Law Conference in Dublin, May 2013

Adding Value

The IOE aims to add value by enhancing the service offer of its members to their company affiliates, through the provision of information; access to international debate, such as the G20; the coordination of business networks in the areas of international industrial relations and occupational safety and health; and the extension of invitations to companies to participate, via their member federations, in IOE initiatives.

On 22 March 2013, the Management Board approved the establishment of five Policy Working Groups, to be composed of representatives of member federations, as well as their enterprise members, and led by the Secretariat. These Groups will be covering Industrial Relations, Corporate Social Responsibility, Employment, Social Protection and private sector involvement in the post-2015 SDGs, with the aim of improving the regional perspectives, timeliness, quality, relevance and uptake by members of IOE policy positions.

IOE activities which enjoy the involvement of companies are outlined in the next section.

Missions to members

Over this reporting period, members of the IOE Secretariat and Management Board represented the organisation, and supported members by their presence, in **more than 50 countries around the world.**



25th Annual General Meeting of the Namibian Employers' Federation, Windhoek, April 2013



Meeting with the Board of the Employers' Confederation of Thailand (ECOT), Bangkok, April 2013

Supporting enterprises to operate successfully in a global environment

In conjunction with member federations, contributing to business resilience and innovation through facilitating understanding of the trends and developments in labour and social policy impacting the global operating environment for business

The IOE, through its member federations, keeps companies apprised of international labour and social policy trends and developments, which equips them to deal with emerging global challenges and to build resilience in an evolving business environment. New to this reporting period is a range of **Fact Sheets for Business** designed to provide an overview of relevant topics. Additional activity, information-sharing opportunities, and advocacy on behalf of, and jointly with enterprises, fall into the following main areas of activity.



Mr Alberto Echavarría, Vice President of the National Business Association of Colombia (ANDI), speaking on his expectations for the first forum of the UN Working Group on Business and Human Rights taking place in Bogotá in early 2013.

“Employers around the globe are increasingly worried that the discussions on the implementation of the UN Guiding Principles are focusing only on the second pillar, that is, on the companies’ responsibility to respect human rights. The Latin America regional forum on business and human rights must focus on the implementation and dissemination of all three pillars of the Principles.”

Business and Human Rights

The UN Guiding Principles on Business and Human Rights

Following the adoption of the Principles, the IOE has continued to be involved, informing and engaging members and their companies to ensure that the business perspective and experience are taken into account in policy discussion and development. The IOE has welcomed the consultative character of the UN’s work with enterprises and on-going IOE participation ensures that the approach taken seeks to advance efforts equally in each of three pillars of the Ruggie framework, rather than focusing on what business alone can do.

Business has always stressed the key role of the state in establishing and enforcing a robust framework for the protection of human rights at national level, which is vital to business efforts to give effect to their duty to respect. In undertaking due diligence, companies need to be supported by effective institutions, and, in countries where these are absent, the IOE has called for more effective technical support in order for appropriate judicial and administrative structures to be built.

During this reporting period, Members were advised of the creation by the UN Human Rights Council of a Working Group to follow up on the adoption and implementation of the Principles. The IOE participated in the two rounds of stakeholder consultations in 2012, as well as in the Forum on Business and Human Rights organised by the Working Group to discuss trends and challenges in the implementation of the Principles and to promote dialogue and cooperation.

The Global Business Community of Practice initiative was rolled out at the December forum, involving blue-chip companies and the IOE, to promote the exchange of best-in-class business practice in human rights due diligence (HRDD) and human rights risk management, and to serve as a resource to the Working Group. In December 2012, the IOE launched its promotional webinar programme with the Secretary-General delivering a presentation on the UN Guiding Principles to an audience of multi-national-members of IOE-affiliated organisations. (The webinar can be viewed on YouTube.)

At the 20th Regular Session of the Human Rights Council, the IOE expressed its support for the Working Group's focus on global promotion and dissemination of the Principles, and for the Principles to be embedded in global governance frameworks. Promotion efforts should reach SMEs, many of which are operating internationally. Specifically, the IOE called for the need to ensure the integrity of the Principles and for the interpretive guide produced by the Office of the High Commissioner for Human Rights to be a key reference for companies.



UN Working Group on setting up the Global Business Community of Practice

“... in many respects, companies themselves may be best equipped ... to identify the management systems and internal controls that work and those that do not, to understand how human rights due diligence can be integrated into existing company processes with maximum efficiency and minimum disruption.”

UN Committee on the Rights of the Child

The IOE is increasingly considered as the “one voice of business” for consultation purposes in other business and human rights initiatives. In early 2012, the IOE provided input to the General Comment on Child Rights and Business of the UN Committee on the Rights of the Child, which is being elaborated with a view to providing states with guidance on implementing the child rights Convention.

The IOE pointed out the need to address the vulnerability of children in the informal sector, rather than focusing exclusively on ensuring “business activities take place within the appropriate legal and institutional frameworks”. The IOE also sought recognition that businesses considering operating in conflict zones needed tailored guidance, and cautioned against duplicating the work of the UN Working Group, given the overlap between children's rights and human rights in general. Importantly, the IOE opposed the creation of a specific focal point for the implementation of the Convention in the context of business, arguing that existing mechanisms and multi-stakeholder forums could ensure the respect of the rights of the child.

European Commission Directorate-General for Enterprise

The IOE was invited by the European Commission to participate in the development of sectoral human rights guides, which specifically concern three sectors: employment and recruitment agencies; information and communication technology and oil and gas.

Across all three publications, and in consultation with members worldwide, the IOE called for guidance to be “practical”, rather than “normative”; for local issues to be resolved in context, and for the Guides to be accessible to companies of all sizes to encourage wide application.

Whilst recognising that companies must respect the rights of workers to organise, elect representatives, or create trade unions, the IOE requested the removal from the Guides of suggestion of an obligation on companies to engage in a collective bargaining process.

Global Industrial Relations

Now in its fifth year, and with 29 multinational company members, the IOE's global industrial relations network (GIRN) continues to be attractive to companies. With the close involvement of IOE members, the GIRN provides a unique platform for confidential, peer-to-peer exchanges of knowledge and experience. Member proposals for agenda items ensure a high degree of timeliness, relevance and active participation.

During 2012 – 2013, the GIRN met in Houston, Texas, with an agenda covering collective bargaining in China; risk mitigation in the supply chain; the use of social media in global union campaigning (global campaigns); developments in OECD MNE Guidelines national contact points. October saw the GIRN in Oslo, with an agenda including a successful industrial relations case study; a presentation on the impact and relevance of the ILO's international labour standards on the private sector; an overview of Mexican labour law and more. In April 2013, the GIRN took its platform to Toronto with presentations on doing business in Latin America and Africa, and on International Framework Agreements and managing corporate campaigns.



Adam Greene, Vice President of Labour Affairs & Corporate Responsibility, USCIB, in his editorial for the IOE CSR Newsletter on ISO 26000

“IOE and most of the business community remains firmly opposed to social responsibility certification..”

Corporate Social Responsibility (CSR)

With CSR commanding increased media attention, consumer organisations demanding information on supply chains and on sources of raw materials and labour, and with NGOs and trade unions calling for business to be seen to be contributing positively to society, the IOE has published guidance in the form of a Fact Sheet for Business and a CSR newsletter series.

The four issues to date have provided updates on CSR practice, initiatives, trends and developments, in China, Colombia, the DRC, India, Mauritius, Poland, Turkey, Southeast Europe and more.

Several IOE members have provided editorials, including IOE Vice-President for Europe, Ms Renate Hornung-Draus, who highlighted the momentum building around the implementation of the Ruggie framework for business and human rights, and the consequent risk of myriad interpretations muddying the waters.

USCIB Vice-President of Labour Affairs & Corporate Responsibility Adam Greene turned in his editorial to the issue of certification of ISO's social responsibility initiative (ISO 26000). The voluntary guidance nature of ISO 26000 is the subject of on-going IOE advocacy as it was never designed to "standardise" social responsibility, but to guide its many forms of expression, by all types of enterprises and organisations. The IOE will continue to oppose company certification to ISO 26000, which would present an additional cost to business and do nothing to advance social responsibility.

Occupational Safety and Health

To support businesses in their occupational safety and health promotion, the IOE produced a number of information items throughout the reporting period to foster healthy workplaces, including the Fact Sheets for Business on Non-Communicable Diseases; Managing Risks from International Business Travel and Managing Work-related Health Risks. Case studies of ten African Employers' Federations' management of HIV/AIDS in the workplace have been published on the IOE website to promote the exchange of best practice, and the IOE participated in the ILO's "getting to zero" campaign.



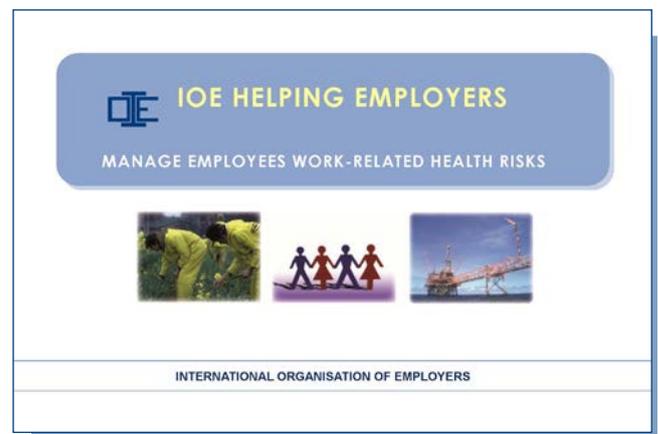
The IOE's Global Occupational Safety and Health Network (GOSH) also continued to thrive, with meetings taking place in Italy, Germany and the UK, with agendas geared to members' needs, covering topics such as current practice in integrating OSH and risk management; OSH communications and managing change; measuring OSH performance and psychological safety at the work place.

The post-2015 Sustainable Development Goals

The IOE is involved in the global post-2015 SDG process, working closely with a team led by Unilever CEO, Paul Polman (a member of the UN Secretary-General's High-Level Panel of Eminent Persons), to garner the business perspective on this issue for the debate.

The IOE has affirmed that, unlike during the development of the Millennium Development Goals (MDGs), where the role of the private sector was seen as one of philanthropy and CSR, the business community will be recognised for its contribution to development by its efforts in the areas of productivity improvement, research and innovation, education and skills development, and targeted financial support for entrepreneurship and sustainable enterprises.

The private sector will remain critical for all countries to realize their economic and social potential. However the recipe for sustainable development will not be the same for each country or region.





General Council

The General Council is the IOE's principal governance body. Meeting once a year, and chaired by the IOE President, the Council brings together IOE members to take decisions proposed by the Management Board and to exchange views and experiences. It is also the forum for the formal adoption of IOE policy positions, of the organisation's budget and accounts, of its annual work plan and the election of its Officers. It provides the occasion to welcome new members. The 80 members present at the 2012 General Council on 29 May endorsed the membership of the National Confederation of the Employers of Djibouti, bringing IOE membership on that date to a historic 151 in 144 countries.



CNED CONFEDERATION NATIONALE DES EMPLOYEURS DE DJIBOUTI

The 2012 General Council took the opportunity to express its gratitude to former Secretary-General Antonio Peñalosa for his 33 years' service and to welcome incoming Secretary-General Mr Brent Wilton, whose appointment had been made at the 26 May 2012 session of the Management Board.

Management Board

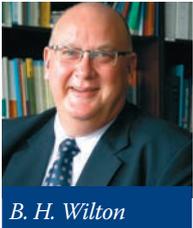
The IOE Management Board is composed of elected and co-opted members drawn from the IOE's membership, with due regard to a geographical balance to reflect the global nature of the organisation. Sessions of the Board are held in Geneva three times a year, in March, May/June and October/November, to coincide with the sessions of the ILO GB and the ILC. Management Board responsibilities include ensuring that the objectives of the IOE and the decisions of the General Council are implemented and that the organisation functions in line with its mandate.

Management Board

at 31 May 2013

- **Tan Sri Dato' AZMAN**
President (Malaysia)
- **Mr Daniel FUNES DE RIOJA**
Executive Vice-President (Argentina)
- **Ms Ronnie GOLDBERG**
Regional Vice-President (North America)
- **Ms Renate HORNUNG-DRAUS**
Regional Vice-President (Europe)
- **Mr Kamran RAHMAN**
Regional Vice-President (Asia)
- **Mr Luis Carlos VILLEGAS**
Regional Vice-President (Latin America)
- **Mr Albert YUMA MULIMBI**
Regional Vice-President (Africa)
- **Mr José Maria LACASA**
Treasurer
- **Mr Samir ALLAM**
Member (Egypt)
- **Mr Peter ANDERSON**
Member (Australia)
- **Mr Alexandre FURLAN**
Member (Brazil)
- **Mr Emmanuel JULIEN**
Member (France)
- **Mr Hiroyuki MATSUI**
Member (Japan)
- **Mr Khaliffa MATTAR**
Member (United Arab Emirates)
- **Mr Mthunzi MDWABA**
Member (South Africa)
- **Mr Yogendra K. MODI**
Member (India)
- **Ms Marina MOSKVINA**
Member (Russian Federation)
- **Ms Jacqueline MUGO**
Member (Kenya)
- **Mr Jorge de REGIL**
Member (Mexico)
- **Mr Jørgen RØNNEST**
Member (Denmark)
- **Mr Christopher SYDER**
Member (United Kingdom)
- **Mr Blaise MATTHEY**
Special Adviser to the Board (Switzerland)

Secretariat



B. H. Wilton



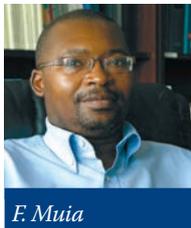
R. Suárez Santos



M. Depierre



M. P. Anzorreguy



F. Muia



M. Thorns



J. Asherson



A. Assenza



J. Dejardin



A. Espejo



S. S. Lee



A. Chentouf



L. Hotham



P. Rindlisbacher



D. Schmidt



V. Gugl



U. Selvaraju



M. Flores



J. Wade

Secretary-General

Brent H. Wilton

Deputy Secretary-General

Roberto Suárez Santos

Senior Advisers

María Paz Anzorreguy

Frederick Muia

Matthias Thorns

Advisers

Janet Asherson

Alessandra Assenza

Jean Dejardin

Amelia Espejo

Siew Sze Lee

Personal Assistant to the Secretary-General

Monique Depierre

Communications Manager

Linda Hotham

Communications Assistant

Usha Selvaraju

Financial Services Manager

Patricia Rindlisbacher

Technical Services Manager

Didier Schmidt

Human Resources Manager

Ann Chentouf

Management Assistant

Valérie Gugl

Secretaries

Milena Flores

Jane Wade

Member federations of the International Organisation of Employers

Africa

Confédération Générale des Entreprises Algériennes / Câmara de Comércio e Indústria de Angola / Conseil National du Patronat 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 / Confédération générale des Entreprises de Côte d'Ivoire / The National Confederation of Employers of Djibouti / Federation of Egyptian Industries / Eritrean Employers' Federation / Ethiopian Employers' Federation / Confédération Patronale Gabonaise / 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 / Confederação das Associações Economicas de Moçambique / Namibian Employers' Federation / Conseil National du Patronat Nigerien / Nigeria Employers' Consultative Association / Conseil National du Patronat du Sénégal / Somalia Employers' Federation / Business Unity South Africa / Sudanese Businessmen and Employers Federation / Federation of Swaziland Employers and Chamber of Commerce / Association of Tanzania Employers / Conseil National du Patronat du Togo / Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat / Federation of Uganda Employers / Zambia Federation of Employers / Employers' Confederation of Zimbabwe

Americas

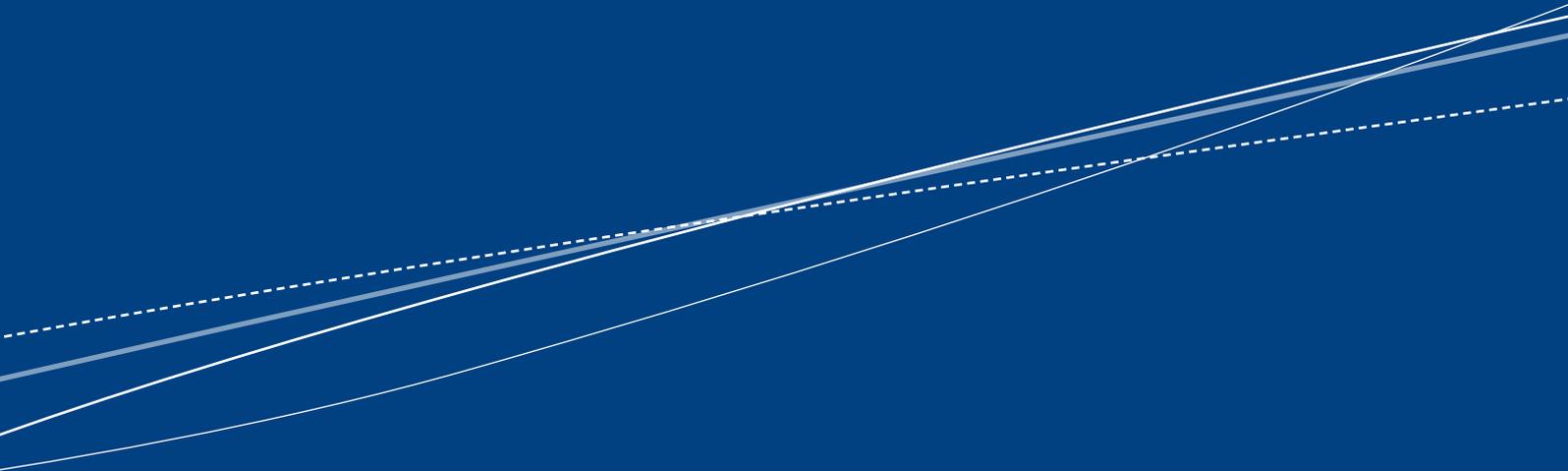
Antigua and Barbuda Employers' Federation / Unión Industrial Argentina / Aruba Trade and Industry Association / The Bahamas Chamber of Commerce and Employers' Confederation / Barbados Employers' Confederation / Bermuda Employers' Council / Confederación de Empresarios Privados de Bolivia / Confederação Nacional da Indústria (Brazil) / Canadian Employers' Council / Confederación de la Producción y del Comercio (Chile) / Asociación Nacional de Empresarios de Colombia / Unión Costarricense de Cámaras y Asociaciones de la Empresa Privada / 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 / Jamaican 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) / Federación de la Producción, la Industria y el Comercio (Paraguay) / Confederación Nacional de Instituciones Empresariales Privadas (Peru) / St. Lucia Employers' Federation / Suriname Trade and Industry Association / Employers' Consultative Association of Trinidad & 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

Australian Chamber of Commerce and Industry / Bahrain Chamber of Commerce and Industry / Bangladesh Employers' Federation / Cambodian Federation of Employers and Business Associations / China Enterprise Confederation / Chinese Taipei Federation of Industries / Fiji Employers' Federation / Council of Indian Employers / Employers' Association of Indonesia / Iranian Confederation of Employers' Associations / Japan Business Federation / Jordan Chamber of Commerce / Kiribati Chamber of Commerce & Industry / 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 / Employers' Federation of Papua New Guinea / Employers' Confederation of the Philippines / Council of Saudi Chambers / Singapore National Employers' Federation / Employers' Federation of Ceylon / Employers' Confederation of Thailand / Federation of UAE Chambers of Commerce & Industry / Vietnam Chamber of Commerce and Industry

Europe

Union of Albanian Employers – BiznessAlbania / The Republican Union of Employers of Armenia / 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 Danish Employers / Estonian Employers' Confederation / Confederation of Finnish Industries / Mouvement des Entreprises de France / Georgian Employers' Association / Confederation of German Employers' Associations / SEV Hellenic Federation of Enterprises (Greece) / Confederation of Hungarian Employers and Industrialists-BUSINESSHUNGARY / National Association of Employers and Entrepreneurs / Confederation of Icelandic Employers / Irish Business and Employers' Confederation / Manufacturers' Association of Israel / Employers' Confederation of Latvia / FEDIL – Business Federation Luxembourg / Malta Employers' Association / National Confederation of Moldovan Employers / Montenegrin Employers' Federation / Confederation of Netherlands Industry and Employers / Confederation of Norwegian Enterprise / Employers of Poland / Confederação da Indústria Portuguesa / Portuguese Industrial Association - Business Federation / Alliance of the Romanian Employers' Confederations / Russian Union of Industrialists and Entrepreneurs / Associazione Nazionale dell'Industria Sammarinese / Serbian Association of Employers / Federations of Employers' Associations of the Slovak Republic / National Union of Employers (Slovak Republic) / 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





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